

To study the Impact of COVID-19 on Work-Life Balance of Middle Management Employees Working in Five-Star Hotels in Pune City

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Abstract: the following research paper focuses of impact of Covid-19 on work –life balance of middle management employees working particularly at five-star hotel located in Pune city. The primary data was collected from 437 employees working at the middle management level of 5-star hotels as well as 10 human resource managers from the five-star hotels. The impact of the COVID-19 on hotel business has changed the economics of the business. The hotel industry needs to adopt new strategies to deal with the situation, experts in the industry have predicted that corporate travel will get reduced due to the uncertainty of the situation and fear of getting stuck even if the essential corporate travelers will travel, there will be a limit to the allowance that they receive. There will be drastically fall in the number of MICE tourists and tourist will prefer more domestic travel over international travel.

Key word: Covid-19, Work-Life Balance, Middle Management Employees, Five-star hotels, Pune city

Introduction:

Covid-19 Background

In March 2020, the World Health Organization (WHO) declared the novel corona virus, or COVID-19, a worldwide pandemic; started from Wuhan, a state in China in December 2019. To prevent the spreading of the disease countries across the globe have implemented lockdowns and stay-at-home orders still as border closures. While some countries imposed compulsory confinements like Italy, India, New Zealand, and the UK, others urged their citizens to remain reception, without enforcement measures, including Germany, Mexico, and Canada. In India first lockdown announced on 23rd march 2020 and implemented on 25th march 2020 for 15 days. In-state of Maharashtra it was till August from 3rd September 2020 government started lifting rules under the campaign named “Mission Begin Again”.

Impact of Covid -19 on Travel and Tourism:

According to the world travel and tourism council report published in March 2020, The COVID-19 pandemic has caused a considerable effect on, economic contribution to the world GDP and individual contribution by the countries own GDP by the tourism sector.

A published report by(world Travel And Tourism Council, 2021) mentions that In 2019, travel & tourism was one of the world’s largest sectors, accounting for 10.4% of global GDP (USD 9,170 Billion), which fall to 5.5% (USD4,671Billions) total travel and tourism GDP change in 2020 is minus 49.1% that is equal to USD minus4,498 Billion and Global Economy GDP change by minus 3.7%. In 2019 total travel and tourism jobs was 334 million, equal to 1 in 10 jobs created by tourism. From 2014 to 2019 1 in 4 net new jobs were created by travel and tourism. In 2020 after the pandemic started minus 61.6 million, (minus 18.5%), jobs were lost in the travel and tourism industry.

Leisure versus Business spending all over the globe was reduced drastically. Leisure spending in the year 2019 it was USD 4,692.4 Billion in the year 2020 it was USD 2,373.7 Billion that comes to minus 49.4%. Business spending in the year 2019 it was USD 1,294.2 Billion in the year 2020it was USD 504.3Billion that comes to minus 61.0%. Travel and tourism contribution of India to world GDP in the year 2020 it was 121.9 (USD Billions) in the year 2019 it was 191.3 (USD

Billions) that is minus 36.3% share of total travel & tourism spending in the year 2020. In India by domestic travelling 89.0 (USD Billions) that is Minus 30.7% and international was 11.0 (USD Billions) that is Minus 61.0%.

According to the Asia pacific report published by the world tourism council in November 2020 (world Travel And Tourism Council, 2020) Travel & Tourism Jobs Lost in 2020 were 87.4 Million which comes to 48% if there would be no improvement in the situation this figures would expect 106.7 Million which comes to 59%. The loss of GDP by travel and tourism in 2020 is USD 1,475 Billion that comes to 50% if there would be no improvement in the situation this figure would expect 1,801 Billion USD that is 61%. Global Arrivals are impacted by 71% internationally and if no improvement in the situation it will be 81%.

Impact of Covid-19 on Hotel Industry in Maharashtra state India: According to (Tare, 2021) February 12, the state marks the start of the second wave. It damaged Maharashtra's state poorly; Maharashtra recorded 2,052,905 cases in the 11 months between March 9, 2020, and February 11, 2021. And in just the first 72 days of the second wave which is for two-plus months between February 12th and April 25th it recorded 2,174,654 cases.

To encounter this second wave Maharashtra state Government started imposing stricter rules from 14th April 2020 such as star hotels and standalone restaurants, street food vendors all will be closed for dining. According to the Sherry Bhatia, President of HRAWI (Hotel and restaurant Association of western India) For all types of star hotels and restaurants are allowed to run the business from 11 am or 4 pm this does not compliment this business as this only adds to the losses being incurred by restaurants due to the lockdown, With this, the state government has banned all types of gatherings in public places such as in hotels.

According to the Wong & Ko (cited in Mohanty & Mohanty, 2014) many industry have acknowledge the issue of work life balance as it mainly difficult to achieve this due to hours of working and hospitality industry is such industry of having 24 by 7 working its most difficult to achieve this and but many organizations are creating awareness about how to balance this imbalance through following work life balance practices. (Banu & Duraipandian, 2014) Work and family are the two most important pillars in a person's life. Work-life balance is a foremost part of the individuals life and therefore organization have recognized the need and value of implementing policies for work life balance in organizations in India.

Literature Review:

According to the (Jeet, 2021) editor of the monthly magazine of Federation of Hotel and Restaurant Association of India (FHRAD) 2 lakh restaurants in the state, almost 50 percent have permanently shut. Post the seven-month-long lockdown last year, the loss of employment in the sector has risen to 50 percent. According to the (Lamab, 2021) Domestic air traffic plunged by 63% in May 2021 in the repercussion of the second wave of the pandemic in India. Hotel occupancy in most cities witnessed a month-on-month basis decline as leisure and business travel was limited due to the restrictions and lockdowns in various states. Hotels have been focusing on alternative customer segments to overcome this challenged and to survive these difficult times, by tying up with hospitals to provide isolation & quarantine facilities.

According to the (Mehtani Ajay, 2020) Indian hospitality industry has seen an unprecedented downturn in the Indian hospitality sector in the organized hospitality sector has revenue loss of INR 40,309 Cr, semi-organized sector hospitality sector has revenue loss of, INR 8,379 Cr, and the unorganized hospitality sector has revenue loss of INR 41,126Cr. Occupancy percentage has dropped by 31.6 and hotel Revenue available per room (REVPAR) has dropped by 57.8%. India, on the other hand, continues to have the lowest share of branded hotel rooms compared with major Asian hotel markets. Shanghai and Beijing nearly hold 10 times the size of branded hotels in comparison with India.

The impact of the COVID-19 on hotel business has changed the economics of the business. The hotel industry needs to adopt new strategies to deal with the situation, experts in the industry have predicted that corporate travel will get reduced due to the uncertainty of the situation and fear of getting stuck even if the essential corporate travelers will travel, there will be a limit to the allowance that they receive. There will be drastically fall in the number of MICE tourists and tourist will prefer more domestic travel over international travel.

The size of the function such as wedding will have less number of people to attend, as well as the destination for the wedding will be domestic over the international. Under constrained hotel projects will face delays due to the shortage of labour and financial funds and lockdown restrictions. Some properties which are opened recently may face a closed down issue because of the unstable market conditions, hotels which are stand-alone and not part of the big, or multinational chains are most vulnerable to the situation. Some of the properties may re-assess their class as a hospital or student housing. International leisure destinations will have fewer free individual travelers and group travelers. Drive to resorts or workstation destinations that are easily reachable and have good tourism infrastructure will see a boom in business domestically.

Objectives of the study

1. Work-life balance of middle management employees affected due to Pandemic situation COVID-19?
2. Did the organization Quality of work-life balance affect due to the Pandemic situation COVID-19?

Hypothesis:

H₀: There is no significant impact of Covid-19 on work life balance on employees.

H₁: There is a significant impact of Covid-19 on work life balance on employees.

Data Collection

Primary and secondary data were used in the research. It is original and completely used for the study. Secondary data is collected by someone else and can be available in various forms. The primary data was collected from 437 employees working at the middle management level of 5-star hotels as well as 10 human resource managers from the five-star hotels. Thus, the primary data is quantitative and formed a balanced mix of the supervisory as well as managerial perspectives to attain the objectives of the research. Further, the secondary data were collected at various stages to understand, describe and enhance the study.

Data Analysis and Interpretation:

Covid-19 & Impact on Work-Life Balance Practices:

Covid-19 & Impact on WLP:					
Covid-19 & Impact on WLP	Very Highly	Highly	Moderately	Low	Very Low
Work-life balance Practices: Leave	110 (25.2%)	215 (49.2%)	108 (24.7%)	0	4 (0.9%)
Rewards and Monetary Benefits	52 (11.9%)	206 (47.1%)	160 (36.6%)	17 (3.9%)	2 (0.5%)
Facilities & Fringe Benefits Provided By Hotels	132 (30.4%)	159 (36.4%)	107 (24.5%)	39 (8.9%)	0
Training and Development	212 (48.5%)	220 (50.3%)	5 (1.1%)	0	0
Team Members	128 (29.3%)	126 (28.8%)	145 (33.2%)	38 (8.7%)	0
Organizational factors: Working Hours	208 (27.6%)	171 (39.1%)	44 (10.1%)	14 (3.2%)	0
Perks and Benefits	7 (1.0%)	254 (58.1%)	166 (38%)	0	10 (2.3%)
Work culture & Work Environment	72 (16.5%)	225 (51.5%)	129 (29.5%)	5 (1.1%)	6 (1.4%)
Job satisfaction	270 (61.8%)	77 (17.6%)	77 (17.6%)	13 (3%)	0

Family Life and Health	131 (30%)	152 (34.8%)	117 (26.2%)	37 (8.5%)	0
Personal factors like Stress, Attending emergencies Etc.	144 (33%)	235 (53.8%)	33 (7.6%)	25 (5.7%)	0
Salary and wages	0	200 (45.8%)	196 (44.9%)	41 (9.4%)	0

Above table explains the impact of Covid-19 on work-life balance practices followed by the hotel for employees. The researcher has chosen this variable as the Covid-19 pandemic is a current phenomenon that is still going on. Impacts of this pandemic are deeper and still going on. The hotel and travel and tourism industry got affected most due to the ban on travel international and domestic, and social gathering in public places. The hotel industry all overseen the lowest sales, and in India Pune, the situation is the same.

The researcher would like to know both sides of impacts on employer and employee that's is why the researcher has chosen this variable and following 10 variables. Due to Covid-19 how the leave of the employee got affected. 4 (0.9%) respondents said there is very low impact on leaves. 108 (24.7%) respondents said there is a moderate impact on leave. 215 (49.2%) respondents said there is a high impact on leave. 110 (25.2%) respondents said there is a very high impact on leave. Due to Covid-19 how to reward and monetary benefits for the employee got affected. 2 (0.5%) respondents said there is very low impact reward and monetary benefits. 17 (3.9%) respondents said there is low impact reward and monetary benefits 160 (36.6%) respondents said there is moderate impact reward and monetary benefits. 206 (47.1%) respondents said there is a high impact on reward and monetary benefits. 52 (11.9%) respondents said there is a very high impact on reward and monetary benefits.

Due to Covid-19 how facilities & fringe benefits provided by hotels for the employee got affected. 39 (8.9%) respondents said there is low impact on facilities & fringe benefits provided by hotels for the employee. 107 (24.5%) respondents said there is moderate impact facilities & fringe benefits provided by hotels for the employee. 159 (36.4%) respondents said there is a high impact on facilities & fringe benefits provided by hotels for the employee. 132 (30.2%) respondents said there is very high impact facilities & fringe benefits provided by hotels for the employee.

The impact on training and development due to Covid-19, 5 (1.1%) respondents said there is a moderate impact on training and development due to Covid-19. 220 (50.3%) respondents said there is a high impact on training and development due to Covid-19. 212 (48.5%) respondents said there is a very high impact on training and development due to Covid-19. the impact on team members due to Covid-19. 38 (8.7%) respondents said there is low impact on team members due to Covid-19. 145 (33.2%) respondents said there is a moderate impact on team members due to Covid-19. 126 (28.8%) respondents said there is a high impact on team members due to Covid-19. 128 (29.3%) respondents said there is a very high impact on team members due to Covid-19.

The impact on organizational factors: working hours. The above table explains that 14 (3.2%) respondents said there is low impact on working hours due to Covid-19. 44 (10.1%) respondents said there is a moderate impact on working hours due to Covid-19. 171 (39.1%) respondents said there is high impact on working hours due to Covid-19. 208 (47.6%) respondents said there is a very high impact on working hours due to Covid-19.

The impact on perks and benefits provided to the employees. 10 (2.3%) respondents said there is a low impact on perks and benefits provided to the employees. 166 (38%) respondents said there is a moderate impact on perks and benefits provided to the employees. 254 (58.1%) respondents said there is a high impact on perks and benefits provided to the employees. 7 (1.6%) respondents said there is a very high impact on perks and benefits provided to the employees.

The impact on work culture & work environment due to Covid-19, 6 (1.4%) respondents said there is very low impact on work culture & work environment due to Covid-19. 5 (1.1%) respondents said there is a low impact on work culture & work environment due to Covid-19. 129 (29.5%) respondents said there is a moderate impact on work culture & work environment due to Covid-19. 225 (51.5%) respondents said there is a high impact on work culture & work environment due to Covid-19. 72 (16.5%) respondents said there is a very high impact on work culture & work environment due to Covid-19.

The impact on job satisfaction due to Covid-19, the above table explains that 13 (3%) respondents said there is a low impact on job satisfaction due to Covid-19. 77 (17.6%) respondents said there is a moderate impact on job satisfaction due

to Covid-19. 77 (17.6%) respondents said there is a high impact on job satisfaction due to Covid-19. 270 (61.8%) respondents said there is a very high impact on job satisfaction due to Covid-19.

The impact on family life and health due to Covid-19, the above table explains that 37 (8.5%) respondents said there is a low impact on family life and health due to Covid-19. 117 (26.8%) respondents said there is a moderate impact on family life and health due to Covid-19. 152 (34.8%) respondents said there is a high impact on family life and health due to Covid-19. 131 (30 %) respondents said there is a very high impact on family life and health due to Covid-19.

The impact on personal factors like stress, attending emergencies due to covid-19, 25 (5.7%) respondents said there are low impact personal factors like stress, attending emergencies due to Covid-19. 33 (7.6%) respondents said there are moderate impact personal factors like stress, attending emergencies due to Covid-19. 235 (53.8%) respondents said there are high impact personal factors like stress, attending emergencies due to Covid-19. 144 (33 %) respondents said there are very high impact personal factors like stress, attending emergencies due to Covid-19. The impact on salary and wages due to covid-19. the above table explains that 41 (9.4%) respondents said there is a low impact on salary and wages due to Covid-19. 196 (44.9%) respondents said there is moderate impact salary and wages due to Covid-19. 200 (45.8%) respondents said there is a high impact on salary and wages due to Covid-19.

Covid-19 has affected Work-Life Balance of Middle Management Employees

Do you think that Covid-19 has affected WLB					
Covid-19 has affected WLB	Very Highly	Highly	Moderately	Low	Very Low
Work-life balance Practices: Leave	0	5 (50%)	5 (50%)	0	0
Rewards and Monetary Benefits	5 (50%)	5 (50%)	0	0	0
Recruitment and selection	6 (60%)	4 (40%)	0	0	0
Performance appraisal	2 (20%)	4 (40%)	4 (40%)	0	0
Facilities & Fringe Benefits Provided By Hotels	6 (60%)	4 (40%)	0	0	0
Job security	10 (100%)	0	0	0	0
Job empowerment and job satisfaction	0	5 (50%)	5 (50%)	0	0
Training and Development	10 (100%)	0	0	0	0
Work culture & Work Environment	0	2 (20%)	8 (80%)	0	0
Salary and wages	0	5 (50%)	5 (50%)	0	0

Above table explains the work-life balance affected due to Covid-19. Covid-19 is a current situation which is still going on, it has affected many industries, and hospitality and travel and tourism getting affected most due to the social distancing norm and ban on travel, lockdown rules, therefore researcher has taken this variable to understand from the hotel point of view what the difficulties they came across while handling this pandemic situation.

Out of 10 (100%), 5 (50%) hotels says there is a high impact on leaves. 5 (50%) hotels say there is a moderate impact on leaves. Out of 10 (100%) hotels, 5 (50%) hotels says there is a very high impact on rewards. 5 (50%) hotels say there is a high impact on rewards.

Out of 10 (100%) hotels, 6 (60%) hotels says there is a very high impact on recruitment and selection. 4 (40%) hotels say there is a high impact on recruitment and selection.

Out of 10 (100%) hotels, 2 (20%) hotels says there is a very high impact on performance appraisal. 4 (40%) hotels say there high impact on performance appraisal 4 (40%) hotels says there is a moderate impact on performance appraisal.

Out of 10 (100%) hotels, 6 (60%) hotels says there is very high impact Facilities & Fringe Benefits Provided by Hotels. 4 (40%) hotels say there is a high impact on Facilities & Fringe Benefits Provided By Hotels.

Out of 10 (100%) hotel, all hotels (10) 100% says there is very high impact on job security. Out of 10 (100%) hotels, 5 (50%) hotels say there is a high impact on Job empowerment and job satisfaction. 5 (50%) hotels says there is a moderate impact on Job empowerment and job satisfaction.

Out of 10 (100%) hotel, all hotels (10) 100% says there is very high impact on Training and Development. Out of 10 (100%) hotels, 5 (50%) hotels says there is a high impact on Work culture & Work Environment. 5 (50%) hotels say there is a moderate impact on Work culture & Work Environment. Out of 10 (100%) hotels, 5 (50%) hotels says there is a high impact on Salary and wages. 5 (50%) hotels say there is a moderate impact on Salary and wages.

Covid-19 & Work life imbalance of employees

Hypothesis 1:

H₀: There is no significant impact of Covid-19 on work life balance on employees.

H₁: There is a significant impact of Covid-19 on work life balance on employees.

The employee's questionnaire has been considered and Chi- Square Test has been applied.

Table no 4.55 Chi Square Test Statistics			
	Chi-square	df	Asymp. Sig.
1 Covid-19 & Impact on WLP - Work-life balance Practices: Leave	203.778	3	.000
2 Covid-19 & Impact on WLP - Rewards and Monetary Benefits	375.735	4	.000
3 Covid-19 & Impact on WLP - Facilities & Fringe Benefits Provided By Hotels	72.611	3	.000
4 Covid-19 & Impact on WLP - Training and Development	203.977	2	.000
5 Covid-19 & Impact on WLP - Team Members	63.952	3	.000
6 Covid-19 & Impact on WLP - Organizational factors: Working Hours	246.176	3	.000
7 Covid-19 & Impact on WLP - Perks and Benefits	407.128	3	.000
8 Covid-19 & Impact on WLP - Work culture & Work Environment	392.645	4	.000
9 Covid-19 & Impact on WLP - Job satisfaction	340.364	3	.000
10 Covid-19 & Impact on WLP - Family Life and Health	69.389	3	.000
11 Covid-19 & Impact on WLP - Personal factors like Stress, Attending emergencies Etc.	273.984	3	.000
12 Covid-19 & Impact on WLP - Salary and wages	112.865	2	.000

The 'P' value is less than 0.05 in all the cases. This means that the null hypothesis is rejected and the alternate hypothesis is accepted. Hence it can be said that there is a significant impact of Covid-19 on work life balance on employees.

Conclusion

Covid-19 & Impact on WLP: It has been concluded that Supervisors said due to COVID-19 there is high impact on leave, reward and monetary benefits facilities & fringe benefits, perks and benefits, work culture & work environment, Training and development there is .very high impact on working hours, job satisfaction, family life and health, personal factor like stress, attending emergencies, salary and wages due to Covid-19. Irrespective of the hotel they are working at.

Suggestion:

Covid-19 is a situation that everyone experienced for the first time, as the hotel industry is most affected one has very high and long term impacts, hotels learn the new techniques and strategies to cop up with the situation following the guidelines

by the government of India. It impacted the business in many ways and the industry learned many new things. The lock and unlock period was the most critical and testing time for the hotel and its working employees as the business was in minus travel was banned but hotels were operating for the Covid 19 warriors, and front line workers who were staying in the hotels to fight the situation. The government issued many new and strict guidelines for operating business. Following the new norm in the industry such as a hotel has to revamp its hygiene standards from scratch. Training of employees according to the new standards, which involved huge cost as there was no business happening. Occupancy was in minus and only fifty per cent of the room were allowed to sell. Strength of the employees also reduced, because many employees left the metro cities and went back to their hometown; vaccination was not even in the horizon so the hotel had adopted many different strategies to cope with the situation to be in the business. For the survival in the business hotel opted strategies like, they gave employees room in the hotel to stay, they did not layoff anyone. People who left they got half salaries. Supervisor's salaries were deducted by 2 %. No new recruitments happened during unlock period, hotel owners said to run the hotel in the minimum operational cost.

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