

## Descriptive study on the work life balance of f & b service captains of five star hotels of Delhi

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### Abstract

**Introduction:** The objective of the study was to find the levels of work life balance of f & b service captains working in five star hotels of Delhi, India. The captain is a supervisor in food service department and is responsible to ensure quality of service and guest satisfaction with the help of a team of waiting staff and under the guidance of manager. As the work characteristics in food service outlets are challenging and always create issues like stress, overwork and work life imbalance. This paper focus on the aspect of work life balance issue of captains working in different food service outlets within five star hotels of Delhi.

**Materials and Methods:** To measure the levels of work life balance author had devised a questionnaire measuring four dimensions identified in explorative study, namely quality time, involvement, satisfaction and health. Cronbach alpha values were found to be 0.082 and the data collected was analyzed through SPSS software; statistical tests ANOVA, Tukey HSD, t test were applied to draw conclusions.

**Result:** As per analysis of data it was found that work life balance of captains in f & b service department of five star hotels of Delhi is not satisfactory, and the results were similar for captains working in different types of food service outlets.

**Conclusion:** The study conclude that captains working in different food service outlets in five star hotels of Delhi, India do not have satisfactory work life balance, also it was noted that work life balance were same irrespective of the gender, it was found that captains in the age group of 25-30 years have a marginally higher levels of work life balance in the total but not above satisfactory levels. The main reasons were identified as break shifts, stretched working hours and lower compensation.

**Keywords:** Work life balance, Five star hotels, F & b service, Captains, Delhi.

### Introduction

Hotel Industry in Indian is very promising and competitive. In Delhi, the capital of India there are around 100 five star deluxe and five star hotels. Each of these hotels has multiple food service outlets. Being a service industry hotels are people oriented industry as people are essential to all aspects of the service sequence (Fáilte, 2005). Hotels industry is also termed as twenty four hour industry and people are tend to work longer, harder and pushed to work round the clock (Sturges & Guest, 2004; Kauppinen, 2001). Also there is a lack in family supportive work environment for employees that can benefit the employee and the hotels (Cullen and McLaughlin, 2006; Deery, 2008 and Farrell, 2012) resulting in to issues like work life balance. Work in food service outlets involve work in break shifts, stretched working hours, work during holidays and weekends that has a significant impact on physical, psychological and emotional well-being of captains. Also it creates problems in marital life (Presser, 2004)

The expression 'work-life balance' (WLB) was first used in the middle of 1970s to describe the balance between an individual's work and personal life (Newman & Matthews, 1999). Work-life balance is the trend of individuals spending more time on work and less time on other aspects of their lives (Lockwood, 2003). Work life balance is the effort to achieve satisfying experiences in all life domains; to achieve this satisfying experience, it requires personal resources like energy, time and commitment to be well distributed across domains (Kirchmeyer 2000). It was noted that no significant research was done on the issue of work life balance for captains working in different food service outlet of five star hotels of

Delhi hence the study try to gather data on the issue of work life balance.

### Materials and Methods

F & b service department is one of the four major operational departments of any hotel. F & b service department is a profit center and plays an important role in delivering success to the management. There are a number of f & b service outlets in a five star hotel that include coffee shops, specialty restaurants, banquets, club, discotheque, room service department and banquets. These departments serve food and beverage service as per the requirement of the customers. Few of it remain operational throughout the day or have odd hours of working or require the employees to work in break shifts. Majority of f & b service departments have a team of manager along with captains and waiting staff. Captain is a supervisory position responsible for a section of f & b service department and control a group of waiting staff. Captain is responsible not only to provide high levels of service but also to improve customer turnover, increase average check value and act as a bridge between management and operational staff. He also performs the task to monitor and control the staff working under him, interact with customers and resolve their concerns. As per Karatape & Alestinloye, hoteliers work on irregular and stretched working hours, work conditions are heavy and employees were paid less and also have to deal with difficult customers. This can have a considerable effect on physical, psychological and emotional wellbeing of employees (Presser. 2004). Pressing work demands coupled with lower control over job and non-supportive management increases the stress (Flora F T Chiang, 2010) and makes it

very difficult for employees to maintain a good balance between work and personal life. The issues is aggravated when employee had to work more during weekends and holidays when others have an off from the day (Almeida, 2004). Supervisors satisfaction from his work and life is imperative to deliver higher-quality service to the guests (Korczyński, 2002). The above work characteristics are common to f & b department and applicable to the captains working in the f & b service department of five star hotels. Captains working in f & b service department find it difficult to maintain a good balance between work and life domains. As per the study of Victor and Thavakumar the family characteristics like number of children, their age had a direct relation with the levels of work life conflict if the working hours are long, inflexible and workloads are heavy.

Work life balance is a very broad concept and so many and different definitions were stated by researchers all across the world and yet no consensus is achieved (Reiter, 2007), it is considered as a complex phenomenon and lacks a universal definition (Maxwell, 2014). As per Greenhaus, Collins and Shaw work life balance is an equal distribution of time, involvement and satisfaction among work and personal life. Work life imbalance is associated with increased employee turnover and also proven that balancing helps to maintain good work & family balance which reduce turnover (Deery, 2008).

F & b service department in a five star hotels operate different types of food service outlets like coffee shop, room service, banquets and restaurants including specialty restaurants, clubs, lounges etc, providing different types of food and beverage. Some of these outlets work twenty four hours a day or they work during and lunch and dinner services. The work characteristics is not only challenging but demanding as well. Also it was noted that the employee turnover in f & b service department, range in 9% to 23%, indicating issues related to employee retention. Although as per a study, conducted in 2014 by Ministry of Tourism, Government of India, on the issue of assessment of manpower requirement in hospitality and travel sector, it was estimated that by year 2017 the total job openings in f & b service department will be 3,99,987 representing a healthy growth. One reason could be the work life balance issues and this paper will thus focus only on the issue of work life balance. Research has shown work life balance practices to enhance the productivity of workers, increase retention, and diminish levels of turnover and absenteeism, which ultimately resulted in financial gain for the company (Daniels & McCarragher, 2000). Extensive literature review on the subject of work life balance in hotel industry, especially for supervisory levels like captain were not found and thus convinced the author to conduct the research.

The objective of the study was to measure the levels of work life balance for captains working in f & b service department of five star hotels of Delhi. To ascertain whether the captains of f & b service department enjoy a satisfactory level of work life balance and were there any relations between levels of work life balance and demographic characteristics. The study was also directed to identify the

probable causes, if proven, for lower level of work life balance.

The study was based on the data collected from 162 participants (captains working in any of the f & b service department of five star hotels of Delhi) with the help of questionnaire developed for the study. The data was collected from 17 hotels (five star deluxe and five star hotels) of Delhi, the questionnaire collected the data on four dimensions defined to measure the work life balance. The four dimensions were Quality Time, Involvement, Satisfaction and Health. The questionnaire also collected data for demographic characteristics of the participants. The questionnaire had statements pertaining to the different dimensions of work life balance, participants were asked to give their agreement or disagreement. For analysis a 5 point scale was employed with labels (1= strongly disagree, 2= somewhat disagree, 3= not sure, 4= somewhat agree and 5= fully agree). The respondents were required to give their response on the basis of their own experience and opinions. The data collected was coded and analyzed through SPSS software to interpret the results. For analysis each dimension was assigned score of 100 and aggregate score of these four dimensions were recorded to measure the levels of work life balance. Statistical tests like Crosstabs, ANNOVA, Tukey HSD & T test were performed to come to any conclusions.

## Result

The alpha values for the questionnaires were found to be 0.87 proving that the questionnaire was reliable. There were total of 162 participants, 64.2% were males and 35.8% were females. The participants were from different age groups and were classified in class intervals of five years, maximum participants 37% were from 25-30 years age group, followed by 27.8% from 30-35 years, 20.4% from 35-40 years, 4.9% from 40-45 years and only 3 participants were from 45-50 years, the gradual decrease in percentage of participants with increase in age group was associated to the career progression to managerial levels with increased experience. 67.9% participants were married and rest 32.1% were single (Table 1). As per the results of ANOVA test (Table 2) with p value greater than 0.05 it can be stated that there were no significant differences in the levels of work life balance of captains working in different f & b service outlets of five star hotels of Delhi, namely coffee shop, room service, restaurants and banquets. Table 3 present the result of ANOVA test for gender and the dimensions of work life balance, as the p value, except for the dimensions of health, were lower than 0.05 can be stated that there were no significant differences for the work life balance and the three dimension for it with respect to gender of the captain. As per the result of ANOVA test for age group and the four dimension of work life balance (Table-4) it was found that p values were found to be less than 0.05 proving that the levels of work life balance were significant different for different age group, Table 4 also present the data for Tukey HSD test that clearly indicate that the work life balance for captains in 25-30 years were the highest followed by the captains in age group of 35-40 years, rest were found to

have lower levels of work life balance. As per data presented in Table-5, it was found that the levels of work life balance and the four dimensions were significantly different for captains with different marital status, captain who were single have higher levels of work life balance as compared to married captains. Table 6, presents the data for t test for total score of work life balance, and test value 300 indicating agreement, as the p values were found to be less than 0.05 and t values in negative the assumption that captains enjoy a satisfactory work life balance were rejected. The further analysis of the data analyzed the responses to find out the probable causes behind the lower levels of work life balance and it was found that the main causes were break shifts, stretched working hours and lower compensation.

The major findings of the study were that the captains working in different f & b service outlets do not have satisfactory levels of work life balance. The work life balance of captain working in different food service outlets in five star hotels were found to have no significant differences, although it was noted that the work life balance differ for male supervisors and female supervisors. It was also found that captains in age group of 25-30 years have the highest levels of work life balance, but at the same time it was found that it was not satisfactory. The main reasons behind such lower and unsatisfactory levels of work life balance were found to be break shifts, stretched working hours and lower compensation.

**Table 1: Demographic data for the participants**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	104	24.4	64.2	64.2
Female	58	13.6	35.8	100.0
Total	162	37.9	100.0	
Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
25-30 Yrs	60	14.1	37.0	37.0
30-35 Yrs	45	10.5	27.8	64.8
35-40 Yrs	33	7.7	20.4	85.2
40-45 Yrs	21	4.9	13.0	98.1
45-50 Yrs	3	.7	1.9	100.0
Total	162	37.9	100.0	
Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	110	25.8	67.9	67.9
Single	52	12.2	32.1	100.0
<b>Total</b>	162	37.9	100.0	

**Table 2: Result of ANOVA test for f & b service outlet and dimensions of work life balance**

		Sum of Squares	df	Mean Square	F	Sig.
Quality time	Between Groups	29.496	3	9.832	.114	.952
	Within Groups	13581.664	158	85.960		
	Total	13611.160	161			
Involvement	Between Groups	85.669	3	28.556	.199	.897
	Within Groups	22628.331	158	143.217		
	Total	22714.000	161			
Satisfaction	Between Groups	173.187	3	57.729	.633	.595
	Within Groups	14404.195	158	91.166		
	Total	14577.383	161			
Health	Between Groups	764.118	3	254.706	1.470	.225
	Within Groups	27383.451	158	173.313		
	Total	28147.569	161			
<b>Total Score Work Life Balance</b>	Between Groups	953.476	3	317.825	.323	.809
	Within Groups	155438.802	158	983.790		
	<b>Total</b>	156392.278	161			

**Table 3: Result of ANOVA test for gender of participants and dimensions of work life balance**

		Sum of Squares	df	Mean Square	F	Sig.
Quality time	Between Groups	399.574	1	399.574	4.839	.029
	Within Groups	13211.586	160	82.572		
	Total	13611.160	161			
Involvement	Between Groups	2715.863	1	2715.863	21.729	.000
	Within Groups	19998.137	160	124.988		
	Total	22714.000	161			
Satisfaction	Between Groups	817.043	1	817.043	9.500	.002
	Within Groups	13760.340	160	86.002		
	Total	14577.383	161			
Health	Between Groups	28.194	1	28.194	.160	.689
	Within Groups	28119.375	160	175.746		
	Total	28147.569	161			
Total score work life balance	Between Groups	9662.468	1	9662.468	10.536	.001
	Within Groups	146729.810	160	917.061		
	Total	156392.278	161			

**Table 4: Result of ANOVA test for age of participants and dimensions of work life balance**

		Sum of Squares	df	Mean Square	F	Sig.
Quality time	Between Groups	3450.596	4	862.649	13.330	.000
	Within Groups	10160.565	157	64.717		
	Total	13611.160	161			
Involvement	Between Groups	4190.367	4	1047.592	8.879	.000
	Within Groups	18523.633	157	117.985		
	Total	22714.000	161			
Satisfaction	Between Groups	2181.759	4	545.440	6.908	.000
	Within Groups	12395.624	157	78.953		
	Total	14577.383	161			
Health	Between Groups	14736.484	4	3684.121	43.129	.000
	Within Groups	13411.085	157	85.421		
	Total	28147.569	161			
Total score work life balance	Between Groups	41388.763	4	10347.191	14.126	.000
	Within Groups	115003.514	157	732.506		
	Total	156392.278	161			

**Result of Tukey HSD for age group and four dimensions of work life balance**

Tukey HSD			
Age	N	Subset for alpha = 0.05	
		1	2
45-50 Yrs	3	178.67	
30-35 Yrs	45	193.44	
40-45 Yrs	21	196.19	
35-40 Yrs	33	205.79	205.79
25-30 Yrs	60		228.98
Sig.		.132	.261

Means for groups in homogeneous subsets are displayed.

**Table 5: Result of ANOVA test for marital status and dimensions of work life balance**

		Sum of Squares	df	Mean Square	F	Sig.
Quality time	Between Groups	7108.419	1	7108.419	174.903	.000
	Within Groups	6502.741	160	40.642		
	Total	13611.160	161			
Involvement	Between Groups	11456.006	1	11456.006	162.814	.000
	Within Groups	11257.994	160	70.362		
	Total	22714.000	161			
Satisfaction	Between Groups	5266.188	1	5266.188	90.492	.000
	Within Groups	9311.194	160	58.195		
	Total	14577.383	161			

Health	Between Groups	7156.770	1	7156.770	54.552	.000
	Within Groups	20990.799	160	131.192		
	Total	28147.569	161			
Total score work life balance	Between Groups	91192.914	1	91192.914	223.788	.000
	Within Groups	65199.364	160	407.496		
	Total	156392.278	161			

**Table 6: One-sample statistics for total score of work life balance**

	N	Mean	Std. Deviation	Std. Error Mean	
Total score work life balance	159	235.25	34.641	2.747	
<b>One-Sample t test for total score of work life balance</b>					
	Test Value = 300				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
					Lower Upper
Total score work life balance	-23.569	158	.000	-64.748	-70.17 -59.32

## Conclusion

Study concludes that there's a lack of satisfactory work life balance for the captains working in various f & b service outlets of five star hotels of Delhi. The levels were found to be similar for captains working in different f & b service outlets like coffee shop, room service, restaurants and banquets etc. Irrespective of the gender, the work life balance was found to be same. Only in case of captains from different age group, significant differences were found. The captains in age group of 25-30 years were found to have the highest level, although not surpassing the satisfactory mark. The main reasons found to be were break shifts, stretched working hours, lower compensation, the reasons seems to be valid as in Delhi, India as captains had to work more than the stipulated hours, also during the break shifts they could not find sufficient time to go back home and rest, over stretching the work hours, leaving very less time and energy for the personal life. Also no extra compensation is provided for extended shifts.

## Scope for Future Research

Further research on the issue of work life balance is possible, the author believe that the study can be extended to other levels of staff i.e. managerial or operating staff in f & b service department, also similar researches can be done for other departments of the hotels or for other categories of hotel.

**Conflict of Interest:** None.

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