

An Impact Analysis of Technological Interventions in the Improvement of Work Life Balance of Supervisors. A Case of Delhi NCR Luxury Hotels.

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Abstract:

The main purpose of the paper is to find out impact of technological interventions adopted by hotels to improve efficiency and performance on the work life balance of the employees. Currently all the hotels have implemented technologies in all departments and processes, employees of all the departments in the hotels use technology to operate and manage processes and activities. This study will analyze the impact of technology on work life balance of the employees as they are already having an issue of work life balance. Based on the literature review and explorative research, a research instrument was developed in form of a self-administered questionnaire with five point Likert scale. Data was collected from 271 employees working in the luxury hotels situated in Delhi NCR. Based on the responses information was analyzed through statistical tests like KMO, Factor analysis, Student T test. The result reflected that technological interventions used by hotels in processes has a positive impact on the work life balance of employee. The employee performance improved and there is a reduction in the time required to complete the job, there is a significant decrease in the stress levels and employees are able to experience improvement in work life balance due to technological interventions adopted by the hotels.

1 Introduction & Review

Hotel industry is a service based people oriented industry that do not have sufficient and effective human resource management practices, employees face lot of stress caused by irregular work schedules, stretched working hours and job insecurity (Karatepe, 2008; Deery and Shaw, 1999; and Rowley and Purcell, 2001) this results in to work life imbalance for employees. Employment in hotel industry is known to have characteristics stated above that define and regulate the nature of family life, as it involves long and irregular work hours, pressing demand of face to face interactions and concerns of relocations (Xiao and O' Neill, 2010, quoting Harris et al, 2007).

Work and family life are reciprocal in nature and employees try to achieve the goals of career and to remain committed and involved in family life as

well, it is one of the most challenging task for hoteliers specially in context of Indian hotel industry. The moment there is a conflict in work and family lives, a characteristics of hotel industry, employees experience issues of work life balance as any individual desire to progress on the career path along with a satisfying personal life and failure to achieve affects the performance on both the front (Özdevecioglu and Doruk, 2009). It can be stated that the work life balance prevails if there is proper functioning at work and at home with a minimum of role conflict (Sturges & Guest, 2004), it is the equal level of engagement and satisfaction with both work and family roles. People wish to harmonize between work and life through integration of the two (Barnett, 1999). In the current times all the hotels are implementing technologies in one form or another to improve the quality of services, improve market reputations and create competitive advantage of the

organization. Hotels have implemented technologies in its operational processes, guest interactions, safety and security, data management, environmental management and understanding customer behavior. Technology is in use to manage revenue generation, marketing and human resources of the hotels. Hotel's main objectives of implementing technological interventions is to achieve efficiencies and be able to meet customer's need (Agag&Masry, 2016) technologies have transformed the way employee manage their work environment and processes (Buhalis& Leung, 2018) but these initiative does have an impact on the work life balance of employee or not is not ascertained.

Objectives and hypothesis

The work characteristics and nature of job at hotels are so that they will always affect the work life balance of employees, also to improve the quality of services, standardization, marketing and to develop competitive advantages hotels are employing technologies in their various operations. Technologies are employed in processes like guest interfaces, in room services, guest information management, marketing management and to address issues of revenue generation, energy management and environmental management. The main objective of this paper is to analyze the impact of use of various technologies in hotel operation on the work life balance of employees. Following hypothesis are proposed for the study

H1: Use of technology in hotels improved the levels of work life balance of employees

H2: Technology helped improvement in employee performance

H3: Technology helped in reduction of time required to perform the task.

H4: Technology helped in reduction in employee efforts

H5: Technology reduced the levels of stress experienced by employee at job

Methods

Study begin with an explorative research, available literature was analyzed and on the basis of in depth interviews with academicians and hoteliers, a research instrument was developed in form of a questionnaire with set of statements with five point Likert scale with the labels (5= Strongly agree to 1= strongly disagree, 3= neutral). Data was collected from the employees of hotels working in hotels of Delhi, categorized as 5 star deluxe, 5 star and 4 star only. The only criteria for selecting a respondent was, employee should be working in an operational department in the hotel and be on the same position for at least 1 year, departmental managers and entry level employee were excluded from the study. The information collected was analyzed with the help of SPSS, statistical tests like factor analysis, coefficient alpha and ANOVA was used to make any inferences.

Result & discussions

The items were analyzed through factor analysis to find out relevant factors that signify improvements in work life balance through use of technology in hotels. Results of KMO analysis and Bartlett test of sphericity, 0.863 and ($p=0.000$) indicated sample adequacy to apply factor analysis for extraction of relevant factors. Factor analysis was applied, table 1 represent the communalities of the loaded items and found that the items reflect variance range from 65 to 88 percent. The principal factor analysis indicates that the five factors account for 75.5% variation of the overall sample. Enhanced work life balance, performance, time management, efforts and stress explained variances of 19.45, 16.86, 14.34, 13.52 & 11.38 respectively. Data is further rotated by varimax rotation to ensure better reliability and Cronbach alpha values are also calculated (Table 3) for internal consistency for each factor, it was found that factors represent adequate variance and the validity exist as the alpha values were found to be more than 0.8.

Student T test was applied to infer that the data represent significant improvement in work life balance and its dimensions, with t value greater than 0 and p value less than 0.05 for all the five factors for test value 4 (Table-4), it indicates that the technological interventions employed by hotels improved work life balance, improved the performance, reduce the efforts required and time taken and decline in stress experienced by the employee.

Table-1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	7.161E3
	Df	500
	Sig.	.000

Table-2 Communalities of loaded items before rotation

Loaded Items	Extraction
Believe use of technology helped me to improved job satisfaction	0.765
Technology improved my quality time at personal life	0.668

Technology at work improved my involvement in family life	0.743
Technology helped me spare more energy for my personal life	0.812
Technology helped to reduce errors	0.779
Felt quality of work improved with use of technology	0.684
It helped to reduce guest complaints	0.741
Technology increased my output	0.643
Believe technology helped to improve guest satisfaction level	0.787
Technology reduced overall time of processes	0.665
Able to get timely information with use of technology	0.875
Technology reduced set up time for my processes	0.658
Processes become more standardized	0.769
I can better coordinate with other departments by use of technology	0.882
Getting required information is easy	0.754
Technology reduced conflict among departments	0.865
Technology helped to reduce my fatigue levels	0.777
Technology brought certainty in my processes	0.886
Managing operations through technology is easy	0.783
Technology improved my confidence in guest interaction	0.812

Table 3 Factor loadings after varimax rotation and Cronbach α

	1	2	3	4	5	Cronbach alpaha
Believe use of technology helped me to improved job satisfaction	0.854					
Technology improved my quality time at personal life	7.164					0.813
Technology at work improved my involvement in family life	0.812					
Technology helped me spare more energy for my personal life	0.832					
Technology helped to reduce errors		0.865				
Felt quality of work improved with use of technology		0.754				
It helped to reduce guest complaints		0.834				0.838
Technology increased my output		0.712				
Believe technology helped to improve guest satisfaction level		0.815				
Technology reduced overall time of processes			0.701			
Able to get timely information with use of technology			0.889			0.822
Technology reduced set up time for my processes			0.723			
Processes become more standardized			0.876			
I can better coordinate with other departments by use of technology				0.917		

Getting required information is easy				0.876		0.886
Technology reduced conflict among departments				0.924		
Technology helped to reduce my fatigue levels					0.845	
Technology brought certainty in my processes					0.899	0.876
Managing operations through technology is easy					0.896	
Technology improved my confidence in guest interaction					0.867	

Table 4 One-Sample t Test, significance of technological interventions in improvement of work life balance factors

	Test Value = 4					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work life balance	3.004	271	0	0.25	0.2987	0.4985
Performance	4.418	271	0	0.77778	0.1288	0.4267
Time Management	3.458	271	0	0.13889	0.3076	0.4701
Efforts	3.4334	271	0	0.1298	0.2764	0.3122
Stress	4.349	271	0	0.01389	0.2533	0.2855

Conclusions

Study had found that the use of technological interventions used by hotels has a positive impact on the work life balance of the employees working in hotels. It was found that with technological interventions overall experience of work life balance has improved, also there is a significant impact on the various dimensions of work life balance, for instance with use of technology employees are able to achieve better performance manage their time and efforts in a better way and has lesser stress. These factors directly contribute in improving the satisfaction, involvement and quality time an employee seeks for better work life balance.

Implications of the study

The study provides evidences for the importance of technological interventions in improving the work life balance of employees of hotels. Although the main objective of technological interventions is to improve quality of work, standardization and better management but it also has an impact on the levels of work life balance. Further research can be considered in developing technological interventions for improvement of work life balance as a satisfied employee will always be key factor in delivering better services to guests and manage cost of operations.

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