

An exploratory study on work-life balance issues and its impact on employee productivity and job satisfaction at Goa Marriott Resort & Spa.

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by

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APRIL 2023

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Seal of the School

DECLARATION

I hereby declare that the data presented in this Internship report entitled, "An exploratory study on work-life balance issues and its impact on employee productivity and job satisfaction at Goa Marriott Resort & Spa." is based on the results of investigations carried out by me in the Discipline of Management Studies at the Goa business school, Goa University under the Supervision/Mentorship Dr. Suraj Pavto Velip and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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COMPLETION CERTIFICATE

This is to certify that the internship report **“An exploratory study on work-life balance issues and its impact on employee productivity and job satisfaction at Goa Marriott Resort & Spa.”** is a bonafide work carried out by **Ms. Samuella Fernandes** under my supervision in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the Discipline of Management Studies at the Goa business school, Goa University.



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School Stamp

INTERNSHIP CERTIFICATE



Certificate of Training

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At

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From 1st March, 2023 to 27th April, 2023

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1. Company Profile

Marriott International, Inc. is an American multinational company that operates, franchises, and licenses lodging including hotel, residential, and timeshare properties. It is headquartered in Bethesda, Maryland.

The company was founded by J. Willard Marriott and his wife Alice Marriott. Marriott is the largest hotel chain in the world by the number of available rooms. It has 30 brands with 8,000 properties containing 1,423,044 rooms in 131 countries and territories. Of these 8,000 properties, 2,149 are operated by Marriott, and 5,493 are operated by others under franchise agreements. The company also operates 20 hotel reservation centers. Marriott International, Inc. was formed in 1993 when Marriott Corporation split into two companies: Marriott International, Inc., which franchises and manages properties, and Host Marriott Corporation (now Host Hotels & Resorts), which owns properties (Wikipedia, 2023).

It all began in 1927 with an A&W root beer stand. Founder J. Willard Marriott and his wife, Alice, got their young business off the ground by quenching people's thirst during Washington D.C.'s hot, muggy summers. Good food and good service at a fair price became a guiding principle for Hot Shoppes restaurants--and for Marriott International, as it grew. Marriott made a historic shift into the hotel business in 1957. The world's first motor hotel opened in Arlington, Virginia, under the management of J. Willard Marriott's son, Bill. Over the next 25 years, Marriott became a diverse global enterprise, and Bill Marriott became a visionary CEO whose leadership transformed the hospitality industry. One company, many brands--that's the innovative model that Marriott began building in the late 1980s. From pioneering the extended-stay business to launching distinctive brands geared toward the business traveler to increasing its presence overseas, Marriott International broke new ground in its quest to become the #1 hospitality company in the world.

Today we are on a mission to shape the future of travel through technology and innovation. From mobile check-in and lobby Great rooms to transforming the meeting experience with our Red Coat Direct app, we are making travel more brilliant for our guests.

At Marriott, we never stop searching for inventive ways to serve our customers, provide opportunities for our associates, and grow our business. The company that began as a nine-seat A&W root beer stand is recognized today as a top employer for its superior business operations, which it conducts based on five core values: put people first, pursue excellence, embrace change, act with integrity, and serve our world. "Take care of associates and they will take care of the customers." This is our founder's philosophy and it has made Marriott International a great place to work for more than 95 years. Our people-first culture has consistently earned us awards and recognition around the globe. Giving associates opportunities to grow and succeed is part of the company's DNA (Marriott International, 1996 - 2023).

Set on the edge of Miramar Beach in Goa, India, Goa Marriott Resort & Spa offers picturesque views of the Arabian Sea and Mondovi River. Our hotel provides upscale accommodations with resort services and warm award-winning hospitality. Stay with us and enjoy a luxurious well-appointed guest room or suite with a sweeping view of our hotel garden or the sparkling bay (Tripadvisor, n.d.). Taste the flavors of Goa and the world in our restaurants and bars, including a swim-up bar in our outdoor pool. Treat yourself to pampering at our spa, take a yoga class at our 24-hour fitness center, or simply relax in a hammock. Our elegant indoor and outdoor venues offer the perfect setting for business events and weddings, with customized catering and personalized service. Near the hotel, you'll find the surrounding areas of Panjim and North Goa with beautiful beaches, historic landmarks, and onshore and offshore casinos. Whether visiting

for work or enjoying a beach getaway, we look forward to greeting you at Goa Marriott Resort & Spa (Marriott, n.d.).

2. Introduction

The term “work” being used then pertaining to paid work or employment. The term “Work life balance” is a contested term, with numerous differences suggested, similar as “work- life integration”, Work life interface”, Work life Masonic”, Work life conciliation”, or Work life collaboration” (Mc Pheron, 2007). As beforehand as the 1960’s experimenters have begun to study and find some imbalance between work and particular life. Work- Life Balance is the working arrangements that make sure a hand balances particular and work liabilities. Poor Work- Life Balance is a major threat that poses pitfalls to the well- being of the workers, their performance, and organizational performance (Kasau, 2017). utmost workers frequently find it grueling to balance their social life and employment liabilities. moment work- life balance has come a decreasingly pervasive concern for employers as well as workers (Raj Shravanthi Andukuri, 2013).

Long working hours, shift duties, and handling demanding and delicate guests in hospices have come a take- for- granted miracle in the hospitality assiduity (Hsieh et al., 2004; Sarabakhsh et al., 1989). This stress creates a demand for an individual to decide on the balance between work and family. People have difficulty working in different places or indeed multiple places (as an administrator at work, a parent at home, or a child helping senior parents in a Chinese artistic environment) which leads to stress (Grandey and Cropanzano, 1999). In 1991, Nelson Horchler conducted a check and discovered that only 36 of the repliers rated a job as the most important precedence in their lives. This finding was echoed by generation X’ers emphasis on quality of life (Report, 1999). In other words, if workers feel that work – life isn't balanced, they may leave the job and seek “quality of life” (Ko, 2018).

The profitability and productivity of an association depend on two factors that are interrelated performance and commitment of workers. These factors depend on the pool of the association. But

every hand has two aspects of his/ her particular life and professional life. Both of these are delicate to separate from a source of conflict. However, also they've to be happy and satisfied, If an association wishes for better productivity and further married workers. The balance is achieved when an existent's right to a fulfilled life outside and outdoors paid work is accepted and admired as a room, for the collective benefit of the individual business and society (Kumari, 2012)

3. Literature Review

Work and personal life have altered as a result of several developments in workplaces and various industries. Due to a huge number of individuals finding employment and an increase in the number of women entering the workforce, these trends have become increasingly prevalent recently. In today's fast-paced world, work-life balance has become a crucial issue that affects employee productivity, job satisfaction, and overall well-being. Achieving work-life balance is essential for maintaining a healthy lifestyle, reducing stress levels, and promoting employee happiness and engagement. This literature review provides an overview of existing research on work-life balance issues and their impact on employee productivity and job satisfaction.

Work-life balance is a multidimensional concept that refers to the ability of individuals to balance their work responsibilities with their personal life, including family, social, and leisure activities. Achieving work-life balance is essential for maintaining overall well-being and reducing stress levels, which in turn promotes employee productivity and job satisfaction. In the hospitality industry, achieving work-life balance can be particularly challenging due to long working hours, high workload, and shift work. However, work-life balance is critical for the success of hotels and resorts as it can have a significant impact on employee productivity and job satisfaction. Work-life balance programs and policies should be developed and implemented by the government and organizations to assist employees in achieving better and more flexible work arrangements. Some researchers have investigated various aspects of work-life balance. Flexible work hours and childcare policies, for example, have been suggested by Grove and Crooker (1995) as ways to promote employee happiness and loyalty to the organization. Manfredi and Holliday (2004), on the other hand, addressed the link between paid labor, personal life, and complete life. They contend that the concept of work-life balance is founded on the separation of personal and

professional lives. Employees' and the employer's requirements must be met, and this requires striking a balance between the employee's wants and the employer's demands. It is true that both the employee and the employer have unique requirements. These requirements are frequently inconsistent. The employer is more concerned with what is required at the workplace, whereas the worker is concerned with their own requirements. As a result, even if an employee is dedicated, he or she must consider family demands.

Employee productivity, often known as workplace productivity, is a measurement of a staff member's or group of employee's efficiency. Productivity could be measured in terms of an employee's production over a certain period of time. Typically, the productivity of a given worker is assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses (Kirvan, n.d.).

Work-life balance is critical to organizational success since it leads to increased productivity (Bloom et al. 2006). Organizations are continuously looking for more production from their workers, but employees are continually looking for methods to be satisfied in their professional and personal lives. Employee and employer interests frequently clash, resulting in discontent among both employees and employers. Organizations may assume that they need to utilize all of a worker's strengths, and they will usually turn a blind eye to the employee's personal needs.

Globalization has greatly expanded the business community's opportunities, and most international hospitality firms are currently working hard to capitalize on the current circumstances provided by globalization, privatization, and liberalization laws. Because of the intense rivalry among hospitality organizations, employees have been forced to work long hours or overtime. Extended working hours are generating issues in these employees' homes and social lives.

Workers' family and societal responsibilities do not have to be the same. In other words, no two employees are comparable in terms of their social and familial obligations. A single individual, for instance, may have less familial and societal obligations than a married person. As a result, a married individual may not be able to work longer hours than a bachelor and yet attain Work Life Balance.

Well-managed organizations in hospitality are aware of the essential role of Work Life Balance in enhancing productivity among workers. They have realized that it is only a worker with a calm mind will stay focused on his or her task and boost production. If a person was concerned about family obligations while working, they could not be able to give their whole focus to chores, resulting in lower productivity. In other words, there is no purpose in urging an employee to work extra if they are unwilling to do so owing to other obligations.

According to several research, implementing a healthy work-life balance policies leads to improved emotional attachment to the organization. These policies may include parental care, time flexibility, and assistance with finances, which not only promote emotional engagement to the organization but also reduce worker turnover. Almidani, on the other side, has stated that

"work-life balance is not merely about families and parenting, but also involves working less." It is all about "smart" work.

Chen (2008) defines **job satisfaction** as an employee's mindset, emotions, and behavior towards his or her organization. Several researchers from various nations have researched and looked at job satisfaction in a variety of ways over the last decade. They also related it to several circumstances. Elton Mayo of Harvard Business School, for example, discovered solid evidence that individuals work for reasons other than money. Maslow's hierarchy of needs theory, on the other hand, related

motivation to work satisfaction. His thesis emphasizes the five essential demands of people's life that must be met: physiological, safety, social, self-esteem, and self-actualization. Regarding Edwin. He discovered that people differ in their job happiness in Affat Theory (1976). What makes an employee extremely happy? It is possible that he or she is less content than another employee, depending on their interests and position. The following five elements that determine job satisfaction will be discussed in this study: compensation, promotion, supervisory style, colleagues, and duties. In contrast, Frederick Herzberg identified two major characteristics associated with job-related satisfaction: motivation and neatness. He also highlighted remuneration, managerial practices, components of business policy, and working environment as hygiene considerations.

Employees get uncomfortable and unsatisfied with their work when they are uncertain about the responsibilities assigned to them and do not have adequate feedback on the job. As a result, work satisfaction suffers as a result of this challenge. Furthermore, the subordinate's relationship with their supervisor is a key component of the workplace. Employees might be pleased and content if their boss is friendly with them. In addition to his or her subordinate, a kind, helpful, and communicative supervisor enjoys great work satisfaction. Furthermore, employees will be more satisfied if they believe their supervisor is listening to their ideas and suggestions about work. Other employees feel unsatisfied because their supervisor refuses to have a conversation with them and fails to pay attention to their suggestions.

In certain circumstances, establishing a Work Life Balance program does not guarantee that all employees will have excellent and satisfying careers and positions, because the program may not meet all of the employees' demands, and their duties to family and work differ from those of others. Furthermore, Todd (2004) discovered that unsupportive leaders, excessive workloads, and

organizational cultures that encourage long hours of work all contribute to a high level of conflicts between work and life (Todd). Most managers use dictatorial methods in the workplace, which prevents people from enjoying their jobs. These management and working circumstances are primarily concerned with the overall well-being of the organization as a whole. Because of the demands of the organization, the basic needs of the staff members are frequently disregarded. As therefore, employees believe they are not properly supported by their superiors, thereby which might have an impact on their views. Allen. (2001), on the other hand, showed how the elements of a family-supportive workplace might influence employee job behaviors and attitudes.

Satisfaction with work is determined by a variety of factors, one of which is job advancement. The advancement of an individual from his or her existing job to a position of greater authority in the organization's hierarchical level is referred to as promotion. Employees receive promotions not just based on their experience, but also on their skills and achievements. In contrast, insufficient attendance, excess vacation balance, absences from work, and poor performance are the key barriers to promotion. Employees that are absent the majority of the time and do not complete their assigned tasks on time, for instance, are unlikely to receive promotions by their managers. Employees will have additional tasks when they are promoted to a new job. In certain circumstances, the organization sends workers to training sessions to learn the new skills required for a new role. Furthermore, the advantages and privileges of promotion differ from one organization to the next. As an example, in some organizations, a promotion is simply an increase in income and a change in work title, but in others, it includes a vehicle loan, a home loan, travel tickets, and bonus money.

Furthermore, the work tasks and responsibilities associated with the promotion differ from one organization to the next. For example, in some organizations, promoted individuals would keep

their present position and duties, whilst in others, the promotion will include additional obligations and tasks. In certain organizations, for instance, candidates must undergo a job interview, a technical evaluation, an exam, and then find a vacant position inside the organization's structure. Other organizations, on the other hand, promote employees without having to undergo many procedures. Employees will be advanced to the next level if they fulfil the specified number of years of service in particular roles with outstanding performance. As a consequence, job advancement will result in work happiness, and when employees are content with their new position at work, they will be more driven and perform better.

Research on job satisfaction and emotions (Weiss and Cropanzano, 1996) discovered that a high mood is connected to total job satisfaction. Furthermore, both positive and negative emotions were discovered to be related to general satisfaction with work. Brief and Roberson (1989) discovered that people's work mood was highly connected to job satisfaction.

Employees' mental states play a crucial part in determining their performance. Like this one, an employee may have had a hard night because his or her son was in a vehicle accident. As a result, the employee's mind will be impacted and kept occupied thinking about his youngster. He or she may arrive to work the next day in a poor attitude, which may have a detrimental influence on productivity. An additional illustration of being in an awful frame of mind is when a staff member has a really demanding boss who is constantly yelling at them, causing the employee to feel insecure, causing them to perform poorly and therefore be in a state of dissatisfaction. Because the employee is a human being with emotions and thoughts, whatever emotions or thoughts he or she develops from loved ones or the community will be carried over to the workplace. For instance, if a spouse has issues with his wife's behavior, he may bring the unpleasant results of such disputes to work with him and may be unable to stay focused (Al Sumaiti, 2010).

4. Research Gap

The gap in my study is that the majority of the scholars cited in the papers I read for my research have not undertaken research on a specific organization. Furthermore, there have been very few studies on work-life balance and its impact on employee productivity and job satisfaction as a combined issue.

5. Need For The Study

The objective of this research is to analyze employees' perspectives on work-life balance. issues at Goa Marriott Resort & Spa. Because most researchers have studied the hospitality industry as a whole. Hence, the human resource manager of Goa Marriott requested that I conduct the study specifically among the employees of Goa Marriott Resort and Spa to understand their perspectives, so that hotel management can derive ways to improve staff productivity. As the jargon goes, “Happy Employees Produce Happy Customers.” As a result of performing this research, the findings should benefit both hotel management and staff.

6. Research Questions

1. What are the issues of work-life balance faced by the employees?
2. What impact do work-life balance issues have on job satisfaction?
3. What is the impact of work-life balance issues on employee productivity?

7. Research Objectives

1. To study work-life balance issues faced by the employee.
2. To Understand and evaluate the influence of issues related to work-life balance on job satisfaction.
3. To Research the influence of work-life balance on employee productivity.

8. Hypothesis

1. **H0** – Employees do not face work-life balance issues.
H1 – Employees do face work-life balance issues.
2. **H0** – Work-life balance does have a significant impact on job satisfaction.
H1 – Work-life balance doesn't have a significant impact on job satisfaction.
3. **H0** – Work-life balance has a significant impact on employee productivity.
H1 – Work-life balance does not have a significant impact on employee productivity.

9. Methodology

The purpose of this study is to look at the link between work-life balance, employee productivity, and job satisfaction (pay, promotion, supervisor style, co-worker, and job itself). Telecommuting and open office environments will be investigated in terms of Work Life Balance and its impact on employee productivity and job satisfaction (pay, promotion, supervisor style, co-worker, and job itself). The association between different demographics and professional variables will also be investigated in this study.

Furthermore, the study will investigate the impact of Work Life Balance, teleworking and open work spaces on job satisfaction and productivity among workers. Job satisfaction will be treated as a dependent variable because it is influenced by a variety of factors such as an employee's salary, promotion, supervisory style, coworkers, and tasks. Work Life Balance, telecommuting, and open office, on the other hand, will be treated as independent variables. The techniques of Demographic Variables regression, ANOVA, and to analyze the connection in between both dependent and independent variables, a correlation approach will be made use of. As a result, the questionnaire approach was selected as one suitable way to conduct this research.

Demographic Variables: - Demographic variables state the frequency and percentage of the respondents for each of the descriptive such as gender, age, education, occupation of employees, and marital status.

- N = Total no. of respondents
- $\text{Percentage} = \text{Respondents for each of the descriptive} \div N \times 100$
- Regression: - $Y_i = f(X_i, \beta) + e_i$

- Anova: - It will be tested based on the null hypothesis framed above as Anova is a technique that will be used to see the significant relationship between Work-life balance (Independent Variable) and Employee productivity (dependent variable).
- Correlation: - It will show the correlation analysis between work-life balance, impact on employee productivity, and job satisfaction.

Study Sample

The key techniques for getting information and analyzing the issue were meetings, discussions, and completing a questionnaire. The data was collected from full-time staff at the Goa Marriott Resort and Spa in Goa, India. Using questionnaires, 100 - 150 employees from associate, executive, managerial and head of departments from various departments were chosen at random. The questionnaire that was sent out was supported by a letter explaining the objective of the questionnaire and the safeguarding of the information supplied, as well as indicating that the responses would be used specifically for the purpose of conducting research. Participants in the survey were asked to indicate the extent to which they agreed with each of the of the statements in the survey's questionnaire. The poll focused on work-life balance and job satisfaction as significant issues.

Study Method

The questionnaire that was utilized in this study has an aggregate of 44 questions that will be applied to assess the study's four essential rudiments. The Likert scale, which is a scale with five points is used in this evaluation. The topmost possible scoring is 5(as an" explosively agrees"), and the least possible score is 1(in the countries of" explosively disagrees"). The major variables are as follows

Variables related to demographics and careers Eight separate measures were used to estimate the following characteristics gender, connubial status, education, age, organizational term, employment term, current position, and nation. The measures developed varied from between two and five points (similar as gender) (for illustration, organizational term).

Work- Life Balance refers to how you manage your time so that you have acceptable time for both your particular and professional lives. This specific will be assessed using an 11- item scale with a five- point Likert scale. Work- life balance was one of the rudiments on the scale.

Telework/ telecommuting is a system of communication over a computer network that allows people to work from home. This variable will be assessed using a five- item scale in Liker's five- point format.

Open office terrain This is a working conception in which partitions resolve the space into bitsy services to produce a participated workspace. Several check particulars were espoused from Brennan etal. (2002)'s Longitudinal Field Study with minimum variations. It'll be scored on a seven- point scale using Liker's five- point methodology.

Job Satisfaction For assessing this aspect of work satisfaction, a 21- item standing having a Likert scale that has five points will be used. The scale covers factors related to job satisfaction and is sub-scaled into five performances, videlicet

- Pay envelope (similar as" prospects for payment hikes")
- Advancement/ elevations (similar as" the eventuality for advancement").
- Supervising style (similar as the statement," My line director is illegal to me")
- A peer (for illustration," I like the staff members I work with").
- The position itself (similar as the judgment," I really enjoy everything that I do at work").

10. Overview of the Survey Sample

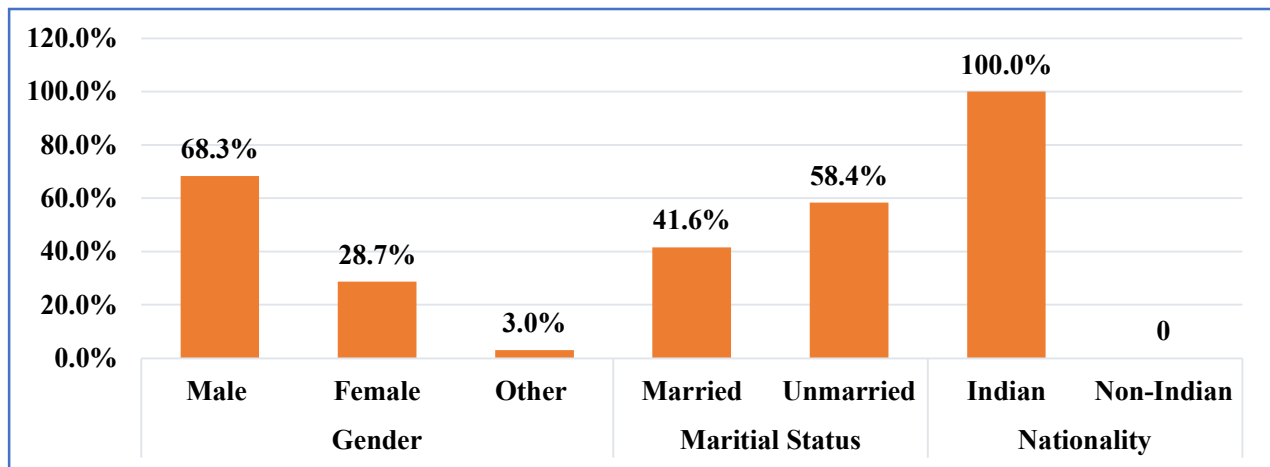
a. Characteristics of the Study Sample:

There were 69 (68.3%) males, 29 (28.7%) females, and 3 (3.0%) others among the 101 staff members who responded from four levels of management (associate, executive, manager, and Head Of Department). A total of 101 (100%) of the respondents were of Indian origin. The sample included 42 (41.6%) married individuals and 59 (58.4%) people who were not married. [See Figure (1) and Table (1)].

Table 1: The number of respondents for respondents' marital status, gender, and country of origin

Demographic Characteristics		Count	Percent (%)	Total
Gender	Male	69	68.3%	101
	Female	29	28.7%	
	Other	3	3.0%	
Marital Status	Married	42	41.6%	101
	Unmarried	59	58.4%	
Nationality	Indian	101	100.0%	101
	Non-Indian	0	0	

Figure 1: The number of respondents for respondents' marital status, gender, and country of origin



The data presented in Table 2 and Figure 2 indicate the academic backgrounds of the 101 study respondents. The distribution of the respondents' academic degrees is nearly average, with a majority of 35 (34.7%) holding degrees from graduate schools, followed by College holders of academic degrees (20.8%), High Diplomats (18.8%), Postgraduate and above (14.9%), the high school (8.9%), and Less than high school (2.0%).

Table 2: Academic Background

Education	Count	Percentage (%)
Less than High School	2	2.0%
High School	9	8.9%
Graduate	35	34.7%
College Degree	21	20.8%
High Diploma	19	18.8%
Masters and Above	15	14.9%
Total	101	100%

Figure 2: Academic Background

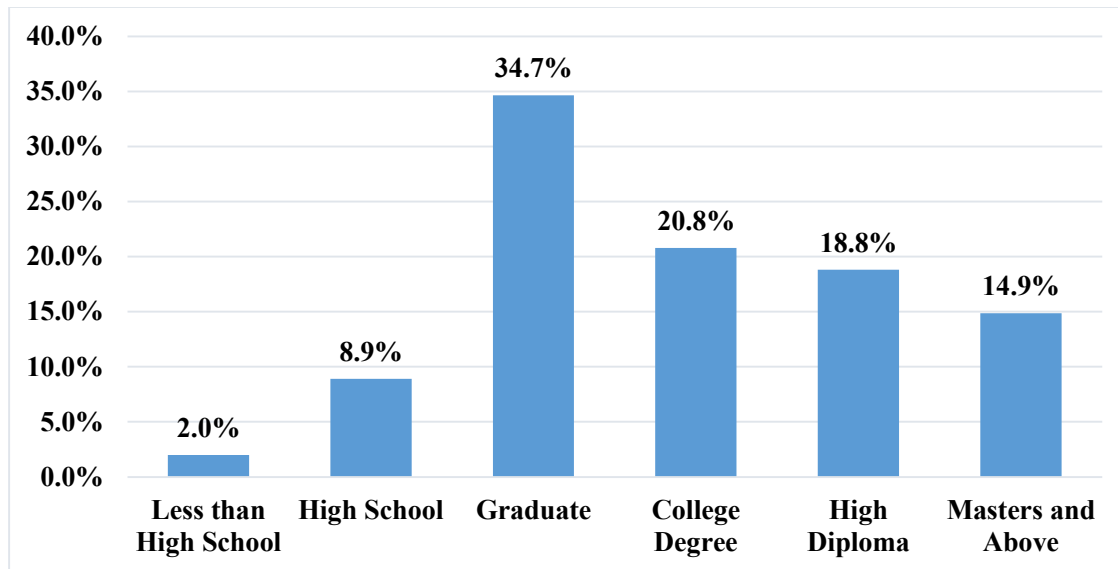
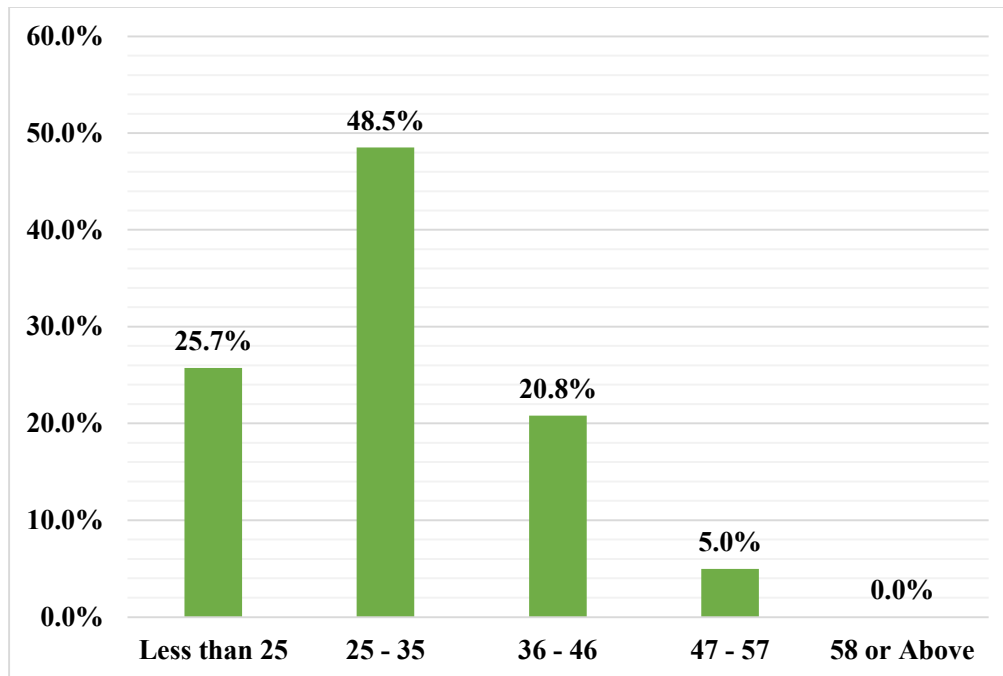


Table 3 illustrates the age-based distribution of the samples, which reveals that a large proportion of the staff members in the sample are between the ages of 25 and 35, representing 48.5% of the total respondents, followed by those younger than 25, with 25.7% of the total respondents, and finally the rest.

Table 3: Responses Based on Age Distribution

Age	Count	Percent (%)
Less than 25	26	25.7%
25 - 35	49	48.5%
36 - 46	21	20.8%
47 - 57	5	5.0%
58 or Above	0	0.0%
Total	101	100%

Figure 3: Responses Based on Age Distribution



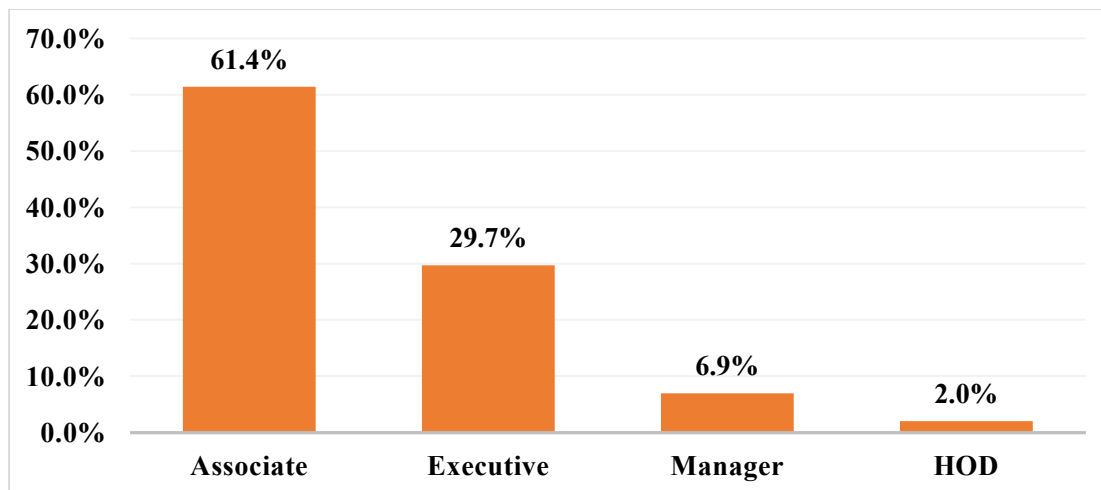
b. Career Characteristics:

The four degrees of work status are allocated as follows in Table (4): Associate 62 (61.4%), Executive 30 (29.7%), Manager 7 (6.9%), and Head of Department (HOD) 2 (2.0%). Figure 4 shows that the Associates make up the biggest portion of the sample.

Table 4: Job Status of the Sample

Job Status of Respondent	Count	Percent (%)
Associate	62	61.4%
Executive	30	29.7%
Manager	7	6.9%
HOD	2	2.0%
Total	101	100%

Figure 4: Job Status of the Sample

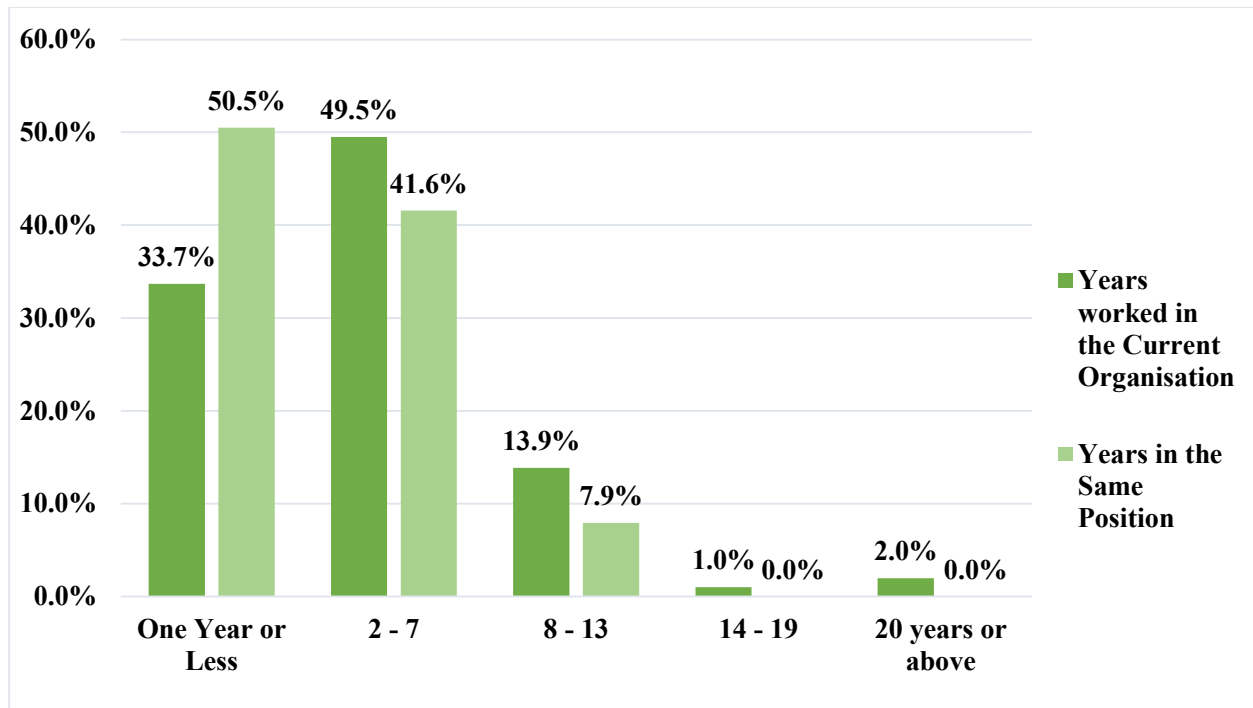


The overall distribution of years worked in the organization and in the present position are shown in Table 5. According to the data, the majority of those who participated (49.5%) have been with the current organization for 2 - 7 years, while 50.5% have worked in the same job for no more than one year.

Table 5: Years working in the organization and in the present job are distributed as follows.

	Years worked in the Current Organization		Years in the Same Position	
	Count	Percent (%)	Count	Percent (%)
One Year or Less	34	33.7%	51	50.5%
2 - 7	50	49.5%	42	41.6%
8 - 13	14	13.9%	8	7.9%
14 - 19	1	1.0%	0	0.0%
20 years or above	2	2.0%	0	0.0%
Total	101	100%	101	100%

Figure 5: Years working in the organization and in the present job are distributed as follows.



11. Data Analysis

With the use of SPSS (Statistical Package for the Social Sciences) software, data analysis was used to explain the survey's conclusions. The aim of the survey is to help collect data on employees' opinions of the organization about Work-Life Balance, telecommuting, open office environment, and job satisfaction. Reliability, correlation, ANOVA, and regressions of the gathered data were examined to provided analysis of the findings. The data in Table 6 shows a significant connection between some of the demographic factors and the research variables.

To assess the construct validity of the scale items, data analysis was performed using SPSS (Statistical Package for the Social Sciences) software. The characteristics of the study sample are shown in Table (6). This table shows that a large proportion of the study's participants were male, unmarried, with graduate degrees, and between the ages of 25 to 35. This result's rate corresponds to (68.3%, 58.4%, 34.7%, and 48.5%, respectively). Furthermore, a large number of survey respondents had a one-year or less job term, had worked for the organization for no longer than seven years, and were at the associate or lower levels of management.

Table 6: Description of Study Sample at Goa Marriott Resort and Spa

	Gender	Marital Status	Education	Age	Organization Tenure	Job Tenure	Job Status	Nationality
Male	69							
Female	29							
Other	3							
Married		42						
Unmarried		59						

Less than High School			2				
High School			9				
Graduate			35				
College Degree			21				
High Diploma			19				
Masters and Above			15				
Less than 25				26			
25 - 35				49			
36 - 46				21			
47 - 57				5			
58 or Above				0			
One Year or Less					34		
2 - 7					50		
8 - 13					14		
14 - 19					1		
20 years or above					2		
One Year or Less						51	
2 - 7						42	
8 - 13						8	

14 - 19						0		
20 years or above						0		
Associate							62	
Executive							30	
Manager							7	
HOD							2	
Indian								101
Non-Indian								0
Total	101	101	101	101	101	101	101	101

Internal consistency of the study's constructs is measured by reliability. According to Hair et al. (2013), a construct is considered reliable if its Alpha (α) value is greater than .70. Reliability analysis was additionally utilized to verify the data. The accepted alpha values were determined through a reliability test, and these were calculated using Cronbach's Alpha. The outcomes showed that the Telecommuting Scale with 5 Items ($\alpha = .883$) and the Work-Life Balance Scale with 11 Items ($\alpha = .830$) were both judged to be reliable. While the seven-item open office environment scale ($\alpha = .692$) wasn't deemed to be reliable. The twenty-two-item job satisfaction measure was likewise shown to be reliable ($\alpha = .806$). Table 7 provides a summary of the reliability findings.

Table 7: Result of Reliability Test

Constructs	No. of Items	Alpha (α)
Work-life balance	11	.830
Telecommuting	5	.883
Open office environment	7	.692
Job Satisfaction	22	.806

Below, we'll go over a thorough study of the results of the regression and correlation analyses produced by SPSS. The correlation coefficient between the primary study variables is displayed in Table (8). As can be observed, there is a positive correlation between Job Satisfaction and Work Life Balance ($r = .393$), indicating that the two variables are related. The relationship showing that work-life balance affects job satisfaction, however, is the most important one. Table (9) displays the findings of a multiple regression analysis conducted to investigate the relationship that exists between work-life balance and job satisfaction.

Table 8: The correlation coefficient between all variables was calculated to investigate the relationship between work-life balance and job satisfaction.

		Work- Life Balance	Telecom muting	Open Office Environment	Promotion	Job Satisfac tion
Work-Life Balance	Pearson	1	.336**	.179	.277**	.393**
	Correlation					
	Sig. (2-tailed)		<.001	.073	.005	<.001
	N	101	101	101	100	101
Telecommuti ng	Pearson	.336**	1	-.049	.124	.099
	Correlation					
	Sig. (2-tailed)	<.001		.626	.219	.324
	N	101	101	101	100	101
Open Office Environment	Pearson	.179	-.049	1	.434**	.410**
	Correlation					
	Sig. (2-tailed)	.073	.626		<.001	<.001
	N	101	101	101	100	101
Promotion	Pearson	.277**	.124	.434**	1	.638**
	Correlation					
	Sig. (2-tailed)	.005	.219	<.001		<.001
	N	100	100	100	100	100
Job Satisfaction	Pearson	.393**	.099	.410**	.638**	1
	Correlation					
	Sig. (2-tailed)	<.001	.324	<.001	<.001	
	N	101	101	101	100	101

** . Correlation is significant at the 0.01 level (2-tailed).

In order to reach statistical conclusions about the study hypothesis, regression analysis has been performed. The regression model's overall significance is assessed using the F test, and the model's applicability is assessed using the coefficient of determination (R²). R² has been modified to differentiate the impacts of each of the independent variables in the research and the coefficients of regression. Table 9 reveals that the coefficient of determination (R-value) is 0.393a and the t-value for work-life balance is 4.252, both of which are very significant. These correlation and multiple regression findings indicate that employees with an excellent balance between work and personal life have high satisfaction with their jobs, and it therefore appears appropriate to believe that a healthy work-life balance has no impact on job satisfaction. H1 of the second Hypothesis is thus accepted.

Table 9: Regression Analysis Between Job Satisfaction and Work Life Balance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.393 ^a	.154	.146	6.72487	.154	18.080	1	99	<.001

a. Predictors: (Constant), Work-Life Balance

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	817.662	1	817.662	18.080	<.001 ^b
	Residual	4477.170	99	45.224		
	Total	5294.832	100			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work-Life Balance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1	(Constant)	18.024	2.795	6.447	<.001
	Work-Life Balance	.373	.088	.393	4.252 <.001

a. Dependent Variable: Job Satisfaction

Additionally, Table (8) depicts how telework and job satisfaction are related. Correlation and multiple regression analysis were used to analyze this connection. The Table shows that the correlation R-value is 0.99, indicating a favorable connection. It stands to reason that the perception of job satisfaction will be higher the more positively people view telework. As shown in Table (10), multiple regression was also used to investigate this link; the R-value is 0.99 and the adjusted R² is .000. Based on the findings of the multiple regression analysis and correlation, it is possible to conclude that there is a positive relationship between telecommuting and job satisfaction.

Table 10: Regression Analysis Between Telework and Job Satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.099 ^a	.010	.000	7.27723	.010	.982	1	99	.324

a. Predictors: (Constant), Telecommuting

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	51.986	1	51.986	.982	.324 ^b
	Residual	5242.845	99	52.958		
	Total	5294.832	100			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Telecommuting

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	27.229	2.466		11.043
	Telecommuting	.156	.158	.099	.991

a. Dependent Variable: Job Satisfaction

Table (11) presents the results of regressing on work satisfaction to examine the hypothesis that an open office placing has a substantial influence on staff productivity. The coefficient demonstrates that 16.8% of all variation in job satisfaction may be attributed to open offices. The open workplace has a coefficient of regression of 0.747, a standard error of 0.167, and a value for p of .001, showing that it has a very significant influence on productivity among employees (p-value .0001). Given these findings, one can conclude that an open office space improves employee productivity, which in turn improves job satisfaction, thereby supporting the 3rd hypothesis' H1.

Table 11: Regression Analysis Between Open Office and Job Satisfaction

Model Summary								
Model	R		Std. Error of the Estimate	Change Statistics				
	R	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change
1	.410 ^a	.168	6.67069	.168	19.990	1	99	<.001

a. Predictors: (Constant), Open Office Environment

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	889.517	1	889.517	19.990	<.001 ^b
	Residual	4405.315	99	44.498		
	Total	5294.832	100			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Open Office Environment

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	18.733	2.512		7.458
	Open Office Environment	.747	.167	.410	4.471

a. Dependent Variable: Job Satisfaction

The statement, "I feel my work-life is balanced in this job," was used as a dependent variable in a multiple regression, and the five dimensions that were generated were used as independent variables. The dependent variable was impacted by five different variables. In contrast to factors 1 and 2 (I always consider my family when I work, beta-.051 and I have personal discretion over my starting & ending timings, beta-.044), three (factors 3, 4, and 5) had a positive connection with the dependent variable (Table 12). Employees tend to argue that their work-life balance is healthy because they tend to think more about their families while working and have personal discretion over their starting and ending times (factors 1 and 2, respectively). This is apparent because employees who pursue personal goals will discover that their job and personal lives are not balanced. The component with the highest beta value (0.391) for element three, "In my life, there's a clear boundary between my job and my family," suggests that employees think their professional and home lives are in harmony. The employee does really have problems juggling work and personal obligations, which proves the null hypothesis. In order to help employees, balance their job and personal lives, the workplace must support them.

Table 12: Multiple Regressions on Work-Life Balance Issues with Over All Perception as dependent Variable

Model Summary									
Model	R			Std. Error of the Estimate	Change Statistics				
	R	Square	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change
1	.776 ^a	.602	.581	.771	.602	28.736	5	95	<.001

a. Predictors: (Constant), I find it difficult to strike the right balance between my career, family, and other social responsibilities; in my life, there is a distinct line between work and personal life, I always think of family while I am working, I tend to integrate my work and family duties, I have personal discretions over my starting & ending timings.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.481	5	17.096	28.736	<.001 ^b
	Residual	56.519	95	.595		
	Total	142.000	100			

a. Dependent Variable: I feel my work life is balanced in this job.

b. Predictors: (Constant), I find it difficult to strike the right balance between my career, family, and other social responsibilities; in my life, there is a distinct line between work and personal life, I always think of family while I am working, I tend to integrate my work and family duties, I have personal discretions over my starting & ending timings.

		Coefficients^a		Standardized		
		Unstandardized Coefficients		Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.187	.312		.600	.550
	I always think of family while I am working	-.051	.077	-.047	-.664	.509
	I have personal discretions over my starting & ending timings	-.044	.073	-.043	-.602	.548
	In my life, there is a distinct line between work and personal life.	.391	.104	.370	3.774	<.001
	I tend to integrate my work and family duties	.300	.077	.296	3.878	<.001
	I find it difficult to strike the right balance between my career, family, and other social responsibilities	.293	.098	.297	2.998	.003

a. Dependent Variable: I feel my work life is balanced in this job

12. Discussion

The aim of this research is to examine and develop ideas on the relationships between work and personal lives, open workplaces, teleworking, and satisfaction with employment at the Goa Marriott Resort & Spa Miramar Goa. Table (8) provides data on the overall relationships between job satisfaction and telework, open offices, promotion, and work-life balance for the entire sample. The findings demonstrate that the key variables significantly correlate with one another. This demonstrates that the more work-life balance policies are put in place, the more productive individuals are and the more job satisfaction they might experience. The statistics confirm hypothesis 1 of the research, "There's is a positive connection between balancing work and life and job satisfaction."

Goa Marriott should have work policies that enable employees to set their own schedules and spend more time with their families. These arrangements thus result in greater levels of job satisfaction. A Work-life Balance policy might, for instance, provide for flexible hours, child care, elderly care, and working from home options. Job satisfaction is significantly positively correlated with these arrangements. Employees are happier when they have more flexibility. Both men and women look for workplaces with superior Work-Life Balance policies because they are happy and report having high levels of job satisfaction.

The regression analysis of telework against job satisfaction is displayed in Table 10. Based on the findings of the regression, multiple regression, and correlation assessments, it is possible to infer that telecommuting and satisfaction with job are favorably associated. Employees prefer to use telework as a work arrangement because it gives them the freedom to work from home or anywhere on company property because the data is readily available rather than constantly having to go to the office or to the departments to get the information they need. Thus, this contributes to an

increase in productivity among employees. The use of telecommuting should be one permitted in times of need as in the hospitality industry it's important for the employee to be present physically in the organization.

In Table (11), job happiness was regressed in order to evaluate the hypothesis that the open office environment significantly affects employee productivity. These results allow for the conclusion that an open office environment increases employee productivity, which increases job satisfaction, therefore supporting the third hypothesis's H1. In an open workplace setting, employees may socialize with their coworkers, which lowers stress and encourages them to take short breaks during their hectic schedules resulting in better productivity.

The fact that the employee actually struggles to balance work and personal duties supports the null hypothesis. The workplace must support employees in finding a balance between work and personal life. Employees are better able to focus on work, finish projects on time, and eventually have enough free time to spend with their families or engage in other activities if they maintain a healthy balance between work and personal life.

13. Findings

Based on the research analysis of the study on work-life balance issues and its impact on employee productivity and job satisfaction at Goa Marriott Resort & Spa, the following findings were observed:

Work-life balance has a significant impact on employee productivity: The study found that employees who had a better work-life balance reported higher levels of productivity. Employees who were able to balance their work and personal responsibilities were more engaged, motivated, and focused on their work, resulting in higher productivity levels.

Work-life balance has a significant impact on employee job satisfaction: The study also found that work-life balance had a significant impact on employee job satisfaction. Employees who had a better work-life balance reported higher levels of job satisfaction, which in turn, led to lower turnover rates and higher employee retention.

Flexible work arrangements are critical to achieving work-life balance: The study found that flexible work arrangements, such as flexible hours, telecommuting, and job sharing, were critical to achieving work-life balance. Employees who had access to flexible work arrangements were better able to balance their work and personal responsibilities, resulting in higher levels of productivity and job satisfaction.

The organization culture plays a crucial role in promoting work-life balance: The study found that the organization's culture played a crucial role in promoting work-life balance. Organizations that had a culture that supported work-life balance were more successful in achieving work-life balance among their employees.

Employees have different work-life balance needs: The study found that employees have different work-life balance needs based on their personal circumstances and preferences. The resort needs to understand and address the unique needs of its employees to provide effective work-life balance solutions.

Overall, the study highlights the importance of work-life balance in improving employee productivity and job satisfaction. The findings suggest that the resort should develop a formal policy on work-life balance, provide flexible work arrangements, promote work-life balance awareness, encourage employee feedback, and conduct regular evaluations to measure the impact of its work-life balance initiatives.

14. Conclusion

The amount of work and responsibility have quickly increased as a result of numerous organizational and life changes. Work Life Balance (WLB) is becoming one of the most crucial organizational strategies for both employees and businesses. It covers various arrangements that improve the quality of life for employees and increase the competitive edge of the organization. The information was gathered using a variety of techniques, which were then analyzed to get the desired results. As the data demonstrate, work-life balance offers several advantages for a business, including the fact that happier workers are more devoted to their work and produce more.

It can be concluded that work-life balance is a crucial factor that influences employee productivity and job satisfaction. The study found that employees who had a better work-life balance reported higher levels of productivity and job satisfaction. Flexible work arrangements such as flexible hours, telecommuting, and job sharing were found to be critical in achieving work-life balance. The study also highlights the importance of promoting work-life balance awareness and creating a culture that supports work-life balance to help employees achieve better work-life balance. The more a company invests in and supports its employees' Work Life Balance, the happier they are, which encourages the organization to offer customers with high-quality of services or products. Because a competent Work Life Balance policy will give people the time, they need to effectively balance work and home responsibilities, people will be able to manage their commitments both at work and at home. In order to offer better services or goods, the organization could assist its employees in identifying their areas of interest, expertise, and experience. Employee proactivity, good performance, and job satisfaction will all benefit from this. People should also adopt a positive outlook and excellent attitude towards the working conditions that help them achieve a healthy balance.

The organization may incur higher initial costs when implementing new work-life balance policies or programs, but in the long run, these expenditures will be offset by increased productivity and performance as well as a reduction in the employee's issues with work-life balance. Future research should be carried out on a bigger scale and concentrate on improving the current work-life balance concerns, as this is an exploratory study. Furthermore, it is important to gain understanding of the characteristics of its success and implementation in order to improve the development of work-life balance initiatives in the strategic Human Resource Management arena. A longitudinal study in hotels on work-life balance policies and practices with respect to workplace transformation and cognitive shift among employees will be useful to provide implications for the hospitality industry in the long run, as corporate decisions rely on financial explanations.

15. Recommendations

Goa Marriott should create new forms of work-life balance programs that benefit both employees and the company in order to help people have more fulfilling careers and less work-life conflict. The organization's corporate purpose to develop high standards for productivity and results in order to be more competitive with other organizations must be compatible with the new programs or policies. It is recommended that the Goa Marriott Resort & Spa develop a formal policy on work-life balance. The policy should address the specific needs and concerns of employees, and provide them with the necessary support and resources to achieve a better work-life balance. Additionally, Work Life Balance policies and rules should be written somewhere (for instance it could be written on the employee handbook provided to the employees at the time of joining) that is extremely accessible to all employees in the business and should be known by them all. Additionally, regular meetings with managers and employees or travelling elsewhere for team-building exercises would foster the development of strong interpersonal relationships among workers, which might result in a friendly environment which will increase employees' commitment.

Marriott should also host a family day event or also invite the employee's families on one of the days for the week long major AAW event where in all of the employees and their families participate in certain activities together. Furthermore, the organization could consider allowing employees to pack up early on one of every month's Saturdays so that they get back home sooner and have time to spare if they would like to spend time with their families over the weekend. According to the statistics, telework could also be a highly favorable arrangement because it has a significant impact on balance between work and life and satisfaction with one's job. As a result, Marriott needs to provide telework options to all of its employees, not only the IT team, once every

fourth weeks. Therefore, if some employees need to attend to anything crucial and urgent for their family, they can resume work at a later time from home using telework.

Time management skills should be taught to employees. They should ascertain the number of hours they spend at work, as well as at home with their kids and families. They should also list all of their daily tasks from morning to night so that they can properly keep track of the time. They might use this activity to assess whether they are working more than they ought to or spending insufficient time with their family. Following the completion of their work, employees should create objectives for themselves in order to improve their relationships with their families. They should also strive to stay focused on the tasks at work that need to be completed before they depart for the day. Both Goa Marriott and people will gain from creating a better work-life balance. As a consequence, it makes life more valuable, improves performance, fosters better ties with friends and family, boosts productivity, raises morale, fosters more dedication, and lessens stress. Marriott should also be aware that employees' personal and family lives are likely to have an impact on their performance, which in turn affects their productivity. In order to provide workers with beneficial work arrangements that allow them to decrease conflict and its harmful effects on their job and lives, Marriott need to understand their requirements.

Finally, it is recommended that the resort conduct regular evaluations of its work-life balance policies and initiatives to measure their impact on employee productivity and job satisfaction. These evaluations will help the resort identify areas for improvement and ensure that its policies and programs are effective in achieving their objectives.

16. Work Done and Learnings

1. **Joining formalities of employees:** - Interns, contract workers, and hotel employees have all joined. Each of the three has a unique joining process. In addition to an address proof, police verification and bank account details, employees are required to provide experience and educational certifications. A pre-medical test is also necessary before entering. An employee's paper work is completed and sent for uniform measurements once he joins and completes the eight forms that are given to him. The employee is given a brief tour of the facility and introduced to the concern department. It assisted me in developing more connections with others.
2. **Closing of position on “Marriott Careers”:** - Once the joining formalities are completed, I had to do the assessment process of the new joiner wherein they had to answer certain questions related to their job position. Once the candidate has completed answering the job qualification questions, I had to check on “Marriott Careers” whether the candidate has cleared the assessment round wherein the Mhub report would display the result in the form of 4 shades namely white (average); yellow (good); green (very good); red (failed). If the candidate failed a reassessment had to be conducted. While if they pass the position is closed on “Marriott Careers” stating that the position is no more vacant and the Mhub report is then attached to the employee's personal file.
3. **Data entry of new joiners into the company database:** - The employee is entered into the company's Human Resource excel database once the joining file is completed and signed by the Director of Human Resources. The database contains information such as his salary, residence details, PAN number, bank details, emergency contacts, designation, department, EID and other personal details.

4. **Conducting Clearance/Exit formalities of employees:** - Every employee must serve a one-month notice period starting on the day of resignation, as per Marriott regulation. The Human Resources Department receives resignations that are presented to the department head. On the day of clearing, the employee must hand over his or her name tag, M pin, locker and accommodation key, ID Card, as well as the uniform, to the Human Resources office. His/Her email address and other IT-related details are immediately banned when he/she receives a departure interview form and an IT separation form. If the employee doesn't give the required one-month notice, he or she is entitled to compensation from the days lost from their existing income.
5. **Attending Orientation twice a month:** - The two-day long orientation includes a brief history of Goa Marriott, as well as vital information regarding Marriott policies and procedures. Following that, each department head provides a brief overview of his or her department as well as the company and also the GM given a short session. The training manager then notifies the employees about the mandatory training that must be completed. I had the additional responsibility of making sure the setup is ready.
6. **Management of employee attendance using the Onex App:** - The Onex app is used by the Goa Marriott for attendance. Each month's employee punches are downloaded on the 25th, and any missed punches are regularized. The salary is then calculated for the days present, and the same data is transmitted to the finance department on the 30th to process the salaries. The department head must provide permission whenever an employee asks time off or a leave. Once it has been approved, the employee is free to take his leave.
7. **Recruitment of Interns:** - Conducting telephonic interviews with interns when the profile is shared by the training manager. After he/she is selected a confirmation mail is sent to them

which mentions the date of joining, the stipend, uniform details, documents required, and meals provided. On the day of joining the joining form needs to be filled and important documents like college NOC, educational certificates, bank details and address proof needs to be collected from the trainee.

8. **Managing interns' attendance and processing stipend-** Interns' attendance is managed by collecting the attendance form on 27th of every month from the interns with the signature of their supervisor. On the 30th of the month, attendance is entered manually into the database the stipend is calculated and then forwarded to the finance department on the 1st of the following month to process the payment to the respective accounts.
9. **Uploading Background Verification (FADV's) forms of employees to a third party for verification:** - On the day of hire, a background check form is given to each employee. The verification of experience, education, and address is required from all employees. First Advantage (third-party verification), which checks on their behalf to make sure the certifications, experience, and address are accurate, receives the scanned copy of the form. Once everything has been verified, a report is returned with a green tag indicating that it may be put in the employee file. If the tag is red, the worker must provide an explanation.
10. **Employee files checked for audit purposes:** - The audits are carried out by the finance department each quarter. Important documents like personnel files are checked at this time, along with other HR-related activities including payroll, statutory compliance, and training. Employee files must be kept current with all documents and signatures from the right corporate authorities. This taught me to pay attention to the minute nuances of every task completed at work. to guarantee a well-ordered flow of takes.

11. **Calculated salary fitments to be added to employee offer letters:** - Based on the employee's categorization and bandwidth, the basic, housing allowance, special allowance, provident fund, and bonus amounts were determined. This made the percentages used to calculate the PF, ESIC, and salary increases and deductions easier for me to grasp. the market and provide our staff a little extra.
12. **Organizing Employee Engagement Activities:** - Every Thursday from 3 to 4 p.m., the HR executive and I organized employee engagement activities in the cafeteria known as “Thunder Thursday”. I was incharge of organizing special events such as women’s day, blindness week, etc wherein I had to organize games, and entertainment for the staff. I was able to comprehend the procedure to be used at the hotel to get things done through coordination with the culinary department and banquet department in terms of preparing the meals and set up respectively. Also placed an order for purchase to collect the prizes and items needed to organize the games.
13. **Helping in Townhall Meetings:** - One town hall meeting is held each month. Wherein workers receive recognition, and the best department of the month, budgeted sales for the previous month and the upcoming month, and other employee celebrations are discussed. The job was to set up for the certificates and make presentations.
14. **Raising monthly bills:** - Raising petty cash, work order and I.O.U. bills, utility bills for lodging (electricity and water), and other incidentals on projectree software. It was my duty to raise the bills as they came in and to record the workorder number so that I could check, a week later, to see whether the bills had been authorized by the appropriate parties (the director of HR, the finance director, the cashier and the general manager if the bill was more than 5000 rupees).

15. **Scheduling trainees meet once a week:** - I learned the value of keeping the flow of information in terms of grievance redressal by running the interns' meetings, asking about their concerns, and reporting them to the training manager to take the appropriate steps.
16. **Upgrading of back-office areas:** - I was given the responsibility of upgrading the back walls of the in the back area of Marriotts. Wherein I had to make Canva posters related to various learning techniques such as Executive development program, Marriott development academy Leadership and education and development, digital learning zone; the poster also depicted various recognition incentives and transitions and taskforces. All of these aspects were clubbed in one poster by me on Canva and then put up on the office back area (wall). I also upgraded a window, by creating a poster which was printed in sticker form which enabled the new employees to be welcomed with their picture being put up on that poster. Many more posters for various needs/occasions of the organization.

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17. Annexure

Questionnaire - An exploratory study on work-life balance issues and its impact on employee productivity and job satisfaction at Goa Marriott Resort & Spa.

Dear Sir/ Madam,

This questionnaire will give you the opportunity to express your views on a wide range of issues related to the work life balance. Please note that there is no right or wrong answer.

The questionnaire will be used to collect the primary data needed for my research study. Therefore, I seek your participation in being as open, fair, and honest as possible in your replies.

I assure you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by me for study purposes **only**.

The questionnaire comprises five parts :

1. General information
2. Work-life-balance
3. Telecommuting
4. Open Offices Environment
5. Job Satisfaction

Thank You for Your Valuable Time and Patience

Wish You Happy Work Life Balance

Samuella Fernandes

(MBA Student Goa University)

Part One: General Information

Please tick one box for each question:

1. Department

- a. Front Office ☐
- b. Loss Prevention ☐
- c. Sales & Marketing ☐
- d. F & B Service ☐
- e. Culinary ☐
- f. Engineering ☐
- g. Housekeeping ☐
- h. Finance ☐
- i. IT ☐
- j. Human Resource ☐
- k. Spa ☐
- l. Other: _____

2. Gender

- a. Male ☐
- b. Female ☐
- c. Other ☐

3. Marital Status

- a. Married ☐
- b. Unmarried ☐

4. Education

- a. Less than high school ☐
- b. High school ☐
- c. College degree ☐
- d. Graduate degree ☐
- e. High Diploma ☐
- f. Masters or above ☐

5. Age

- a. Less than 25 ☐
- b. 25 – 35 ☐
- c. 36 – 46 ☐
- d. 47 – 57 ☐
- e. 58 or above ☐

6. No. of years worked in current organization

- a. One year or less ☐
- b. 2 – 7 ☐
- c. 8 – 13 ☐
- d. 14 – 19 ☐
- e. 20 years or above ☐

7. No. of years worked in the position or job

- a. One year or less ☐
- b. 2 – 7 ☐
- c. 8 – 13 ☐
- d. 14 – 19 ☐
- e. 20 years or above ☐

8. Job Status:

- a. Associate ☐
- b. Executive ☐
- c. Manager ☐
- d. HOD ☐

9. Nationality

- a. Indian ☐

b. Non – Indian



Part Two: Work-Life-Balance						
Sr. No.	Please tick any one box that is applicable to you for each item: SA - Strongly agree; A – Agree; N - Neither agree nor disagree; D – Disagree; SD - Strongly Disagree	SA	A	N	D	SD
1.	I always think of my family while I am working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	It is often difficult to tell where my work life ends and my family life begins.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	In my life, there is a distinct line between work and personal life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	My current job allows me to get involved in my family as I should be	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I find it difficult to strike the right balance between my career, family, and other social responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I have personal discretions over my starting & ending timings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	I want to spare more time fulfilling my aspirations/ interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	There are major differences in my work tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I feel my work life is balanced in this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	There are differences in the roles I play in the work groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I tend to integrate my work and family duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Part Three: Telework/Telecommuting					
Sr. No.	Working flexibility from home Please tick any one box that is applicable to you for each item: SA - Strongly agree; A – Agree; N - Neither agree nor disagree; D – Disagree; SD - Strongly Disagree	SA	A	N	D	SD
12.	I like to have a remote access to my PC at work, so that I can work from home.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I like to work from home remotely after/before working hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I hope to have a flexi time policy so I can also work from home.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I like to have a smart phone to keep me connected to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	Working from home will help me to establish a better work-life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Part Four: Open Offices Environment					
Sr. No.	Please tick any one box that is applicable to you for each item: SA - Strongly agree; A – Agree; N - Neither agree nor disagree; D – Disagree; SD - Strongly Disagree	SA	A	N	D	SD
17.	There are places for me to go to have privacy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	I am able to stay focused and “on task” at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	I have easy access to information that I need to do my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	I am easily distracted by others’ conversations (reverse coded).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	I am located close to people I need to talk with in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	I have enough storage space at my workspace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23.	Confidential and/or sensitive information is handled well in the present office layout.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Part Five: Job Satisfaction						
Sr. No.	Please tick any one box that is applicable to you for each item: VS-Very Satisfied; S-Satisfied; N-Neither satisfied nor dissatisfied; DS-Dissatisfied; VDS-Very Dissatisfied	VS	S	N	DS	VDS
24.	I feel I am being paid a fair amount for the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	I am not satisfied with the benefits I receive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	I am unappreciated by the organization when I think about what they pay me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.	I feel satisfied with my chances for salary increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	There are few rewards for those who work here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	There is really too little chance for promotion on my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	Those who do well on the job stand a fair chance of being promoted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	People get ahead as fast here as they do in other places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	I am satisfied with my chances for promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.	My supervisor is quite competent in doing his/her job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34.	My supervisor is unfair to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35.	My supervisor shows too little interest in the feelings of subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36.	I like my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	I like the people I work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38.	I find I have to work harder at my job than I should because of the incompetence of people I work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39.	I enjoy with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40.	There is too much bickering and fighting at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	I sometimes feel my job is meaningless.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	I like doing the things I do at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	I feel a sense of pride in doing my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.	My job is enjoyable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>