

# An analysis of Work-life Balance and its impacts on employee performance in hospitality industry in the case of Hanoi, Vietnam

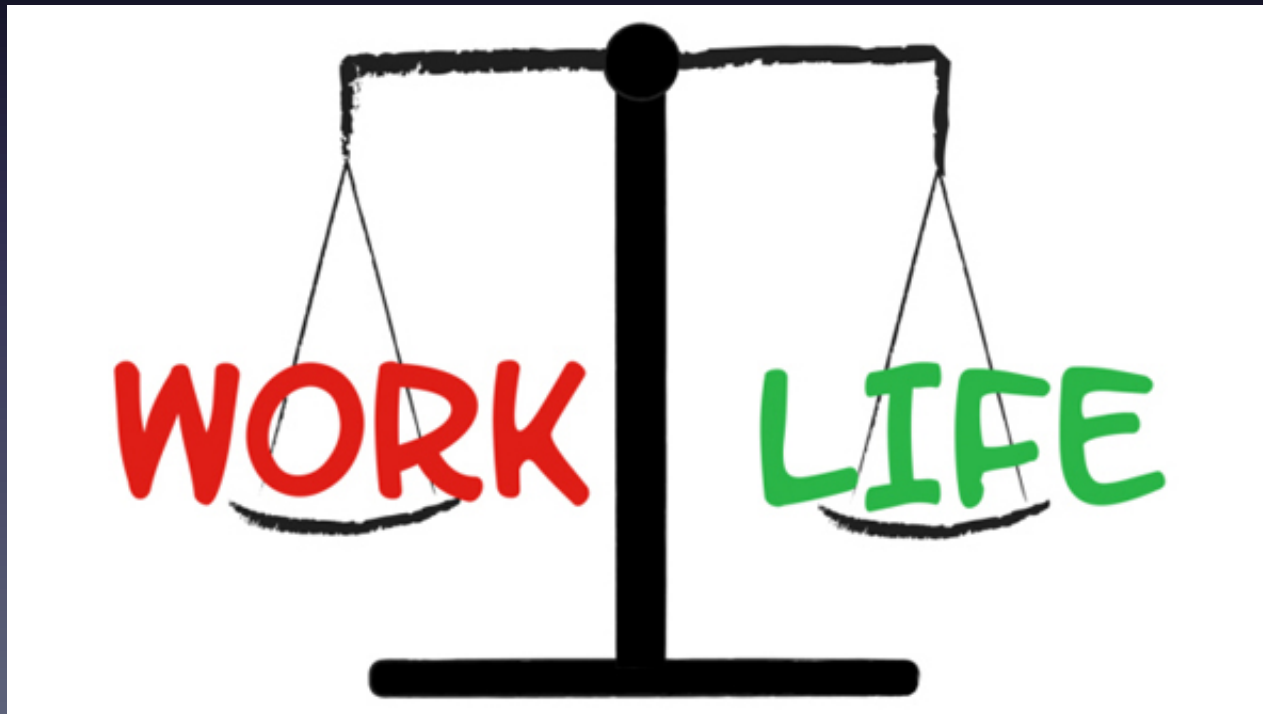
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# Introduction

- Employees in hotels are facing a lot of pressure from work organisation and social structure (Mohanty and Mohanty, 2014)
- Effects of Work-life balance (WLB): increase in turnover rate, diminishing motivations and poor performance (Chiang et al., 2010)



# Rationale

- Harmonising work, family and personal life: an important component of HRM (Poelmans and Caligiuri, 2008 cited in Billing et al., 2014)
- WLB : main concern for hospitality employees with long working hours, shift duties and handling guests' complaints (Wong and Ko, 2009)
- WLB is the cause for turnover intention (Blomme et al., 2010; Chiang et al., 2010) → a need for WLB practices (Yamamoto and Matsuura, 2012)
- Existing research focuses on employees' perception of WLB (Wong and Ko, 2009; Delecta, 2011; Kidd and Eller, 2012) in other economic sectors (Wu et al., 2013; Süß and Sayah, 2013)
- Employee job performance has been written in many previous projects (Ng and Feldman, 2010; Benavides-Chicón and Ortega, 2014; Dalal et al., 2014; Dekoulou and Trivellas, 2015)
- Limited studies on the relationship between WLB and job performance, especially in hospitality industry
- Over 75% of research on WLB is conducted from US perspective (Casper et al., 2007 cited in Billing et al., 2014) or other Western countries (Abendroth and Dulk, 2011; Schöneck, 2015) but this Western concept has never been applied in Vietnam

# Aim & Objectives

## AIM

To analyze how hotel employees perceive work-life balance issue, the factors influencing their work-life and its impacts on their performance in the case of Hanoi, Vietnam.

## OBJECTIVES

- To identify the employee's perception of work-life balance issue in hotels in Hanoi;
- To investigate the factors affecting work-life of hotel employees in Hanoi;
- To analyse the impacts of work-life balance on hotel employee performance in Hanoi.

# Literature Review

## 1. WLB theories and concepts

- Individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities (Delecta, 2011)
- WLB is the concept of balancing work and leisure time in harmony with physical, emotional and spiritual health (Simmons, 2012 cited in Pookaiyudom, 2015)



(Reiter, 2007)

- WLB describes organisational initiatives aimed at enhancing employee experience of work and non-work domains: temporal arrangements and flexible working arrangements (Darcy, 2012)

# Literature Review (cont.)

## 2. WLB Components

- 4 types of resources: temporal, financial, control and personal resources (physical, psychological, emotional and social resources) (Greenblatt, 2002 cited in Reiter, 2007)
- 3 components: time balance, involvement balance and satisfaction balance (Greenhaus et al., 2003 cited in Reiter, 2007)
- Determinants of WLB: individual, family, work – organisation and social environment (Delecta, 2011)
- 3 key concerns (Guest, 2002 cited in Deery and Jago, 2009):
  - The pressure and intensification of work
  - Quality of home and community life
  - The attitudes and values of people

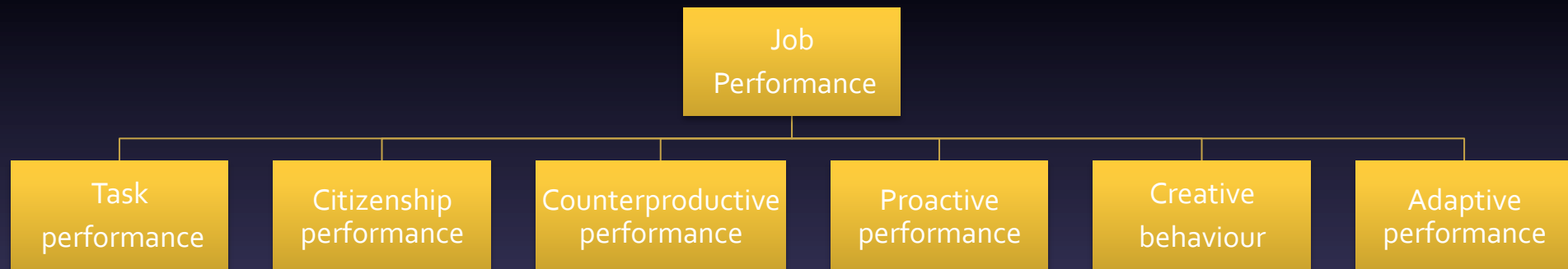
## 3. WLB and cultural diversification

- WLB is subjective phenomenon which is different from person to person (Delecta, 2011)
- Different views about WLB between individualistic and collectivistic country (Thein et al., 2010; Yang et al., 2000 cited in Billing et al., 2014)
- Individualists experience higher levels of work-family conflict compared to collectivists (Billing et al., 2014)

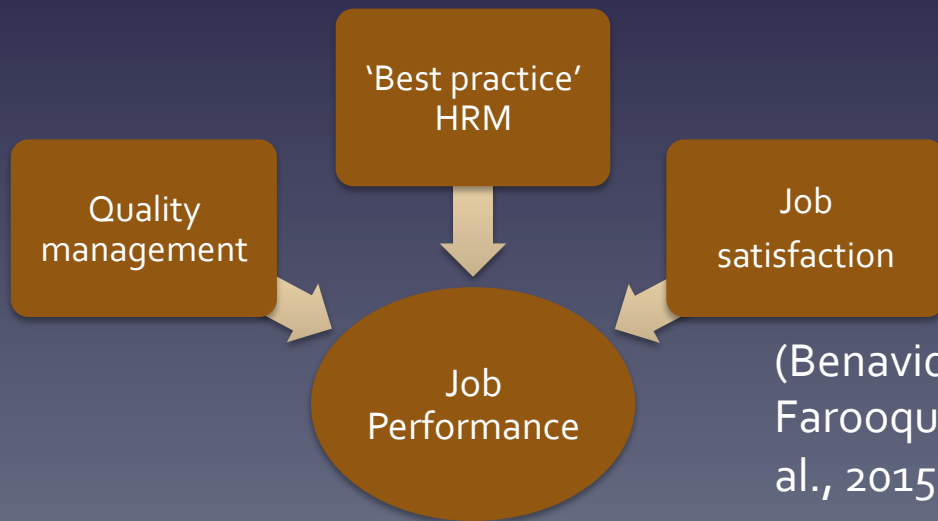
# Literature Review (cont.)

## 4. Job Performance concepts and components

- Employee behaviour is crucial to obtain organisation's goals (Campbell, 1990 cited in Dalal et al., 2014)
- The effectiveness of employee activities that have a result for organisation (Farooqui and Nagendra, 2014)
- The amount of goods and services produced within certain amount of time (Torrington and Hall, 1995 cited in Kalkavan and Katrinli, 2014)



(Ng and Feldman, 2010; Dalal et al., 2014 )



(Benavides-Chicón and Ortega, 2014; Sheehan, 2014; Farooqui and Nagendra, 2014; Platis et al., 2015; Yee et al., 2015 )



# Literature Review (cont.)

## 5. Research context

- Hanoi is the capital of Vietnam
  - Centre of cultures, politics and economy, one of the main tourism destinations of Vietnam (Tran, 2014)
  - Many hotels existed and many others that are expected to open in the next few year (Hotel & Hospitality Group, 2015)
- Hanoi tourism requires a high demand of hospitality employees

# Methodology

## Qualitative Approach

- In-depth interviews
- Semi-structured questions are designed
- Sample:
  - 2 Pilot tests with hotel employees
  - 10 individual face-to-face interviews from employees in three 4-5 star international hotels in Hanoi
- Snowball techniques are used to contact interviewees

# Challenges & Limitations

- Sample size is limited within Hanoi
- Trust worthiness of information
- Time consuming in analysing qualitative data
- Mistake in interpreting qualitative data

# Recommendations?

- Are there any theories and concepts that should be added in the literature review?
- How do the author develop empirical research part of literature review?

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