

## **A Detailed Study: Role of Women in Hotel Industry**

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### **Abstract**

In the hotel industry, women make up a significant portion of employees. The conflict between work and family often prevents working mothers from giving their all to their organizations. As a dependent variable, we attempted to explore the relationship between commitment to organization and balance between life and work among women in the study. Using work-life balance as a metric, we compare women's organizational commitments in the hospitality industry. Second, we examine how sociodemographic factors (such as women's age, education, employment history, and position) influence their views toward their organizations. In India, we interviewed 123 female staff members. The relationship between organizational commitment and work-life balance was examined using multiple linear regression analysis.

**Keywords:** women employee, hotel industry, hospitality, work-life balance

### **Introduction**

Managing work, career, and lifestyle to achieve prioritization is a concept that pertains to work-life balance. Originally coined in the United Kingdom, "work-life balance" describes how to strike a balance between one's professional and private lives [1]. The phrase first appeared in the United States in 1986. The concept of "family-work conflict" (FWC) and "work-family conflict" (WFC) has evolved as people and organizations alike have become increasingly concerned about how work can affect the quality of family life. [1][3]. Seeing that work-life balance involves interactions

### **A Detailed Study: Role of Women in Hotel Industry**

among different segments of one's life, the benefits and drawbacks associated with it can affect multiple levels of society [2]. The work-life imbalance has multiple disadvantages for both employees and employers. Individuals with an imbalanced work-life are likely to have problems at work (productivity of both individuals and organizations), with their families, and socially. Maintaining a work-life balance is therefore essential for both employers and employees. Both employees and employers can reap the benefits of work-life balance [3]. In the world of business, this idea plays a significant role in motivating employees and increasing their loyalty to the company. With the increasing influence and interference of technology, work-life balance becomes increasingly relevant and important. One of the main causes of the rise in stress-related diseases is work. The rise in nuclear families also contributes to individuals' stress levels. This makes work-life balance a topic that should be studied and discussed. In this study, we aim to investigate the life as well as work balance of hospitality industry women employees in the city of Pune [7].

Work-life balance is perceived differently by men and women. For women, the biggest challenge is finding a balance between their work and their families [4]. According to research, taking on too much work responsibility can negatively affect family life. Women's careers could be hampered by the unbalanced state between work and life [4][6]. Many women work fewer hours in order to maintain a balance between career advancement and family obligations. In order to reduce work-family conflict, many women compromise their family goals, which usually leads to fewer children than expected. Individuals make certain compromises to fulfill their organizational commitments through their family lives [5]. Hospitality is a particularly male-dominated industry. A hotel employee's commitment to their organization depends directly on how he or she balances work and family life. Hoteliers can also integrate and optimize their human resources. organizational commitment as well as Work-life balance, as well as work-life balance among women, were the focus of this study.

- 1) Get a better sense of what work-life balance does for commitment to an organization.
- 2) To ascertain how women in the hotel industry balance work and personal life;
- 3) Assess the extent to which women who have different levels of work-life balance are committed to their organizations;

- 4) By examining how sociodemographic factors influence a woman's work-life balance and organizational commitment (e.g., age, education, years of work, and position level), we will examine how work-life balance and organizational commitment affect women hotel employees.

Balance of Work and life and commitment of employees were compared in our current study. The management of HR policies in hotels is influenced by understanding women's organizational commitment [10]. It is essential to foster women's loyalty and improve management practices in the hospitality industry.

## **Literature Review**

### **Balance of Work & Life**

An individual who reaches a work-life balance dedicates equal amounts of time to work and other obligations [8][10]. Personal interests, family, and leisure time activities can also be part of life beyond the workplace. 'Work-Life Balance' is a relatively new term, having originated in the UK and US in the late 1970s and 1980s, respectively. Recent technological advances have made it possible to complete work and work objectives on a 24-hour cycle, which has created some confusion about the term. Technological advancements such as smartphones, email, video chat, and others have made it possible to work outside the traditional "9 to 5 workday." [11]

The relationship between work and family has been explained by various theories [8]. The theory of work-family conflict, however, has not been integrated into a cohesive theory that can serve as a guide to research on the subject. As far as the interface between work and family is concerned, there are several theoretical approaches [10]. On the other hand, employers and employees alike profit from a good work-life balance. During the 19th century, factories were able to increase their production when work hours were reduced to 10, and then eight hours a day. As a result of the declining quality of workers' living situations and their homes, poor work performance and contributions to the workplace are increasing. Employees who are unbalanced between work and family life often have difficulty managing tasks at work, leading to a decrease in productivity. Their work flexibility is limited and they are faced with high workloads and long hours, which decreases their productivity. [13]

### **A Construct of Life & Work**

The compatibility and conflicts between family as well as work-life are combined in the relationship between work and life. The conflict and balance perspectives are integrated. Despite their similarities, work-life balance and conflict have different causes [13][15]. Women encounter work-family conflict when their roles at work and at home are incompatible, making it difficult to manage both at the same time [12]. Several factors contribute to work-life conflicts, including responsibilities, overburdening roles, flexible work schedules, as well as family dynamics, such as the number of children and the stage in life, along with personality traits such as gender roles orientation and perfectionist tendencies. The conflict between work and family includes occupational burnout, stress, decreased health, and a decline in commitment to an organization. In general, work-life balance refers to balancing the importance of working (ambitions as well as a career) at the very first hand, and living (Healthy living, spiritual growth, leisure, family relationships, pleasure, and) on the other. Using a work-life balance theory, it is possible to resolve the conflict between work and family and achieve a balance between the two. One's career life is greatly influenced by family, both positively and negatively. Are there ways to increase the positive influences and reduce the negative influences? Individuals and organizations have to deal with this issue. It is very important to study work-life balance from this perspective [11-15].

### **Theory of Conflict**

Family and work-life conflicts occur when work demands make it difficult to fulfill family obligations. Inter-role conflict is defined as the incompatibility of role pressures from work and family domains, namely the difficulty of fulfilling the work role alongside fulfilling family roles. Originally, work-family conflict was perceived as one-dimensional, but now it is recognized as two-dimensional. In other words, work interferes with family life and vice versa. In most work-family conflict research, the most prevalent problem was among employees, so the focus was more on how much work interfered with family life. Greenhaus and Beutell (1985) [10] identified and studied three types of work-family conflict. A conflict may be based on time, strain, or behavior. When one role demands a lot of time, it is difficult to perform another role. This is called time-based conflict [13]. As well as strain-based conflicts, there are situations in which psychological symptoms (anxiety, fatigue, and irritability) arising from work/family commitments spill over into responsibilities in another role, making those responsibilities impossible to meet. Although strain-

based conflict is conceptually distinct from time-based conflict, they are believed to share a number of sources [14]. When workplace behavior is deemed dysfunctional or inappropriate, behavior-based conflict is likely to occur. Examples include expressed emotions, emotional sensitivity, etc. In contrast to strain-based conflicts, a conflict based on behavior displays spillovers between domains that are negative, where the behavior of one domain influences the behavior of another domain, inhibiting role performance in both domains simultaneously. An assertive and confrontational style of behavior, for example, would be considered inappropriate in a family setting [13][17].

### **Theory of Expansion**

In order to make sense of today's society, the Expansionist theory presents an inductive theory of gender, work, and family as a way to fill the theoretical gap. The hypothesis is derived and tested empirically on the basis of four basic principles. It was noted above that the first three principles discussed work and family issues, while the fourth principle discussed women as well as men as individuals, resulting in a better understanding of work, family, and multi-faceted roles [15]. The multiplicity of roles is viewed as advantageous for men and women alike in the Expansionist theory. Women are more likely to benefit from participating in a work role, while men are more likely to benefit from adding a family role. Commitment to both male and female roles at home and work must not be compromised by a commitment to one. Second, this theory suggests that multiple roles are beneficial through the interaction of various processes such as buffering, increased income, similar experiences, expanded frame of reference, and gender-role ideologies. The expansionist theory asserts that multiple roles can only be helpful under certain conditions [16][20]. Depending on the number of roles and time required for each, multiple roles can offer advantages. When multiple roles are required, stress, as well as overload, might also occur. It is considered more important to have a quality role than to have a lot of roles or spend a lot of time on a particular role for health. In addition to opportunities for success, multiple roles can also provide the opportunity for failure or frustration, especially when it comes to sexual harassment, low wages, and discrimination at work [17]. According to the fourth principle, gender differences in psychology are not fixed and cannot be explained in general. Women and men are not compelled to perform highly differentiated roles due to their different personalities. These four principles reflect the current historical period, therefore current norms and values can be observed to be beneficial in shaping these principles.

### **Theory of Gender Inequality**

The theory of Gender Inequality has a particular significance since it helps to explain how women professionals balance family as well as work responsibilities. In this study, the unequal participation of women in the labor market is examined from a unique perspective [9]. The Gender Inequality theory is centered on several main themes. The article argues that women receive insufficient materials resources, power, social standing, and opportunities for self-actualization compared to men in society. According to it, not biological or psychological differences are responsible for inequality, but the organization of society. Thirdly, even though human beings display a wide range of traits, potential, and so forth, there is no significant pattern of difference in their characteristics that makes them distinct from each other. Lastly, there is the possibility of a change in the theoretical assumption that both men and women will accept equality [12]. Liberal feminists recognize that gender inequality can be explained in many ways, including the division of labor based on women and men, the existence of public and private activities, and the socialization of children based on their gender, which determine their future roles. As a result of the social system, women have restricted access to the public sphere. A liberal feminist holds that rewards from society, such as status, money, and opportunities originate in the public sphere and that inequalities based upon gender are caused by women being overburdened with private activities and denied active participation in public life [19].

### **Commitment to Organisation**

It is the employee's responsibility and duty to commit themselves to the organization. A key factor in understanding employee behavior is a commitment to the organization. Meyer and Allen (1991) found that organizational commitments can be classified into three categories: commitments to sustainability, commitments to affect, and commitments to the norm. There is a high turnover rate in the hotel industry, which negatively affects service quality. Staff that is committed remain with their companies longer. The high replacement and recruitment costs can be avoided by reducing turnover [11].

The development of scales for conducting empirical research on organizational commitment is the foundation of the vast majority of the existing research in the hotel industry. A major finding of the research is the relationship model of organizational commitment, leadership, and organizational commitment. We found that job satisfaction accounted for the most prominent

factor affecting organizational commitment based on a review of previous literature [15]. According to Zhong, an employee's subjective perception of job choices, turnover intention, and behavior was related to job satisfaction, and organizational commitment in 2008. To identify whether different personality traits influence these variables, different personality traits were analyzed in the study. In addition to confirming that hotel employees' commitment to the organization impacts their engagement at work, the empirical study also found that this positive impact is significant.

S. No.	Particulars	Classification	N	Mean	S D	t/ F values
1	Age	Below 25 years	161	112.20	11.876	<b>F=1.297</b> <b>(p=.275)</b>
		25-35 years	101	110.79	13.155	
		35-45years	73	112.26	10.712	
		Above 45 years	37	108.41	6.788	
2	Marital status	Single	187	111.72	12.764	<b>t=0.445</b> <b>(p=.656)</b>
		Married	185	111.18	10.422	
3	Number of dependents	Nil	218	112.32	12.176	<b>F=2.205</b> <b>(p=.112)</b>
		Up to two	97	111.11	10.232	
		3 and Above	57	108.74	11.573	
4	Education	Graduate	123	111.26	10.559	<b>F=0.742</b> <b>(p=.477)</b>
		PG degree	115	112.50	10.377	
		Professional	134	110.73	13.500	
5	Family Background	Labour	33	110.00	13.346	<b>F=2.984*</b> <b>(p=.039)</b>
		Agriculture	62	108.21	10.335	
		Business	114	112.10	9.274	
		Profession	163	112.53	13.011	
6	Family type	Nuclear Family	279	110.52	11.659	<b>t=2.693**</b> <b>(p=.007)</b>
		Joint Family	93	114.25	11.212	
7	Designation	Top level	149	111.88	10.570	<b>t=0.575</b> <b>(p=.566)</b>
		Medium level	223	111.17	12.328	

**A Detailed Study: Role of Women in Hotel Industry**

<b>8</b>	<b>Experience</b>	Less than 3 years	142	111.42	12.005	<b>F=0.001 (p=.999)</b>
		3-6 years	132	111.48	12.939	
		Above 6 years	98	111.48	9.119	

*Table 1 Influence of Women Employees' Demographic Variables on the Performance*

To improve hotel employees' performance, a study of job burnout, organizational commitment, and job performance, as well as perceptions of hotel employees' burnout, commitment, and performance, was conducted. With the help of a comparative analysis of hotel employee satisfaction, the study further elaborates on the model, variables, and suggestions for application [17][20].

Let us examine Table-1 in more detail.

In our analysis, the 'F' value for age was 1.297, which is not significant at 5%. Women employees in the hotel industry do not exhibit a significant impact on their performance because of their age. We therefore accept the null hypothesis "Age is not significantly linked to performance of women employees."

It is not significant at the 5% level that we obtained a 't' value of 0.445 for respondents' marital status. Taking into account the results from the study, marital status has no significant impact on the performance of women in the hotel industry. Accordingly, it is accepted that the null hypothesis "will not be significant if marital status affects women's performance on the job" was formulated. Based on the number of dependents, we computed an 'F' value of 2.205, which is not significant at 5%. In the hotel industry, the number of dependents does not significantly influence the performance of women employees. Therefore, the null hypothesis that, "there is no significant influence of women employees' number of dependents towards on performance in hotel industry" is accepted.

Based on the obtained F value of 0.001 at a 5% level, the result is not significant. In the hotel industry, employees' experience does not appear to have any significant influence on performance. The null hypothesis, "the hotel industry does not have a significant impact on the performance of women employees," is therefore accepted.



## Conclusion

Having completed this project study, the researcher was able to balance the theoretical and practical aspects of it. According to the study conducted by the company, it is clear that the company believes in not exerting pressure on its employees. Neither a strict schedule nor work policies are enforced by the company. Employees are encouraged and motivated by the company's leave policies, welfare measures, flexible working hours, and other allowances, which make it easier for them to work effectively without feeling pressure. As well as job sharing and job rotation, the company can also consider other measures. Especially for supervisors, working from home is not possible since the working hours are based on shifts and require technical staff. Work-life balance should remain part of the company's policies and working strategies to keep employees motivated and retained. An organization can achieve its goals more easily when its employees have a good work-life balance. It can also increase their productivity.

Talented employees are the real assets of an organization, particularly in the service sector like Hotel industry. Talented employees are considered as the human capital of the organizations. Talented employees play a vital role in determining the success of Hotel companies. At present many Hotel companies are struggling to retain the talented employees. They adopt different strategies to attract and retain the talented employees. Providing better quality of work life (QWL) is one of the strategies adopted by many Hotel companies these days for retaining the talented employees. Employees who enjoy better QWL get more job satisfaction and this will motivate the employees to perform well.

Identifying the factors influencing the QWL is not an easy task because the factors influencing the QWL of employees differ from organization to organization and from time to time. Only a systematic research will enumerate the factors affecting the QWL. The present piece of research titled, "Quality of Work Life among Women Employees in the Hotel Industry" attempts to study the level of QWL women employees and the factors influencing the QWL of employees of Hotel companies in Pune. Generally the QWL influence positively the performance of employees. To put it in other words, a high level of QWL will lead to high level of performance in the job. In order to test this hypothesis the present research work also attempts to study the association between QWL and performance of women employees in the Hotel companies. The present chapter provides the summary, findings and conclusion of the study. Suggestions are also given to the

## **A Detailed Study: Role of Women in Hotel Industry**

companies for further improvement in the QWL of employees of the companies selected for the study.

Eight-hour working is always preferable as far as the health and psychological well-being of employees concerned. But no Hotel companies in India adhere to this norm. When employees work for long hours they face many health problems, though very young. This is not good only for the employees but also for the whole nation. Therefore the governments should try to implement the eight hours work norms in the work places.

In hotels, juggling work and life can be challenging for women employees. In order to provide women the opportunity to dedicate themselves fully to their jobs during work hours, hotel managers must develop a long-term plan to assist them. In the case of female employees who perceive rewards and organizational support based on work-life balance, they are likely to be more devoted to their jobs, more internally connected, and may have improved performance at the workplace. The study results specifically inform women employees about the importance of balancing life with work, identify all those factors that contribute between work and family life, and practice effective balancing strategies, such as adjusting schedules and managing time. In addition, active and strategic communication with all parties involved in striking a balance between work and life can lead to improved job performance and higher levels of life satisfaction by obtaining family support and colleague support. The attractiveness of hotels is therefore of utmost importance to managing women's sustainable development.

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### **A Detailed Study: Role of Women in Hotel Industry**

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