



Empirical Study on the Work-life Balance Issues of Chef at Supervisory Level in Hotels of Delhi



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Article history:

Received: 20 August 2016

Accepted: 30 January 2017

Published: 31 March 2017

Keywords:

front office operation;

full automation;

full automation;

service quality;

smooth operation;

Abstract

The objective of the research was to find out work-life balance issues for chefs at the supervisory level in Hotels of Delhi. The supervisory level chefs are very critical to fulfilling the requirement of the smooth operations of the different section of the kitchen or food production department. Supervisors have to monitor, guide and motivate the operative staff of any department or process; this becomes more important if it is food production department of a hotel. The objective of the study was to find out whether there exists a healthy work life balance in lives of supervisory chefs engaged in hotels of Delhi. The paper also tries to evaluate the work life balance on the four dimensions of work life balance namely quality time, involvement, satisfaction, and health. The study tries to analyze and identify the probable causes of work life imbalance and expected solutions for the improvement of work life balance. The author had devised a questionnaire to gather the data from the respondents, which included a set of statement on which participants agreement or disagreement was recorded. Based on the responses scores for each dimension were calculated and integrating the scores the overall levels for work life balance were ascertained. The study employed SPSS 18 for analysis of data, where data was analyzed using cross tables, descriptive statistics & t test to come to conclusions. The reliability for the questionnaire was ascertained through Cronbach alpha and coefficient of correlations. The results had clearly reflected that chefs at supervisory level have work life balance issues as their mean score is less than the average for all the dimensions also on overall score for work life balance the data clearly proves that the chefs at supervisory levels have low levels. The main causes which were found for work life imbalance were stretched working hours, break shifts, long traveling time and inability to get leaves. The main probable solutions identified to improve the levels of work-life balance were increased salary, to compensate for actual hours of work, ease of getting leaves.

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1. Introduction

There are numerous definitions of work-life balance although scholars have yet to arrive at a consensus meaning (Reiter, 2007). Work-life balance is a broad and complex phenomenon, lacking in a universal definition (Maxwell, 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). One of the deterrents is the work-life balance or work-family conflict issues.

The hospitality industry is a people-centered industry where people are essential to all aspects of the service sequence (Fáilte Ireland, 2005). In relation to the hospitality industry, many establishments lack family-supportive work environments which are necessary for both the benefit of the employee and the organization (Cullen and McLaughlin, 2006, Deery, 2008, Farrell, 2012). Work-family conflict arises from the nature of the hospitality industry. Work in the hospitality industry is "known for having characteristics known to be detrimental to family life, such as long and irregular hours, emphasis on face time, frequent relocation, and so on" (Xiao and O' Neill, 2010, quoting Harris et al, 2007). This is more evident for chefs employed in the industry, as hospitality industry is known for having "long working days, working long hours, low job security, a high need for coordination with others and shift work at irregular hours" (Blomme et al, 2010), and this is supported by Hoque (1999).

Employees' quality of work-life is becoming a business issue. Leading employers are recognizing that positive work-life outcomes for employees are key ingredients of a successful business strategy (Graham, 2007). Empirical research has demonstrated that work-life balance is an important target for employee intervention measures that allow employees to negotiate realistic and adequate expectations from their roles within and outside of the workplace (Carlson et al., 2009).

In the background of the above, this study try to ascertain the challenges of work-life balance for chefs, the study had the following objectives.

2. Materials and Methods

- a) To find out the level of work-life balance for chefs working in Hotels of Delhi,
- b) To analyze the impact of work-life imbalance on chefs.
- c) To find out probable causes of work-life imbalance.
- d) The explore solutions to improve the levels work-life balance.

Firstly an explorative research is conducted through literature review followed by a discussion with academician, HR managers, and Chefs so as to identify and define the real issues. It was carried out to find out the dimensions that have to be analyzed for the study. The various dimensions which were identified as relevant for evaluation were quality time, involvement, satisfaction, and health. Based on the result a questionnaire was developed in which respondents were asked about their agreement or disagreement with different statements. For analysis, a five-point scale was used 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.

Each dimension defined was assigned equal weight and the total score was calculated to ascertain the levels of work-life balance. On the basis of the score obtained the level of work-life balance is being analyzed.

The study had also analyzed the various factors like demographic profile of chefs, family structure and other factors which can impact the levels of work-life balance.

A pilot test helped the researcher to refine the research instrument and subsequently, data was collected, the researcher had distributed more than 150 questionnaires through his personal and professional network. Combination of random and convenience sampling was used and no prejudice had been shown in terms of the selection of the respondent in terms of age, sex, regionality or otherwise. The only criteria being followed for selection was they must have an employment in the current hotel (5 star deluxe, 5 star, 4 star only situated in Delhi) for more than a year and

at the supervisory level, the research excluded chefs at any other level in the hotel. Out of 150 questionnaires, only 114 complete questionnaires were received for analysis. For analysis, SPSS software was used and data were analyzed using cross tabulation, t-test, and ANOVA to draw conclusions.

3. Results and Discussions

Table 1 represents the age distribution of the participants, it shows that there is almost a uniform distribution for different age groups; only in the age group of 45 – 50 years the frequency was found to be only 7.

Table 1
Age distribution of the participants

	Age Groups	Food Production
	25-30 Years	20
	30-35 Years	14
	35-40 Years	36
	40-45 Years	37
	45-50 Years	7
	Total	114

Table 2
Gender distribution of the participants

		Food Production
Gender	Male	114
	Female	0
	Total	114

Table 2 present the gender distribution of the participants, surprisingly all the participants were male; there were no female participants in the survey, this could be purely coincidental as the numbers of female chefs are very less in the industry.

Table 3
Marital Status of the participants

		Food Production
Marital Status	Married	102
	Single	12
	Total	114

Table 3 presents the distribution of the marital status of the participants, the majority of respondents 102 were married and only 12 were single.

Table 4
Distribution of Distance between Work Place & Residence

The distance between Work Place & Residence	Less than 5 Km	5-10 Kms	10-15 Kms	More Than 15 Kms	Total
	16	56	34	8	114

Table 4 present the distribution of the distance between workplace and residence for the participants, the majority of the participants recorded the distance between 5-10 km and 10-15 kms.

Table 5
Level of Education Participants

Level of Education of participants	Under Graduate	Graduate	Post Graduate	Total
Frequency	18	93	3	114

Table 5 present the distribution of the level of education of the participants, the majority of the participants had a graduate degree.

Table 6
Years of Employment in Hotel

Years of Employment in Hotel				Total
0-5 Yrs	5-10 Yrs	10-15 Yrs	15-20 Yrs	
45	62	6	1	114

Table 6 present the distribution of the time duration of the supervisor (chefs) engagement in the existing hotel

Table 7
Family Structure of the Participants (Live with Parent/s)

Live with Parent		Total
Yes	No	
62	52	114

Table 7 present the description for the participants family structure (whether the participant lives with parents or not). It was found that 62 participants live with their parent/s.

Table 8
Family Structure of the Participants (Participants have children who need their care)

Have children who need care		Total
Yes	No	
94	20	114

Table 8 present the description of the family structure of Participants (Participant have children who need their care).

Table 9
Employment of Participants Spouse

Employment of Participant's Spouse			Total
Single	Yes	Home Maker	
14	16	84	114

Table 9 present the data for employment of participant's spouse, usually, spouse's employment was considered as a factor which can affect the levels of work-life balance of the chefs. A majority of 84 out of 114 respondents stated that their spouse was a homemaker.

Table 10
Frequency Distribution of the Responses of Participants for Four Dimensions of Work-Life Balance

Statement	Strongly Disagree	Disagree	Neutral (neither agree nor disagree)	Agree	Strongly Agree	Total
T1: I spend enough quality time with my family	9	17	84	4	0	114
T2: I spend enough quality time with friends	0	28	52	34	0	114
T3: I get enough time for my personal life	6	66	42	0	0	114
T4: I get enough time for relaxation	8	82	24	0	0	114
T5: I spend more time at a job	2	0	40	56	16	114
I1- Demands at work interfere in my family life	0	16	48	44	6	114
I2- I feel pressure/ demand from my family	0	8	56	50	0	114
I3- I have to frequently change my plans for family	0	10	30	74	0	114
I4- I am unable to complete my family duties because of job	0	10	76	22	6	114
I5- I am unable to celebrate festivals with my family	0	4	28	68	14	114
I6- I am able to take my family for vacations	0	10	52	52	0	114
I7- I am able to get leaves to fulfill requirements at home	0	4	84	26	0	114
I8- I am unable to take good care of my children	0	0	58	30	6	94
I9- I am able to take good care of my parents	0	18	58	22	4	102
I10- My family make an adjustment on a regular basis so that I can fulfill the requirements of my job	0	10	36	62	6	114
S1- I am happy with my job	0	26	50	38	0	114
S2- I enjoy a good balance of work and family life	0	28	84	2	0	114

S3- I feel that I am paid enough for my efforts on the job	4	32	52	26	0	114
S4- I am interested in changing my job because of family	0	30	46	38	0	114
S5- I enjoy working in the hotel industry	0	52	48	14	0	114
H1- I experience poorer mental health	42	20	42	10	0	114
H2- I experience poorer mental health	28	32	22	32	0	114
H3- I experience higher level of stress	32	22	26	34	0	114
H4- I have higher level of emotional exhaustion	32	50	28	4	0	114
H5- I do less physical exercise	6	16	20	44	28	114
H6- I engage in drinking	54	28	26	6	0	114
H7- I have increased anxiety and depression	46	34	26	8	0	114
H8- I have poor appetite	38	64	12	0	0	114
H9- I experience fatigue	0	16	68	26	4	114

Table 10 presents the frequency distribution of the responses towards the various statements to evaluate the scores of four dimensions of work-life balance, namely quality time, involvement, satisfaction, and health, based on the responses and the number of statements per dimensions scores for each participant was calculated and analyzed.

Table 11
Data to Identify Probable Causes for Work-Life Imbalance

Statement	Strongly Disagree	Disagree	Neutral (neither agree nor disagree)	Agree	Strongly Agree	Total
C1- Stretched working hours	0	6	20	62	26	114
C2- Break Shifts	0	0	34	45	35	114
C3- Uncertainty of rosters	74	36	4	0	0	114
C4- Inability to get leaves	0	18	68	28	0	114
C5- Long traveling time	4	11	55	33	11	114
C6- Parents need care	44	0	26	28	0	98
C7- Children need care	0	46	25	23	0	94
C8- Health issues	32	50	18	14	0	114

Table 11 presents the data for the participant's responses towards the various statements to identify the various causes for the work-life imbalance; the data were analyzed using SPSS to come to the conclusions the results were provided in the later section.

Table 12
Data to Identify the Probable Solutions for Improvement of Work-Life Balance

Statement	Strongly Disagree	Disagree	Neutral (neither agree nor disagree)	Agree	Strongly Agree	Total
Select work hours	42	28	32	12		114
Have compressed work hours	42	40	22	10		114
Manage my workload	90	12	12	0	0	114

Khanna, K., & Bali, P. (2017). Empirical study on the work-life balance issues of chef at supervisory level in hotels of Delhi. *International Research Journal of Management, IT and Social Sciences*, 4(2), 58-73. <https://sloap.org/journals/index.php/irjmis/article/view/447>

Get leaves easily	3	7	68	34	2	114
Have flexibility of working hours	40	50	10	8	6	114
Have less travel time	8	32	34	20	20	114
Work on part time basis	86	28	0	0	0	114
Have more salary	0	14	52	42	6	114
Get salary as per time duration of work	0	0	18	72	24	114
Get fully compensated reduced working hours	12	28	52	22	0	114
Have certainty of shift timing	76	38	0	0	0	114

Table 12 presents the data to identify the probable solutions that can be implemented to improve work-life balance, data were analyzed using SPSS, and the results were presents in the following section.

Table 13

Results of ANOVA test to find out statistically significant difference exist in the levels of work-life balance of the participants with different duration of their engagement in the current hotel.

		Sum of Squares	Df	Mean Square	F	Sig.
Quality Time	Between Groups	444.846	3	148.282	2.095	.105
	Within Groups	7787.154	110	70.792		
	Total	8232.000	113			
Involvement	Between Groups	95.680	3	31.893	.443	.723
	Within Groups	7918.075	110	71.982		
	Total	8013.754	113			
Satisfaction	Between Groups	102.768	3	34.256	.450	.718
	Within Groups	8376.671	110	76.152		
	Total	8479.439	113			
Health	Between Groups	4583.253	3	1527.751	10.151	.000
	Within Groups	16555.834	110	150.508		
	Total	21139.087	113			
Overall Score for Work Life Balance	Between Groups	1559.520	3	519.840	.975	.407
	Within Groups	58627.497	110	532.977		
	Total	60187.018	113			

Table 13 presents the results of the ANOVA test to find out whether there exists a statistically significant difference in levels of work-life balance of chef (supervisors) with different durations of their engagement in the current hotel.

Asp values were greater than 0.05 there exists no significant difference for the levels of work-life balance of the supervisors with different durations of their engagement with the current hotel. In case of the dimension of health, p-value is found to be less than 0.05 hence we can state that there exist significant differences in the levels of work-life balance of supervisor with different duration of their engagement in the current hotel.

Table 14

Results of ANOVA test to find out statistically significant difference exist in the levels of work-life the balance of the participants representing different Family Structure (Live With Parents)

		Sum of Squares	Df	Mean Square	F	Sig.
Quality Time	Between Groups	20.367	1	20.367	.278	.599
	Within Groups	8211.633	112	73.318		
	Total	8232.000	113			
Involvement	Between Groups	339.839	1	339.839	4.960	.028
	Within Groups	7673.916	112	68.517		
	Total	8013.754	113			
Satisfaction	Between Groups	231.895	1	231.895	3.149	.079
	Within Groups	8247.543	112	73.639		
	Total	8479.439	113			
Health	Between Groups	2332.311	1	2332.311	13.890	.000
	Within Groups	18806.775	112	167.918		
	Total	21139.087	113			
Overall Score for Work-Life Balance	Between Groups	2589.132	1	2589.132	5.035	.027
	Within Groups	57597.886	112	514.267		
	Total	60187.018	113			

Table 14 presents the results for the ANOVA test to find out whether there exist statistically significant differences in the level of work-life balance of chef supervisors with different family structure i.e whether the participant lives with parent/s or not. As the p values for all, except for quality time and involvement, were less than 0.05 its proven that there exist significant differences in work-life balance for chef supervisors with different family structure. In case of quality time and involvement, no significant differences were found.

Table 15

Results of ANOVA test to find out statistically significant difference exist in the levels of work-life

		Sum of Squares	df	Mean Square	F	Sig.
Quality Time	Between Groups	388.085	1	388.085	5.541	.020
	Within Groups	7843.915	112	70.035		
	Total	8232.000	113			
Involvement	Between Groups	96.342	1	96.342	1.363	.246
	Within Groups	7917.413	112	70.691		
	Total	8013.754	113			
Satisfaction	Between Groups	428.579	1	428.579	5.962	.016
	Within Groups	8050.860	112	71.883		
	Total	8479.439	113			
Health	Between Groups	6947.352	1	6947.352	54.828	.000
	Within Groups	14191.734	112	126.712		
	Total	21139.087	113			
Overall Score for Work Life Balance	Between Groups	161.541	1	161.541	.301	.584
	Within Groups	60025.477	112	535.942		
	Total	60187.018	113			

Table 15 represents the result for ANOVA test to find out whether there exist statistically significant difference in the levels of work-life balance of chef supervisor with different family structure (whether they have children who needs their care) as the p-value, except for involvement, is less than 0.05 there exist statistically significant differences in the work-life balance of chef supervisors with different family structure. No statistically significant differences were found for the overall score of work-life balance.

Table 16
Results of ANOVA test to find out statistically significant difference exist in the levels of work-life the balance of the participants with differences in the spouse's professional engagement

		Sum of Squares	df	Mean Square	F	Sig.
Quality Time	Between Groups	848.111	2	424.056	6.375	.002
	Within Groups	7383.889	111	66.522		
	Total	8232.000	113			
Involvement	Between Groups	1928.354	2	964.177	17.587	.000
	Within Groups	6085.400	111	54.823		
	Total	8013.754	113			
Satisfaction	Between Groups	1133.839	2	566.919	8.567	.000
	Within Groups	7345.600	111	66.177		
	Total	8479.439	113			
Health	Between Groups	3047.214	2	1523.607	9.348	.000
	Within Groups	18091.872	111	162.990		
	Total	21139.087	113			
Overall Score for Work-Life Balance	Between Groups	14444.462	2	7222.231	17.526	.000
	Within Groups	45742.556	111	412.095		
	Total	60187.018	113			

Table 16 represents the results for the ANOVA test to find out whether there exist statistically significant differences in the levels of work-life balance of chef supervisors with differences in their spouse's engagement. As all p values were found to be less than 0.05 there exist statistically significant differences in the levels of work-life balance of chef supervisors with differences in spouse's engagement.

Table 17
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
C1- Stretched working hours	114	3.9474	.78529	.07355
C2- Break Shifts	114	4.0088	.78137	.07318
C3- Uncertainty of rosters	114	1.3860	.55668	.05214
C4- Inability to get leaves	114	3.0877	.63192	.05918
C5- Long travelling time	114	3.3158	.90540	.08480
C6- Parents need care	114	2.0526	1.47452	.13810
C7- Children need care	114	2.2719	1.29181	.12099
C8- Health issues	114	2.1228	.96064	.08997

Table 18
One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
C1- Stretched working hours	12.881	113	.000	.94737	.8017	1.0931
C2- Break Shifts	13.784	113	.000	1.00877	.8638	1.1538
C3- Uncertainty of rosters	-30.957	113	.000	-1.61404	-1.7173	-1.5107
C4-Inability to get leaves	1.482	113	.141	.08772	-.0295	.2050
C5- Long travelling time	3.724	113	.000	.31579	.1478	.4838
C6- Parents need care	-6.860	113	.000	-.94737	-1.2210	-.6738
C7- Children need care	-6.018	113	.000	-.72807	-.9678	-.4884
C8- Health issues	-9.750	113	.000	-.87719	-1.0554	-.6989

Tables 17 and 18 present the result of one sample t-test to find out the probable causes for work-life imbalance, detailed interpretations were given in figure 1.

C1- Stretched working hours: p-value less than 0.05, the value is significantly different from 3.
C2- Break Shifts: - p-value less than 0.05, the value is significantly different from 3.
C3- Uncertainty of rosters: - p-value less than 0.05, the value is significantly different from 3. The uncertainty of roster was rejected as probable cause for work-life imbalance.
C4-Inability to get leaves: - p-value not less than 0.05, the value is not significantly different from 3. Inability to get leaves can because of work-life imbalance.
C5- Long traveling time: - p-value less than 0.05, the value is significantly different from 3. Long Travelling time was identified as the cause of work-life imbalance
C6- Parents need care: - p-value less than 0.05, the value is significantly different from 3. Rejected as a cause of the work-life imbalance.
C7- Children need care: - p-value less than 0.05, the value is significantly different from 3. Rejected as a cause of the work-life imbalance.
C8- Health issues: - p-value less than 0.05, the value is significantly different from 3. Rejected as a cause of the work-life imbalance.

Figure 1. Interpretations of the one sample t-test to identify the probable causes of work-life imbalance

Table 19
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Select work hours	114	2.1228	1.03171	.09663
Have compressed work hours	114	2.0000	.95935	.08985
Manage my workload	114	1.3158	.65602	.06144
Get leaves easily	114	3.1228	.70573	.06610
Have the flexibility of working hours	114	2.0351	1.09649	.10270
Have less travel time	114	3.1053	1.20006	.11240
Work on part time basis	114	1.2456	.43235	.04049
Have more salary	114	3.3509	.76404	.07156
Get salary as per time duration of work	114	4.0526	.60736	.05688
Get fully compensated reduced working hours	114	2.7368	.89297	.08363
Have certainty of shift timing	114	1.3333	.47349	.04435

Table 20
One-Sample Test for probable solutions for improvement of levels of work-life balance

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Select work hours	-9.078	113	.000	-.87719	-1.0686	-.6858
Have compressed work hours	-11.129	113	.000	-1.00000	-1.1780	-.8220
Manage my workload	-27.411	113	.000	-1.68421	-1.8059	-1.5625
Get leaves easily	1.858	113	.066	.12281	-.0081	.2538
Have flexibility of working hours	-9.396	113	.000	-.96491	-1.1684	-.7615
Have less travel time	.937	113	.351	.10526	-.1174	.3279
Work on part time basis	-43.325	113	.000	-1.75439	-1.8346	-1.6742
Have more salary	4.903	113	.000	.35088	.2091	.4926
Get salary as per time duration of work	18.505	113	.000	1.05263	.9399	1.1653
Get fully compensated reduced working hours	-3.147	113	.002	-.26316	-.4289	-.0975
Have certainty of shift timing	-37.583	113	.000	-1.66667	-1.7545	-1.5788

Tables 19 and 20 present the data for one sample t-test to identify the probable solution for improvement of work-life balance.

Select work hours: - p-value less than 0.05, the value is significantly different from 3. Rejected

Have compressed work hours: - p-value less than 0.05, the value is significantly different from 3. Rejected

Manage my workload: - p-value less than 0.05, the value is significantly different from 3. Rejected.

Get leaves easily p-value greater than 0.05, the value is not significantly different from 3. Participants consider it as a probable solution to improve the level of work-life imbalance.

Have the flexibility of working hours: - p-value less than 0.05, the value is significantly different from 3.

Have less travel time: - p-value greater than 0.05, the value is not significantly different from 3.

Work on part-time basis:- p-value less than 0.05, the value is significantly different from 3. Rejected

Have more salary: - p-value less than 0.05, the value is significantly different from 3. Accepted

Get salary as per time duration of work: - p-value less than 0.05, the value is significantly different from 3. Accepted

Get fully compensated reduced working hours: - p-value less than 0.05, the value is significantly different from 3. Rejected.

Have certainty of shift timing: - p-value less than 0.05, the value is significantly different from 3. Rejected.

Figure 2. Presents the detailed interpretations of the same

Results of one sample t-test

Table 21
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Score for Quality Time	114	50.0000	8.53520	.79939
Score for Involvement	114	53.1930	8.42129	.78873
Score for Satisfaction	114	57.4035	8.66252	.81132
Score for Health	114	72.6309	13.67741	1.28101

Table 22
One-Sample Test

	Test Value = 75					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Score for Quality Time	-31.274	113	.000	-25.00000	-26.5837	-23.4163
Score for Involvement	-27.648	113	.000	-21.80702	-23.3696	-20.2444
Score for Satisfaction	-21.689	113	.000	-17.59649	-19.2039	-15.9891
Score for Health	-1.849	113	.067	-2.36912	-4.9070	.1688

Table 21 and 22 present the result for the t-test for the various dimension of work-life balance. As p-value for quality time, involvement and satisfaction are less than 0.05 and t value -31.274, -27.648, -21.689 respectively, the scores are significantly different from test value 75. Only for Health, the p-value is greater than 0.05 and t value -1.849, hence it can be stated that the score is not less than 75.

Table 23
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Work Life Balance Score	114	1.9328E2	23.07875	2.16152

Table 24
One-Sample Test

	Test Value = 300					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work Life Balance Score	-49.372	113	.000	-106.71930	-111.0017	-102.4369

Table 23 and 24 present the result of t-test for scores of Work-life balance, as the p-value is less than 0.05 and t value -49.372, the scores were found to be less than 300. It proved that chefs don't have a satisfactory work-life balance in their lives.

4. Conclusion

As per the analysis of the empirical data following conclusions were made. The levels of work-life balance of chef working at a supervisory level were found to be at the lower level, which means there is work-life imbalance in the lives of chefs working in Hotels of Delhi. It was found that out of four dimensions of work-life balance, the score of Quality Time, Involvement and Satisfaction was low, which meant that chefs working at supervisory level were not able to spend sufficient quality time in their personal life, lack enough involvement with family and felt that they do not have satisfaction with the work-life balance. It was found that apart from spouse's engagement in any profession, no other factor namely differences in distance between workplace and resident, differences in family structure and duration of engagement affected the levels of work-life balance of chef supervisors. Only in one dimension, that is Health the data reflected that on Health front chefs working at a supervisory level doesn't have any issues due to work-life imbalance. The main reasons for work-life imbalance were stretched working hours, break shift and long traveling time. Inability to get leaves was also pointed as one of the main reason for the imbalance in work-life imbalance. The study identified probable solutions for improving the work-life imbalance, they had more salary, get salary as per time duration of work, less travel time and get leaves easily. The probable solutions reflect that one of the main reasons behind the work-life imbalance was the chefs working at supervisory level have to work for more time or they engaged for more time due to break shifts, which leaves lesser time for their personal life and even if they were engaged for more time their compensation is not attached to the time for which they are engaged this has led to a feeling of more dissatisfaction and work-life imbalance.

Conflict of interest statement and funding sources

The author(s) declared that (s)he/they have no competing interest. The study was financed by the authors.

Statement of authorship

The author(s) have a responsibility for the conception and design of the study. The author(s) have approved the final article.



Acknowledgments

The authors thank all supporters at completing this paper to be published on ScienceScholar Publishing. In term of the editorial team on International Research Journal of Management, IT & Social Sciences.

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