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Importance of Employment Practices Pertaining to Provision of Monetary Benefits & Work-Life Benefits in Boosting Employee Productivity in the Hospitality Industry

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Abstract:

Although it is a known fact that employment practices followed by organizations have a great impact on the productivity of its employees, the relation between employee productivity and various employment practices adopted by hotels is not clearly established. Thus, there is a need to check the impact of these employment practices on employee productivity in the hospitality industry.

This study is aimed at analyzing the impact of employment practices pertaining to monetary benefits and work-life benefits on enhancing employee productivity in the hospitality industry. In an effort to do so, a survey in the form of a questionnaire and interviews was conducted from the sample comprising of 365 hotel employees from the management and the associates categories to understand their views on the subject. The responses received were analyzed using frequency analysis & factor analysis.

The findings this research suggest that the highest rated areas on which the management of hotels should focus their employment practices are provision of "Work-Life Balance (Weekly offs, Holidays, Duty timings)" and "Monetary Benefits (Salary & Wages, Overtime, Incentives)". The study failed to accept the null hypothesis and thus the alternative hypothesis that "Employment practices connected with work life balance and monetary benefits have a greater influence on employee productivity than other practices in the Hospitality Industry" is accepted.

Key words: "Hospitality Industry", "Monetary benefits", "Work-life benefits", "Employee Productivity", "Employment practices"

1. Introduction

Suddenly, India is witnessing a huge growth in the hospitality industry. More and more players are entering the market, and the competition is becoming increasingly fierce. As a consequence of this, retaining employees is becoming a huge problem in the city's hospitality market.

Human Resource is an area that is growing in importance. At a time when the attrition rate in the hospitality industry has been on the rise and is set to double to nearly 50 per cent in the next two years, hotel companies are finding it hard to arrest employee exit. Although, some new hotel companies have devised several employee welfare schemes to keep employees satisfied, very few hospitality employers meet all of the basic requirements set by employment legislation, and the managers and proprietors are poorly advised or trained about 'good practice'. The importance and value of employees in service industries have been recognized by senior executives for many decades and they are aware that the service provided by human resources is the key to competitive advantage in the marketplace. This is particularly true of the hotel industry where employees form an integral part of the "hospitality product". In labour intensive industries human resources are also costly to develop and maintain. The recent phase of global recession has led to the rediscovery of human resource costing and accounting as a means by which organizations can monitor the impact of their employment practices on business performance.

Also one must not forget that the Productivity of labour is an essential condition for the prosperity of any organization. The hospitality Industry is no exception to this. Along with other input resources, employee welfare and satisfaction through provision of fair employment practices are equally important in influencing the productivity of labour. Although, it is a known fact that that employment practices followed by organizations have a great impact on the productivity of its employees, the relation between employee productivity and various employment practices adopted by hotels is not clearly established. Thus, there is a need to check the impact of these employment practices on employee productivity in the hospitality industry which may be represented by hotels.

2. Literature Review

- Flora F.T. Chiang, (2010), investigated the relationships among job stressors, coping resources, and job stress. Data were collected from food service employees ($n = 255$) in the hotel and catering industry. The results demonstrated that high job demands coupled with low job control and the availability of work-life balance practices resulted in a higher level of stress.
- Simon Chak-keung Wong, (2009), explored hotel employees' perception on work-life balance issues. In-depth interviews and self-administered questionnaires were used to collect the data. Factor analysis discovered seven factors: (1) enough time-off from work; (2) workplace support on work-life balance; (3) allegiance to work; (4) flexibility on work schedule; (5) life orientation; (6) voluntary reduction of contracted hours to cater for personal needs; and (7) upkeep the work and career—the determinants perceived by employees to attain “better” work-life balance in the dynamic hotel environment.
- Margaret Deery, (2009), examined the key issues associated with work-life balance (WLB) with a particular focus on practices within the tourism industry. It provides an overview of the general literature and then the research that relates specifically to WLB in the tourism industry.
- Indira Kandasamy, (2009), conducted a qualitative study in an attempt to identify QWL dimensions expected in the working environment of a hotel. 84 students and 64 employees from three hotel management institute and three hotel organization from Mangalore city in India participated through a purposeful sampling frame. Data were collected using interviews, focus group discussions and open-ended questionnaires, and analyzed in line with grounded theory method. The content analysis of the data yielded eight dimensions of QWL. Implications and limitations of this study along with areas for future research are discussed.
- Vincent P. Magnini, (2009), synthesized pertinent WFC literature and explicates a series of measures for reducing WFC in hospitality firms. Future research directions are also identified.
- Margaret Deery, (2008), provided an overview of the key employee turnover literature within the hospitality and tourism industry for those academics researching in this area, with specific attention given to the role of WLB issues in the turnover decision-making process. The paper also provides a theoretical and practical framework for industry to develop strategies for reduced employee turnover, with a focus on the role that balancing work and family plays in these strategies.
- Jeanette N. Cleveland, (2007), explored the connections among work characteristics, work stress, and the work—family interface. Results of the multisource qualitative research suggest that long, unpredictable hours create individual and family-related stress. Furthermore, there is agreement among the three sources regarding the stressors and benefits associated with working in the hotel industry. Discussion of future research and practice is presented..
- Rebecca Harris Mulvaney, (2007), reviews what is known about the work-family interface in relation to hotel managers in an effort to identify ways to gain a strategic advantage in this competitive sector. It examined organizational-, individual-, and family-level outcomes of the interface, as well as the processes linking these components and moderators thought to impact these relationships. Conclusions focus on innovative practices implemented to address work-family concerns.
- Liz Doherty, (2004), explored the effectiveness of work-life balance initiatives in helping women progress to senior management. The article shows that the business case which underpins diversity management and a voluntary approach to work-life balance may only deliver positive benefits to women when the labour market is tight, and, even then, the benefits for women in management are far from demonstrated. A stronger equal opportunities approach is also shown to be problematic as it draws attention to women's “difference” to men and their need for special treatment.
- Philip Bohle, (2004), Marked differences emerged between the reports of casual and full-time employees about working hours, work-life conflict and health. Casuals were more likely to work highly irregular hours over which they had little control. Long working hours, combined with low predictability and control, produced greater disruption to family and social lives and poorer work-life balance for casuals.

3. Objectives of the Study

- To identify the various employment practices in the hospitality industry.
- To study the impact of employment practices on the productivity in the hospitality industry.
- To explore the Monitory & Work-life benefits made available to the employees of the hotel industry.
- To analyze the impact of employment practices pertaining to Monitory & Work-life benefits on productivity of hotel employees in comparison with others.

4. Hypothesis

- Null Hypothesis (H_0): “Employment practices connected with work life balance and monitory benefits do not have a greater influence on employee productivity than other practices in the Hospitality Industry”
- Alternative Hypothesis (H_1): “Employment practices connected with work life balance and monitory benefits have a greater influence on employee productivity than other practices in the Hospitality Industry”

5. Limitations of the Study

- This study is purely based on the information given by the employees and management of sample hotels.

- The study is conducted in the current scenario and the opinions, perceptions and expectations of the respondents may differ with time.
- The study does not differentiate respondents on basis of their demographic factors which may have an influence of their perception thereby identifying scope for further research.

6. Research Methodology

6.1. Collection of Data

The primary data required for the research was collected using the following techniques:

- Personal Interviews:
The researcher conducted personal interviews with employees and Human Resource managers of reputed hotel brands to get an insight on the problem under study.
- Questionnaire:
A questionnaire bearing straight forward and relevant questions was drafted and handed over to the sample to obtain their responses.

6.2. Sampling Techniques

The population being “employees of hotels” is more of less homogeneous in nature since the characteristics and service conditions of the industry are almost similar in nature throughout the population. With due consideration to this fact, a sample comprising of 365 employees representing various hotels from five star to serviced apartments was selected on random basis to conduct the study. The said sample was collected from Pune, Hyderabad & Bangalore cities due to the similarity of the nature of hospitality industry in these cities.

Apart from the above mentioned tools the relevant secondary data for the research was collected from journals, books & internet.

7. Discussions, Findings & Conclusion

7.1. Discussion

7.1.1. Impact of Employment Practices on Employee Productivity

It is a known fact that the employee practices followed in organizations have a positive impact on the performance of the employees. It boosts their moral and motivates them to give in their best to enhance their performance. Productivity is a measure of the performance of the employees towards attainment of the organizational objectives. However, the impact of each of these practices on productivity of the employees needs to be tested. Once the impact is identified, organizations can focus on such practices to enhance the productivity of its employees.

7.1.2. Employment Practices Followed in the Hotel Industry

Above discussion only points to one thing, generally for every business, and particularly for a services industry like Hotel, employees are definitely the most valuable assets. The employees should be highly motivated, efficient and possess a high moral to participate in the service delivery process that would lead to a better customer satisfaction. Thus, more and more attention should be paid the role of employees in services, and investments should be made to improve the most valuable asset of services. In response to this fact, the hotel industry have restructured their employment practices to achieve greater employee efficiencies.

The employment practices followed by the hotel industry can be classified in the following areas:

- **Monitory Benefits:** The hotel industry is known as one of the poor pay masters. The salary paid to the employees is much lesser as compared to any other industry. There are several reasons for the same. Moreover, due to extreme competition in the hotel market hotels are struggling for their survival and due to the high overhead and other fixed costs that the hotels have, generating profits is a very challenging task. Thus, salary or the labour cost is the only cost that may be controlled or kept within a limit. In addition to that, the forces of demand and supply of labour have kept the salary at a lower level. However, due to the increasing competition in the industry, employees have options available due to which the attrition rate have increased in the industry. To curb this and to keep the employees satisfied and motivated the hotels have revised their compensation strategies by introducing the monitory benefits to its employees like better salary & wages, incentive schemes and overtime compensation.
- **Training & Development:** This is an ongoing activity in any organization to enhance the skills of the employees. Like other industries, the hotel industry has introduced extensive training and development programmes for its employees. These programmes may be in the form of on the job training or formal classroom training. The industry believes in continual development of its service delivery process to match international standards. Moreover with the entry of international chain hotels, the hotels have identified the need of its employees to cope up with the challenge by acquiring the necessary skill sets through these activities.
- **Work-Life Balance:** The hotel industry is characterized with long working hours in different shifts, hard work, unpredictable weekly offs etc. Thus the employees have a poor work-life balance with negligible social life. The average working hours of the hotel employees is 12-14 hours during which they are expected to be on their feet almost all the time. Moreover, due to seasonal variations in the business, the hotels operate with meager staff so as to keep the labour cost low especially during the off-peak season thereby increasing the workload and work timings of the existing

employees. The operations in hotels are very dynamic and unpredictable in nature. Many a times to cope up with the same, employees have to work on their scheduled day offs at the cost of their plans with their families on such days. It is a known fact that during festive seasons the hotel business is in boom, thus the employees are expected to be on their toes, while their families are enjoying the festivals without them. Although, the industry has started realizing this fact, it has not been able to find a solution on the same. With a motive to lower the gravity of this problem, hotels have initiated measures like Additional Leaves / Holidays / Weekly offs, Employee Leisure Clubs / Family Get togethers and fixed number of working hours per day

- **Work Culture:** Work culture or Organizational culture is the behavior of humans who are part of an organization and the meanings that the people attach to their actions. (Source- Wikipedia). It affects the way people and groups interact with each other, with clients, and with stakeholders. In the service industry, unlike any other industry the emphasis is on client or guest interaction which has a direct influence of the work culture prevailing in the organization. Work culture may comprise of Employee relations, Interactions and Healthy work atmosphere;
- **Employee Welfare:** Occupational welfare is welfare distributed by industry as part of employment and it includes perks, salary-related benefits, measures intended to improve the efficiency of the workforce and some philanthropic measures. (Source- Wikipedia). These welfare measures have a great impact on the employees. In fact in today's competitive environment, organizations are focusing on this employment aspect to attract and retain talent. The hotel industry is no exception to this. Although every hotel has its own corporate policy towards provision of employee welfare activities, the practices followed by majority of the hotels include- On the job meals, Transport facilities, Accommodation facilities, Family medical benefits, Child education plans and Family pension scheme / Insurance schemes
- **Employee Recognition:** Recognition of employees goes a long way in motivating them towards enhancing their performance. It shows that the management acknowledges the efforts taken by the employees. Employee recognition is a communication tool that reinforces and rewards the most important outcomes people create for your business. When you recognize people effectively, you reinforce, with your chosen means of recognition, the actions and behaviors you most want to see people repeat. An effective employee recognition system is simple, immediate, and powerfully reinforcing. A few employee recognition tools commonly followed in hotels are Rewarding employees for outstanding performances, Appreciation of steady performing employees, Employee of the month for exceptional contribution during the month.

7.2. Findings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	267	73.2	73.2	73.2
	No	98	26.8	26.8	100.0
	Total	365	100.0	100.0	

Table 1: Employment Practices followed – Monetary Benefits -Better salary & Wages

- Interpretation: 73.2% respondents feel that employee practices pertaining to “Better salary & Wages” that has an impact on enhancing employee productivity is available in their hotel and 26.8 % feel that it is not.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	229	62.7	62.7	62.7
	No	136	37.3	37.3	100.0
	Total	365	100.0	100.0	

Table 2: Employment Practices followed – Monetary Benefits -Overtime compensation

- Interpretation: 62.7 % respondents feel that employee practices pertaining to “Overtime compensation” that has an impact on enhancing employee productivity is available in their hotel and 37.3 % feel that it is not.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	.8	.8	.8
	2	6	1.6	1.6	2.5
	3	13	3.6	3.6	6.0
	4	29	7.9	7.9	14.0
	5	50	13.7	13.7	27.7
	6	111	30.4	30.4	58.1
	7	153	41.9	41.9	100.0
	Total	365	100.0	100.0	

Table 3: Key Areas for boosting the employee productivity -Monitory Benefits (Salary & Wages, Overtime, Incentives)

- Interpretation: Based on its importance in boosting employee productivity in the hotel industry, “Monitory Benefits (Salary & Wages, Overtime, Incentives)” was rated between 1- 3 by 6 % respondents, between 5 - 7 by 86 % respondents and 7.9 % respondents have rated on a neutral rating of 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	1.4	1.4	1.4
	2	9	2.5	2.5	3.8
	3	12	3.3	3.3	7.1
	4	18	4.9	4.9	12.1
	5	58	15.9	15.9	27.9
	6	121	33.2	33.2	61.1
	7	142	38.9	38.9	100.0
	Total	365	100.0	100.0	

Table 4: Key Areas for boosting the employee productivity -Work-Life Balance (Weekly offs, Holidays, Duty timings)

- Interpretation: Based on its importance in boosting employee productivity in the hotel industry, “Work-Life Balance (Weekly offs, Holidays, Duty timings)” was rated between 1- 3 by 7.1 % respondents, between 5 - 7 by 87.9 % respondents and 4.9 % respondents have rated on a neutral rating of 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	1.4	1.4	1.4
	2	5	1.4	1.4	2.7
	3	60	16.4	16.4	19.2
	4	108	29.6	29.6	48.8
	5	63	17.3	17.3	66.0
	6	73	20.0	20.0	86.0
	7	51	14.0	14.0	100.0
	Total	365	100.0	100.0	

Table 5: Employment Practices – Monitory Benefits -Better salary & wages- RATING

- Interpretation: Based on the impact seen on enhancing employee productivity, employment practices pertaining to the provision of “Better salary & wages” was rated between 1- 3 by 19.2 % respondents, between 5 - 7 by 51.2 % respondents and 29.6 % respondents have rated on a neutral rating of 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	1.9	1.9	1.9
	2	2	.5	.5	2.5
	3	12	3.3	3.3	5.8
	4	101	27.7	27.7	33.4
	5	66	18.1	18.1	51.5
	6	93	25.5	25.5	77.0
	7	84	23.0	23.0	100.0
	Total	365	100.0	100.0	

Table 6: Employment Practices – Monitory Benefits -Employee Incentive Scheme- RATING

- Interpretation: Based on the impact seen on enhancing employee productivity, employment practices pertaining to the provision of “Employee Incentive Scheme” was rated between 1- 3 by 5.8 % respondents, between 5 - 7 by 72.6 % respondents and 27.7 % respondents have rated on a neutral rating of 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	4.4	4.4	4.4
	2	10	2.7	2.7	7.1
	3	61	16.7	16.7	23.8
	4	93	25.5	25.5	49.3
	5	55	15.1	15.1	64.4
	6	87	23.8	23.8	88.2
	7	43	11.8	11.8	100.0
	Total	365	100.0	100.0	

Table 7: Employment Practices – Monitory Benefits -Overtime compensation- RATING

- Interpretation: Based on the impact seen on enhancing employee productivity, employment practices pertaining to the provision of “Overtime compensation” was rated between 1- 3 by 23.8 % respondents, between 5 - 7 by 50.7 % respondents and 25.5 % respondents have rated on a neutral rating of 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.3	.3	.3
	2	3	.8	.8	1.1
	3	9	2.5	2.5	3.6
	4	26	7.1	7.1	10.7
	5	51	14.0	14.0	24.7
	6	148	40.5	40.5	65.2
	7	127	34.8	34.8	100.0
	Total	365	100.0	100.0	

Table 8: Employment Practices –Work-life Benefits -Additional Leaves / Holidays / Weekly offs- RATING

- Interpretation: Based on the impact seen on enhancing employee productivity, employment practices pertaining to the provision of “Additional Leaves / Holidays / Weekly offs” was rated between 1- 3 by 3.6 % respondents, between 5 - 7 by 89.3 % respondents and 7.1 % respondents have rated on a neutral rating of 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	3.8	3.8	3.8
	2	6	1.6	1.6	5.5
	3	27	7.4	7.4	12.9
	4	28	7.7	7.7	20.5
	5	61	16.7	16.7	37.3
	6	159	43.6	43.6	80.8
	7	70	19.2	19.2	100.0
	Total	365	100.0	100.0	

Table 9: Employment Practices –Work-life Benefits -Employee Leisure Clubs / Get together- RATING

- Interpretation: Based on the impact seen on enhancing employee productivity, employment practices pertaining to the provision of “Child Education Plans” was rated between 1- 3 by 8.5 % respondents, between 5 - 7 by 83 % respondents and 8.5 % respondents have rated on a neutral rating of 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.3	.3	.3
	1	4	1.1	1.1	1.4
	2	13	3.6	3.6	4.9
	3	14	3.8	3.8	8.8
	4	23	6.3	6.3	15.1
	5	52	14.2	14.2	29.3
	6	90	24.7	24.7	54.0
	7	168	46.0	46.0	100.0
		Total	365	100.0	100.0

Table 10: Employment Practices –Work-life Benefits -Fixed number of working hours per day- RATING

- Interpretation: Based on the impact seen on enhancing employee productivity, employment practices pertaining to the provision of “Fixed number of working hours per day” was rated between 1- 3 by 8.8 % respondents, between 5 - 7 by 84.9 % respondents and 6.3 % respondents have rated on a neutral rating of 4.

7.3. Testing of Hypothesis

- Null Hypothesis (H_0): “Employment practices connected with work life balance and monetary benefits do not have a greater influence on employee productivity than other practices in the Hospitality Industry”
- Alternative Hypothesis (H_1): “Employment practices connected with work life balance and monetary benefits have a greater influence on employee productivity than other practices in the Hospitality Industry”

7.3.1. Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.810
Bartlett's Test of Sphericity	Approx. Chi-Square	1036.226
	df	15
	Sig.	.000

Table 11

7.3.2. Interpretation

As per the analysis of KMO test, the value is greater than the critical value of 0.05 thus it can be concluded that the test of factor analysis is applicable.

As per Bartlett's test, the sig value is less than the critical value of 0.05. So it can be concluded that the variables are not identical thus there is a need to conduct factor analysis.

Communalities		
Variables	Initial	Extraction
Key Areas for boosting the employee productivity -Monitory Benefits (Salary & Wages, Overtime, Incentives)	1.000	.799
Key Areas for boosting the employee productivity -Training & Development (Skills development, Development programmes)	1.000	.673
Key Areas for boosting the employee productivity -Work-Life Balance (Weekly offs, Holidays, Duty timings)	1.000	.764
Key Areas for boosting the employee productivity -Work Culture (Employee relations, interactions, healthy work atmosphere)	1.000	.753
Key Areas for boosting the employee productivity -Employee welfare (Family health Schemes, Children Education, Insurance)	1.000	.720
Key Areas for boosting the employee productivity -Employee recognition (Rewards & Appreciation)	1.000	.821
Extraction Method: Principal Component Analysis.		

Table 12

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.482	58.028	58.028	3.482	58.028	58.028	2.752	45.873	45.873
2	1.048	17.465	75.493	1.048	17.465	75.493	1.777	29.621	75.493
3	.504	8.404	83.897						
4	.412	6.864	90.761						
5	.321	5.349	96.111						
6	.233	3.889	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix ^a									
Variables	Component								
	1	2	3	4	5	6	7	8	9
Key Areas for boosting the employee productivity -Monitory Benefits (Salary & Wages, Overtime, Incentives)	.552								.703
Key Areas for boosting the employee productivity -Training & Development (Skills development, Development programmes)		.816							-.089
Key Areas for boosting the employee productivity -Work-Life Balance (Weekly offs, Holidays, Duty timings)		.732							.477
Key Areas for boosting the employee productivity -Work Culture (Employee relations, interactions, healthy work atmosphere)		.865							-.063
Key Areas for boosting the employee productivity -Employee welfare (Family health Schemes, Children Education, Insurance)		.786							-.319
Key Areas for boosting the employee productivity -Employee recognition (Rewards & Appreciation)		.780							-.461

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Table 13

7.3.3. Interpretation

As per factor analysis, the variables “Monitory Benefits (Salary & Wages, Overtime, Incentives)” and “Work-Life Balance (Weekly offs, Holidays, Duty timings)” have high weightage in both the components. Thus it may be concluded that they have a greater influence on employee productivity in the Hospitality Industry of Pune, Bangalore and Hyderabad cities.

So study fail to accept the null hypothesis and thus the alternative hypothesis that “Employment practices connected with work life balance and monitory benefits have a greater influence on employee productivity than other practices in the Hospitality Industry” is accepted.

8. Suggestions & Recommendations

Based on the responses received by the employees of the hotel industry on the issues related to Productivity management in hotels, the following suggestions & recommendations can be made:

- The management of hotels should analyze the issues related to monitory benefits and work-life benefits to its employees and should design and implement policies to resolve the issue.
- Management of hotels should focus on provision of employment practices pertaining to monitory benefits and work-life benefits that have a greater impact on enhancing productivity of its employees.
- It is recommended to conduct further study to check the impact of employment practices pertaining to Monitory Benefits & Work-Life Benefits on employee productivity in other industries.

9. Conclusion

The findings of the research can be concluded as under:

- Provision of “Better salary & Wages” is the most widely used employment practices in the category of “Monitory Benefits”.
- Provision of “Additional Leaves / Holidays / Weekly offs” is the most widely used employment practices in the category of “Work-life Benefits”.
- Based on its importance in boosting employee productivity, the highest rated areas on which the management of hotels should focus their employment practices are provision of “Work-Life Balance (Weekly offs, Holidays, Duty timings)” and “Monitory Benefits (Salary & Wages, Overtime, Incentives)”.
- On the basis of its impact on enhancing employee productivity, the highest rated employment practice pertaining to the area of “Monitory Benefits” is provision of “Employee Incentive Scheme”.
- On the basis of its impact on enhancing employee productivity, the highest rated employment practice pertaining to the area of “Work-life Benefits” is provision of “Additional Leaves / Holidays / Weekly offs”.
- The study fail to accept the null hypothesis and thus the alternative hypothesis that “Employment practices connected with work life balance and monetary benefits have a greater influence on employee productivity than other practices in the Hospitality Industry” is accepted.

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