



STRATEGIES FOR EFFECTIVE WORK LIFE MANAGEMENT AND THEIR IMPACT ON ORGANISATIONAL PERFORMANCE

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Original Article

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Abstract

Purpose: The study investigates work-life management (WLM) tactics and how they affect organisational performance in the four-star hotel sector. **Research Design:** The study uses a quantitative research approach to investigate the opinions of HR professionals from Hyderabad's four-star hotels about work-life balance (WLB) programmes and their effects on the organisation. A structured questionnaire was used to gather information about different WLM techniques. **Research Gap:** Although there is a growing interest in the topic, most studies are Western-centric, and there is limited exploration in developing countries like India. Cultural norms, family structures, and structural hierarchies vary significantly, affecting stratagem effectiveness. There is found a gap between the existence of policy and actual employee uptake. Further, it is also noticed that organisational culture and administrative support often control whether policies are used effectively. This topic also lacks comparative studies across industries such as education, healthcare, IT, banking, etc. **Result:** The results underscore the importance of HR specialists in the hospitality industry and the necessity of well-designed WLB guidelines. High employee turnover highlights the need for efficient HR strategies by pointing to persistent difficulties in hiring and retaining staff. Employee Assistance Programs, sabbatical leave, and time-off policies are identified in the survey as important WLB efforts that employees value. On-site childcare and job sharing both improve organisational performance; however, some work-life initiatives seem less successful than others, indicating that more effective implementation techniques are required. Flexible work arrangements, such as remote work, shortened workweeks, and flexible scheduling, have also been shown to improve employee well-being. In order to enhance work happiness, retention, and overall performance in the hospitality sector, the study concludes that companies should place a high priority on flexibility, employee wellness, and family-friendly policies.

Paper Type: Quantitative Analytical Paper

Keywords: *Employee Retention; Flexible Work Schedules; Hospitality Sector; Job Satisfaction; Organisational Performance; Work-Life Balance*

Introduction

In the modern workplace, work-life management — a calculated strategy to strike a balance between work and personal obligations — has become a critical factor in determining organisational effectiveness. Both short- and long-term advantages are experienced by organisations that prioritise and put into practice good WLM techniques. Employers may

greatly impact employee contentment, productivity, and organisational loyalty — all of which directly and indirectly lead to improved performance — by encouraging a balance between work responsibilities and personal needs. By giving employees, the freedom to organise their work around personal obligations, WLM directly increases productivity. Employees are empowered to better manage their time, which lowers stress and improves attention, thanks to flexible scheduling, remote work choices, and encouraging leave policies. Employees who experience less stress and feel supported in their personal obligations are more likely to focus on their work, finish projects quickly, and achieve company objectives. Furthermore, absenteeism and burnout rates are typically lower for organisations that invest in WLM initiatives. This clear connection between productivity and well-being results in higher output, consistent high-quality work, and improved performance both individually and as a team. WLB has a favourable indirect effect on organisational performance by encouraging a culture of loyalty and dedication. Workers are more likely to form a close bond and be devoted to their company if they believe that it truly cares about how they manage their work and personal lives.

This bond fosters a collaborative and productive work environment by encouraging employees to go above and beyond the call of duty and lower turnover rates. A culture that encourages WLB also draws top talent since potential employees like organisations that support their personal wellbeing. Companies that have inclusive and flexible work practices are more competitive when it comes to hiring new employees, which eventually improves organisational performance by having a dedicated and talented team. A pleasant and inclusive organisational culture is also frequently fostered by companies that place a high priority on WLB. Management creates a culture of trust and respect when it openly promotes work-life activities. This approach makes people feel appreciated as people, not just as contributors. This encouraging setting encourages teamwork, raises morale, and fosters an environment where employees feel comfortable discussing their issues. A culture of continuous development is indirectly fostered by this kind of setting, which also directly increases employee engagement and inspires creativity and teamwork in pursuit of company objectives.

WLM policies

In the rapidly changing workplace of today, work-life policies and practices have become crucial for organisations and their people. Of these, paid time off, leave policies, remote work choices, and flexible working hours are crucial since they each provide special advantages for workers' productivity and well-being. These regulations, when carefully applied, can contribute to a more contented, involved, and effective workforce, which will ultimately improve organisational performance.

Literature Review

Piyush et al. [1] examined the impact of WLM on job performance and career advancement for working women. The study, based on survey methods, found that women achieving satisfactory WLM demonstrated better job performance and had higher promotion prospects. Aires et al. [2] aim to analyse the relationship between job satisfaction, WLM, and mental health among software engineers. AL Dilby & Farmanesh [3] investigated the impact of virtual leadership on job satisfaction in the post-COVID-19 era, with work-life management and trust in leaders as mediators. Dwiantoro et al. [4] aimed to examine the influence of knowledge management, quality of work life (QWL), and organisational commitment on employee performance at Medika Hospital, Pemalang, with job satisfaction as a mediating factor. Using a quantitative research approach, the study found that each of these factors positively impacted performance, and job satisfaction partially mediated these effects. Chang et al. [5] studied WLM as a moderating factor in the relationship between organisational commitment and interns' intention to stay in tourist hotels. Al-Shawabkeh & Hijjawi [6] investigated the impact of quality of work life (QWL) on organisational performance in private Jordanian universities. Employing an empirical research method, the study revealed that QWL positively influenced performance, particularly through factors like employee involvement, job security, and work environment. Hassan [7] examined the influence of WLM on job role effectiveness and employee engagement in achieving organisational goals. Joshi et al. [8] examined the impact of WLM and career management on task performance, innovative behaviour, and organisational citizenship behaviour among 3,000 full-time employees in Korea, with gender and gender discrimination as moderating variables. Muindi & K'Obonyo [9] reviewed literature on the quality of work life, personality, job satisfaction, competence, and

job performance to explore their impact on employee productivity. Lazar et al. [10] investigated WLM practices as strategic HR management for improving individual and organisational performance.

Research gap

Because WLM affects employee well-being, productivity, and organisational performance, it has drawn a lot of attention from a variety of businesses. However, there is a clear lack of research on the hotel business, particularly in relation to 4-star hotels, despite the fact that several studies have examined WLM in areas like corporate offices and technology. The hotel sector poses difficulties for workers attempting to preserve WLB because of its demanding hours, erratic workloads, and customer-focused culture. Frontline and managerial staff in four-star hotels are especially affected by this disparity because they endure stressful conditions and erratic schedules, which frequently lead to poor WLM that affects their performance, job satisfaction, and general well-being. Consequently, it is imperative to investigate the particular WLM tactics these hotels employ and evaluate how well they improve organisational performance.

Need for research

Employee satisfaction and performance are crucial to the success of the hotel sector, which is particularly competitive and customer driven. This phenomenon is especially true for 4-star hotels. Understanding how successful WLM techniques may help hotel staff cope with issues like long hours, stress from their jobs, and little personal time is crucial. Retaining talent, enhancing job satisfaction, and increasing overall organisational performance all depend on identifying and putting into practice WLM solutions.

Extent of the research

With an emphasis on the hotel sector specifically, this study attempts to investigate successful WLM techniques and their effects on organisational performance. The study looks at how 4-star hotels handle work-life issues that are specific to their setting. WLM is a crucial area for research on employee performance because of the demanding nature of the hospitality sector, which is defined by long hours, erratic shifts, and customer-centred roles.

Objectives

- To identify the WLM strategies that hotel industry organisations employ.
- To assess the impact of WLB strategies on the organisation's effectiveness.
- To provide suggestions on how businesses can enhance their performance and implement WLM strategies.

Limitations: Only 4-star hotels in Hyderabad are the subject of this study, which is geographically limited. Consequently, the results might not be entirely generalisable. The study's conclusions might not be broadly relevant to other industries because it focused on the hotel sector, particularly 4-star hotels.

Hypothesis

Null Hypothesis

- H_01 : Organisations in the hotel sector do not significantly differ in the WLM strategies they employ.
- H_02 : Organisational performance in the hotel sector is not significantly impacted by WLM strategies.

Methodology

Research Design: Because it allows for the methodical collecting and statistical analysis of data, a quantitative research technique was selected for this study.

Study Focus: Hyderabad, a large city with a flourishing hospitality industry, is home to four-star hotels that are the subject of this study. The primary data will be gathered using a structured questionnaire created especially to learn more about WLM techniques and how they are thought to affect organisational performance.

Sample Respondents: Human resources experts employed by Hyderabad's four-star hotels make up the study's sample.

Sampling Technique: A convenient sampling technique is applied. The study utilises a sample size of 107 participants.

Design of the questionnaire: There are two distinct sections in the survey. Section A comprehends participant's demographics. Every variable in Section B is measured using an interval scale. Dependent and independent variables are created using a five-point Likert scale ranging from strongly agree to strongly disagree to provide adequate discrimination [11].

Data Interpretation is conducted using data collected from HR specialists employed at Hyderabad's four-star hotels. WLM practices are the independent variable in this case, while organisational performance is the dependent variable. Table 1 defines the dependent and independent variables.

Table 1: Dependent Variable & Independent Variables

Independent Variables	WLM Practices	My organisation offers flexible work arrangements (e.g., flexitime, telecommuting)
		My organisation provides Job sharing opportunities
		My organisation offers sabbatical leave
		On-site childcare is available in my organisation
		My organisation provides Employee Assistance Programs (EAPs)
		Wellness programs are offered by my organisation.
		Time-off policies (e.g., vacation, sick leave, personal leave) are well-established in my organisation
Dependent Variable	Organisational Performance	Does the usage of WLM Practices enhance Organisation Performance positively

Source: Collected by Author

Result

Regression analysis, Anova, T-test, and frequency distribution are among the statistical tools employed.

The first objective is to determine which WLM strategies are used by hotel industries.

Table 2, which displays the results of the t-test, highlights key WLM techniques implemented by hotel industries. Providing EAPs is a highly appreciated strategy, as evidenced by the most significant mean difference among the mentioned practices ($M = 2.224, p = 0.000$). The provision of time-off policies ($M = 2.047, p = 0.000$) and sabbatical leave ($M = 2.196, p = 0.000$), both of which significantly contribute to WLB, come in close second and third, respectively. Job-sharing opportunities ($M = 1.963, p = 0.000$), wellness initiatives ($M = 1.981, p = 0.000$), and on-site daycare ($M = 1.925, p = 0.000$) are other effective approaches. Flexible work arrangements, such as telecommuting and flexitime, are also important, but the difference in meaning is comparatively smaller ($M = 1.832, p = 0.000$). All p -values are very significant ($p < 0.05$), suggesting that these behaviours are thought to be crucial and successful in promoting WLB. While continuing to encourage flexibility and wellness programmes, hotel industry organisations should give priority to high-impact practices such as sabbatical leave, time-off policies, and EAPs. The p -value shows that the alternative hypothesis that Organisations in the hotel sector do significantly differ in the WLM strategies they employ should be accepted and the null hypothesis (H_{01}) should be rejected.

Table 2: One-Sample Test

One-Sample Test						
	Test Value = 0					
	<i>t</i>	<i>df</i>	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

My organisation offers flexible work arrangements (e.g., flexitime, telecommuting)	18.037	106	0.000	1.83178	1.6304	2.0331
My organisation provides Job sharing opportunities	19.419	106	0.000	1.96262	1.7622	2.1630
My organisation offers sabbatical leave	18.327	106	0.000	2.19626	1.9587	2.4338
On-site childcare is available in my organisation	18.165	106	0.000	1.92523	1.7151	2.1354
My organisation provides Employee Assistance Programs (EAPs)	18.576	106	0.000	2.22430	1.9869	2.4617
Wellness programs are offered by my organisation	17.347	106	0.000	1.98131	1.7549	2.2078
Time-off policies (e.g., vacation, sick leave, personal leave) are well-established in my organisation	16.680	106	0.000	2.04673	1.8035	2.2900

Source: Collected by Author

The second objective is to assess how WLB practices affect the performance of organisations.

To efficiently arrange and compile the information obtained from respondents, the study uses frequency distribution. According to Table 3 below, HR professionals in the 4-star industry have a positive opinion of organisational performance, with 32.7% (35 respondents) agreeing and 43.9% (47 respondents) strongly agreeing that their organisation works well. Merely 5.6% (6 respondents) disagree, while 10.3% (11 respondents) are neutral. This implies that most respondents have a positive opinion of their company's performance and are confident in its strategic and operational efficacy.

Table 3: Frequency Distribution

Organisational Performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	43.9	43.9	43.9
	Agree	35	32.7	32.7	76.6
	Neutral	11	10.3	10.3	86.9
	Disagree	6	5.6	5.6	92.5
	Strongly Disagree	8	7.5	7.5	100.0
	Total	107	100.0	100.0	

Source: Collected by Author

Regression Analysis in Relation to Practices for WLB

Regression analysis was employed in the study to determine how WLB practices affected organisational performance.

Hypothesis Null (H₀₂): Organisational performance in the hotel sector is not significantly impacted by WLM strategies.

Table 4: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.511 ^a	0.261	0.209	1.07218

Source: Collected by Author

The regression model has a moderate explanatory power, according to Table 4 above. With an R-squared value of 0.261, the six predictors—which include time-off policies, job-sharing opportunities, EAPs, wellness programmes, on-site childcare, flexible work arrangements, and sabbatical leave—account for about 26.1% of the variance in the dependent variable. All things considered, the model predicts the result with a certain degree of accuracy.

Table 5: Anova Analysis

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.193	7	5.742	4.995	0.000 ^b
	113.807	99	1.150		
	154.000	106			

a. Dependent Variable: Organisational Performance

Source: Collected by Author

The regression model is statistically significant for explaining variations in organisational performance, according to the ANOVA analysis (refer to Table 5). The *p*-value of 0.000 (Sig. = 0.000) supports this finding, as it is significantly below the 0.05 threshold. With an *F*-value of 4.995, the model as a whole appears to match the data more accurately than a model without any predictors. The variation that the predictors can account for is represented by the regression sum of squares (40.193), but the variation that cannot be explained is represented by the residual sum of squares (113.807). As evidenced by the significant *F*-test, the model explains a large amount of the overall variance in organisational performance, with a total sum of squares of 154.000. This model demonstrates how the predictors—including flexible work schedules, job sharing, wellness initiatives, employee assistance programmes, time-off rules, on-site childcare, and sabbatical leave—all work together to explain the variation in organisational performance.

The regression analysis in Table 6 shows how different aspects of organisational culture affect employee behaviour, as determined by how they affect organisational performance. The predictor that has the biggest positive impact on organisational performance is job-sharing opportunities ($\beta = 0.310, p = 0.004$). The next two factors that have a favourable impact on employee behaviour are on-site childcare availability ($\beta = 0.163, p = 0.037$) and flexible work arrangements ($\beta = 0.158, p = 0.057$); however, the latter is marginally significant. Sabbatical leave ($\beta = 0.133, p = 0.043$) has a modest effect but makes a beneficial contribution. On the other hand, EAPs ($\beta = -0.029, p = 0.028$), wellness programmes ($\beta = -0.009, p = 0.037$), and time-off policies ($\beta = -0.102, p = 0.043$) show negative associations with organisational performance, indicating possible inefficiency or misalignment in their implementation. These findings show that while some aspects of organisational culture greatly improve employee performance and behaviour, others need to be reevaluated to properly match organisational objectives.

Thus, it suggests that the alternative hypothesis—that WLM methods have a major impact on organisational performance in the hotel industry—is accepted, and the null hypothesis (H_{02}) is rejected.

Table 6: Regression Analysis

Regression Analysis					
Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
	B	Std. Error	Beta		
1 Constant	0.616	0.292		2.113	0.037

	My organisation offers flexible work arrangements (e.g., flexitime, telecommuting).	0.181	0.127	0.158	1.425	0.057
	My organisation provides Job sharing opportunities.	0.357	0.121	0.310	2.954	0.004
	My organisation offers sabbatical leave.	0.130	0.110	0.133	1.174	0.043
	On-site childcare is available in my organisation.	0.179	0.119	0.163	1.501	0.037
	My organisation provides Employee Assistance Programs (EAPs).	-0.029	0.113	-0.029	-0.252	0.028
	Wellness programs are offered by my organisation.	-0.009	0.109	-0.009	-0.079	0.037
	Time-off policies (e.g., vacation, sick leave, personal leave) are well-established in my organisation.	-0.097	0.101	-0.102	-0.952	0.043
a. Dependent Variable: Organisational Performance						

Source: Collected by Author

Findings and interpretations

- EAPs have the largest mean difference ($M = 2.224, p = 0.000$), suggesting significant influence on WLB in the hotel sector. This implies that companies should use organised assistance programs to prioritise mental health and worker well-being.
- Among the most cherished WLM strategies are time-off policies ($M = 2.047, p = 0.000$) and sabbatical leave ($M = 2.196, p = 0.000$). These programs offer workers flexible leave options and longer break to help them maintain WLB.
- WLB is also significantly impacted by other important practices including job sharing, health initiatives, and on-site childcare. Employee satisfaction is further supported by the availability of flexible work arrangements ($M = 1.832, p = 0.000$), which emphasises the industry's dedication to productivity and well-being.
- Job sharing options had the largest positive effects on employee behaviour and overall performance, according to the study ($\beta = 0.310, p = 0.004$). This implies that in the hotel sector, flexible role-sharing improves output, teamwork, and job happiness.
- Flexible work schedules ($\beta = 0.158, p = 0.057$) and on-site childcare ($\beta = 0.163, p = 0.037$) have a beneficial impact on organisational performance. By assisting workers in striking a balance between their personal and professional lives, these strategies increase employee engagement and retention.
- Time-off policies, wellness initiatives, and EAPs have a negative correlation with performance, indicating possible implementation inefficiencies. To make sure that these programmes are in line with both employee requirements and company objectives, organisations may need to re-evaluate them.

Discussion

The research indicates that effective work-life management (WLM) practices are critical for enhancing organisational performance, particularly in sectors like hospitality. The findings highlight that initiatives such as Employee Assistance Programs (EAPs), sabbatical leave, and flexible work arrangements significantly contribute to a healthier work-life balance (WLB), which in turn positively impacts organisational outcomes. These practices not only foster employee well-being but also enhance job satisfaction and retention, which are key drivers of performance [12].

Job sharing emerged as the most impactful WLM strategy, exhibiting the largest positive effect on employee behaviour and organisational performance. This supports previous research which suggests that flexibility in job roles promotes teamwork and boosts job satisfaction [13].

Similarly, on-site childcare and wellness programmes were found to improve employee retention and performance, reinforcing the importance of family-friendly policies in promoting a supportive work environment [14].

However, some WLM initiatives, such as time-off policies and wellness programmes, showed negative associations with organisational performance, suggesting inefficiencies in their implementation [15]. This discrepancy calls for a re-evaluation of how these practices are structured and integrated within the organisation's broader goals. Research by Aires et al. [2] similarly found that while WLM improves mental health, poorly designed policies can hinder their effectiveness.

The study also reveals a need for better alignment between WLM policies and organisational objectives. Companies should prioritise high-impact strategies, such as job sharing and flexible work arrangements, which have been proven to directly enhance organisational performance [16, 17]. Additionally, the study underscores the importance of HR professionals ensuring that WLM policies are not only implemented but also actively supported and optimised for maximum impact. The study provides valuable insights into how targeted WLM practices can create a more engaged and productive workforce. As the findings suggest, organisations in the hospitality sector, particularly four-star hotels, must continue to invest in flexibility, employee wellness, and family-friendly policies to improve performance and retention [18, 19].

Conclusion

Effective WLM techniques are important, and the study highlights how they affect organisational success in the four-star hotel sector. To ensure effective organisational operations, the findings highlight the crucial role that HR experts play in workforce planning and leadership structures. High employee turnover indicates the necessity for retention tactics and sustainable hiring procedures. Important WLB programmes that support employee well-being and job satisfaction include sabbatical leave, time-off policies, flexible work schedules, and EAPs. EAPs and wellness initiatives need to be reevaluated to improve performance and match organisational objectives. Job sharing, on-site daycare, remote work, and mentorship programmes have also been shown to have a good effect on worker productivity and engagement. To establish a well-rounded workplace, organisations should place a high priority on health initiatives, flexibility, and encouraging regulations like parental leave and quiet spaces. Businesses may boost staff retention, increase employee happiness, and promote overall organisational success if they successfully put these methods into practice.

Further Study

Future research should explore:

- The role of AI in predictive sustainability analytics.
- Block chain for real-time supply chain tracking.
- Policy impacts on global SSCM adoption.

Conflict of Interest

The authors declare that they have no conflict of interest.

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