

Work life balance and Its Impact on employee engagement-A study of hotel industry in Mysuru

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Abstract

Work life balance has emerged as a critical human resource issue in contemporary organizations due to increased job demands, technological advancements, and changing workforce expectations. Employee engagement, which reflects employees' emotional, cognitive, and behavioural commitment to their work, is strongly influenced by how well individuals manage professional and personal roles. The Researcher examines the conceptual relationship between work life balance and employee engagement, it reviews ,relevant literature, and presents an empirical framework illustrating how effective work–life balance practices enhance engagement levels .The Researcher has conducted a study of work life balance among the hotel employees in the city of Mysuru to examine the relationship between Work life balance and employee engagement.in order to obtain the data a sample size of 200 employees has taken for the study. The researcher used stratified random sampling to analyse the data The Researcher reveals that organizations prioritizing work–life balance experience higher employee engagement, reduced turnover, and improved organizational performance.

Keywords: *Work–Life Balance, Employee Engagement, Hotel Industry, Hospitality Management, Employee Well-Being*

Introduction

In recent years, work–life balance has emerged as a major concern for organizations across industries due to globalization, competitive pressures, and changing workforce expectations. Work–life balance refers to an individual's ability to effectively manage professional responsibilities alongside personal and family life. In the hospitality industry, employees frequently face irregular working hours, night shifts, extended duty periods, and emotional labour, which often lead to stress, burnout, and reduced job satisfaction.

Employee engagement, defined as the emotional, cognitive, and behavioural involvement of employees in their work, plays a vital role in service-oriented industries like hotels. Engaged employees demonstrate higher levels of commitment, motivation, and discretionary effort, directly influencing service quality and customer loyalty. Given the growing importance of human capital in hospitality, understanding the relationship between work–life balance and employee engagement has become

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essential. This study attempts to empirically analyse this relationship in the context of selected hotels in Mysore.

Literature Review

Greenhaus and Allen (2011) emphasized that employees who achieve balance between work and personal life exhibit lower stress and higher well-being. In the hospitality sector, studies have identified long working hours, and shift work as major factors affecting employees' personal lives and mental health.

Kahn (1990) introduced the concept of employee engagement, emphasizing psychological meaningfulness, safety, and availability as key conditions for engagement. Subsequent studies have found that supportive organizational policies, flexible scheduling, and employee-friendly practices enhance engagement levels. Despite extensive research on work-life balance and engagement, limited empirical studies focus specifically on hotel employees in Mysore, thereby justifying the need for the present study

Concept of Work-life balance refers to an individual's ability to manage work responsibilities alongside personal and family life with minimal role conflict. Early studies highlight WLB as a critical determinant of employee wellbeing and organizational sustainability

Work-Life Balance as an HR Strategy Scholars emphasize that flexible work arrangements, leave policies, and supportive supervision are essential HR practices that promote WLB and reduce employee burnout.

According to **William A. Kahn**, employee engagement is the harnessing of employees' physical, cognitive, and emotional energies toward work roles, influenced strongly by workplace conditions.

Link Between Work life balance and Engagement Several studies report a positive and significant relationship between Work life balance and employee engagement, indicating that employees with better balance demonstrate higher vigor, dedication, and absorption at work.

Statement of the Problem

Hotel employees often struggle to balance demanding work schedules with personal life, which may negatively affect their engagement and productivity. Lack of effective work-life balance policies can result in stress, absenteeism, and high employee turnover. This study addresses the problem by examining whether work-life balance significantly influences employee engagement in the hotel industry of Mysuru city.

Objectives of the Study

- To study the level of work-life balance among hotel employees.
- To examine the level of employee engagement in selected hotels.
- To analyse the relationship between work-life balance and employee engagement.
- To assess the impact of work-life balance on employee engagement.

Research Methodology

Research Design

The study adopts a descriptive and analytical research design.

Sample Size and Sampling Technique

The sample consists of 200 employees selected from the top ten hotels in Mysore using stratified random sampling. Employees from various departments such as front office, housekeeping, food and beverage, kitchen, and administration were included.

Data Collection

Primary data were collected using a structured questionnaire based on a five-point Likert scale. Secondary data were collected from books, journals, reports, and online sources related to work-life balance and employee engagement.

Tools for Analysis

Percentage analysis

Mean and standard deviation

Pearson correlation analysis

Linear regression analysis

Data Analysis

Table 1: Demographic Profile of Respondents (N = 200)

Particulars	Category	Percentage (%)
Gender	Male	60
	Female	38
	Others	2
Age	Below 25 years	22
	26–35 years	48
	Above 35 years	30
Department	Front Office	20
	Housekeeping	25
	Food & Beverage	25
	Others	30

Table 2: Mean Scores of Study Variables

Variable	Mean	Standard Deviation
Work–Life Balance	3.45	0.62
Employee Engagement	3.29	0.58

Interpretation: The mean values indicate a moderate level of work–life balance and employee engagement among hotel employees.

Table 3: Correlation between Work–Life Balance and Employee Engagement

Variables	Correlation Coefficient (r)
Work–Life Balance and Employee Engagement	0.549

Interpretation: The correlation coefficient indicates a moderate and positive relationship between work–life balance and employee engagement.

Table 4: Regression Analysis – Impact of Work–Life Balance on Employee Engagement

Independent Variable	β Value	R ²	Significance
Work–Life Balance	0.647	0.302	Significant

Interpretation: Work–life balance explains approximately 30% of the variance in employee engagement, indicating a significant impact.

7. Findings of the Study

1. Hotel employees experience moderate levels of work–life balance.
2. Employee engagement is influenced by workload, shift patterns, and work schedules.
3. A significant positive relationship exists between work–life balance and employee engagement.
4. Improved work–life balance leads to higher employee engagement and commitment.

Suggestions

- Hotel management should introduce flexible shift scheduling and fair workload distribution.
- Employee wellness programs and stress-management initiatives should be implemented.
- Management should encourage leave utilization and provide family-friendly policies.
- Regular employee engagement and satisfaction surveys should be conducted.

Conclusion

The study concludes that work-life balance plays a crucial role in enhancing employee engagement in the hotel industry. Hotels that adopt employee-friendly policies can improve workforce engagement, service quality, and organizational performance. Ensuring a healthy balance between work and personal life is essential for sustainable growth in the hospitality sector.

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