



# A study of the Perceptions of Employees Regarding Well-Being Policies in the Hotel Industry

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## **ABSTRACT:**

Organisations have their own interpretations of what constitutes employee well-being and how to build policies to support it. Overall, wellbeing revolves around physical health. Employees who perform well require more than just physical fitness they must also feel supported, connected, and balanced psychologically and socially. This paper examines occupational welfare criteria such as physical, psychological, and social relationships. A 20-item questionnaire has been designed to conduct the primary survey and collect employee feedback on policies that address these areas of well-being. Berger and Berger's Talent Management Handbook (2012) defines three major aspects of well-being: physical, psychological, and social relationship. The statistical analysis is performed to assess the responses of respondents, and suggestions are made to the company based on the survey results.

**Key words:** Physical, Psychological, Social relationships, Wellness, Relational, Employee or staff well-being, Berger and Berger's.

## **1. INTRODUCTION:**

Workplace stress, engagement, job satisfaction, relationships at work, and other well-being metrics have been the subject of research for many years. In recent years, academic and practitioner research has focused more on their impact on well-being and, ultimately, employee performance. Healthcare experts define health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (World Health Organisation, 1946). According to the International Labour Organisation (ILO), workplace well-being encompasses all aspects of work life, including the quality and safety of the physical environment, how employees feel about their work, their working environment, the workplace atmosphere, and work organisation. Employee well-being, as defined by the researchers in this work, encompasses all facets of well-being, including physical, mental, career, and financial well-being. According to a literature analysis, prior studies in the field focused on numerous work-related variables that have either a favourable or negative

impact on employee well-being. A person's well-being is divided into categories such as physical, mental, and so on. According to an Australian Organisations survey, physical well-being is the most targeted area in the organisation since it indirectly addresses employees' physiological needs. Organisations that invest in well-being policies and programs get a higher return on investment (McCarthy, Shamika, and Julia, 2011). Not only should physical and mental health be prioritised, but also other aspects of well-being. According to research among employees from different organisations, it is obvious that organisations are planning and implementing physical and health well-being separately, and they are also successful in doing so (Bakker & Oerlemans, 2011).

## 2. LITERATURE REVIEW:

Macky and Boxall, 2011, Implementing administrative policies might elicit volatile reactions from employees. High-performance work systems cause job unhappiness, weariness, workplace stress, and an imbalance between work and non-work life. HPWS combined with rewards and bonuses yields positive results.

Langove, Isha and Javaid, 2016, Organisations are dependent on human capital to get their returns and to sustain themselves in the context of a competitive market in this era of technological advancement and inventiveness. However, they overlook the concern and well-being of employees. Prioritising well-being promotes personal growth.

Jim Purcell, 2017, after studying the reliance of wellness on the chosen variables, it was discovered that employees who participated in this program had lower absenteeism. Few academics discuss the other side of the coin, namely the Return on Investment (ROI) associated with wellbeing expenses.

Diener & Suh, 2018, Questions about expense control have arisen. Measuring the effectiveness of initiatives is crucial in addition to their implementation. As a result, the elements used to measure efficacy and evaluate objectives must be clearly defined. When measuring effectiveness, it's important to consider elements such as work-life satisfaction, social relations, and mental health.

Abeer Imam and Shafique, 2021, Employers frequently believe that if their organisation has a large number of engaged employees, there is no need to consider any other factors. However, this is a common misconception, and there is no relationship between a few well-being factors and employee engagement. Instead, employers should consider and work on all factors that are unrelated to engagement.

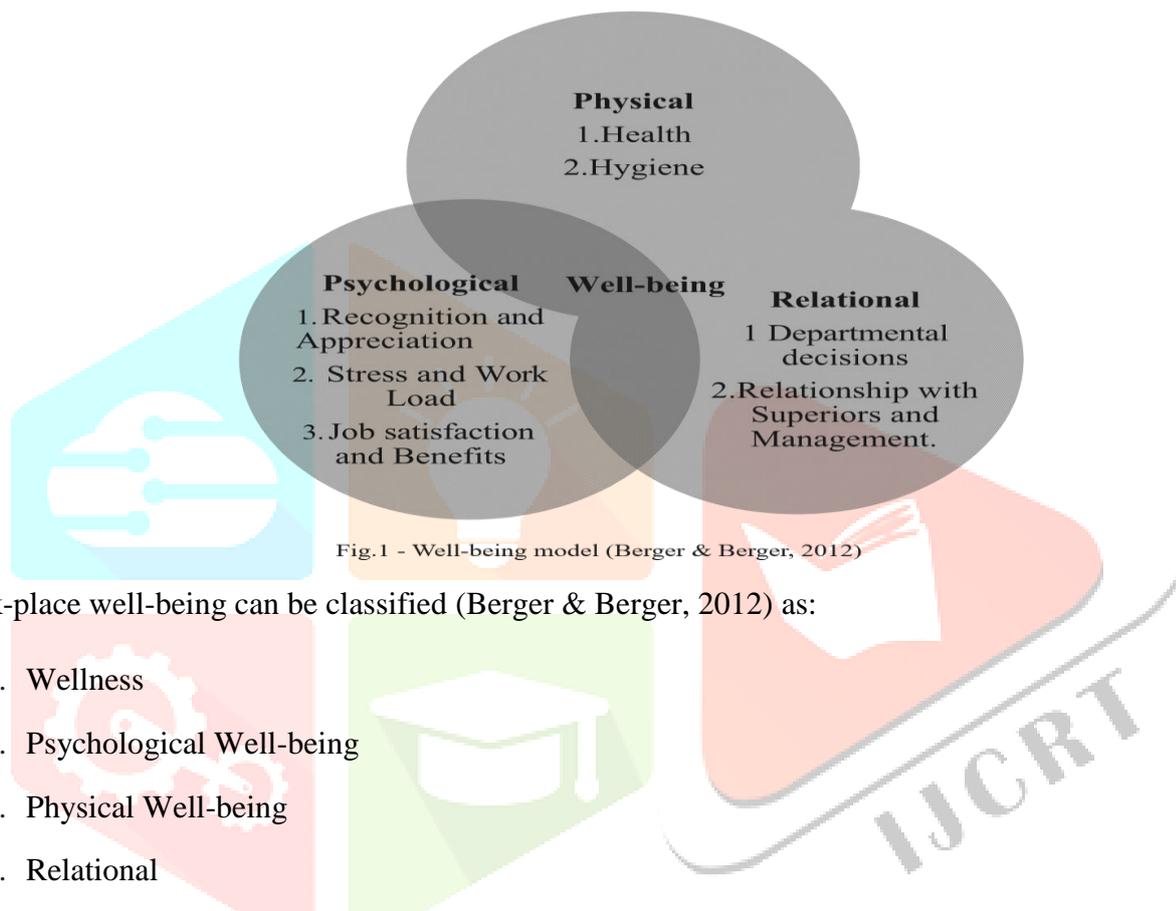
### WORKPLACE WELL-BEING:

In his early work, Ryff (1989) identified workplace well-being as relating to all areas of work life, including safety, health, career progression, engagement, and so on. Wellbeing as a cultural component is critical for the organization's long-term growth. One of the predicted trends is that applicants tend to relocate to organisations where they are respected and cared for. When well-being is prioritised across a team or organisation, it will result in:

1. Increased errors and mistakes with deteriorating quality of products or service
2. Conflicts and compliance issues

3. Low morale and High attrition
4. Poor customer service
5. Resignation and increased termination

Investing in employee well-being can result in high ROI for organisations. This can be achieved indirectly by prioritising the health, welfare, and safety of employees who contribute to the organization's development. To successfully implement well-being policies inside an organisation, it's important to consider aspects such as recognition, awards, and appreciation, in addition to those mentioned above.



Work-place well-being can be classified (Berger & Berger, 2012) as:

1. Wellness
2. Psychological Well-being
3. Physical Well-being
4. Relational
5. Employee or staff well-being

### 3. OBJECTIVES

- To determine how the factors like work stress, Work culture, Salary package, Benefits etc influence the employee perception on Policies of organization.
- To determine the Employee perception towards organizational well-being policies in consideration of demographic factors like Gender, Age, Tenure in the organization and various other factors like facilities, disability etc.

#### 4. RESEARCH METHODOLOGY

The research technique comprises of an exploratory study to discover the general elements that influence employees' perceptions of well-being policies, followed by a descriptive study using SPSS Software to determine the components that have a significant impact on employee perceptions. Data is collected from employees working in Bangalore under hotel brands using a questionnaire survey. This data is acquired using random and cluster sampling methods. Employees are separated into clusters or groups based on the branch where they work, and employees from each cluster are chosen at random to complete the questionnaire. Then the data is fed into the SPSS software because all questionnaires relating to variables are categorical, a chi-square test is used on them. To determine factor dependency, the results are compared to the Chi-square values in the table. This software allows us to run a variety of tests to assess Mean, Correlation, Dependency, and other properties. Because all of the questionnaires relating to variables are categorical, the data is analysed using the chi-square test.

#### 5. DATA ANALYSIS:

Hypothesis 1: There is a significant relationship between gender and perception of employees towards the factors like Workload distribution, Recognition and Appraisal system, career growth path and including opinions of subordinates in operational decisions, help from the management and various facilities.

Table-1: Gender Vs Factors affecting Perception

Gender Vs Factors	dof	X <sup>2</sup> Cal	X <sup>2</sup> tab	Dependency
Workload distribution across department	4	3.662	9.488	Independent
Recognition and appraisal system	4	2.864	9.488	Independent
Satisfaction of support from management	2	3.634	5.991	Independent
Facilities and Hygiene	4	6.289	9.488	Independent
Career Path	2	3.058	5.991	Independent
Facilitation of equipment	2	5.746	5.991	Independent

Inference: Perceptions about the facilitation of work equipment, workload distribution, appreciation and recognition policies, career development paths and plans, and health and hygiene facilities are gender-independent, so regardless of gender, everyone believes that maintaining and facilitating all requisites is essential and mandatory.

Hypothesis 2: There is significant Relationship between Tenure with the organization and perception of employees towards the factors like Expectation from management on employee, Recognition and Appraisal system, organization culture and including opinions of subordinates in operational decisions, help from the management, fun at work and various facilities including benefits.

Table.2. Tenure in the Organization Vs Factors

Tenure Vs Factors	dof	X <sup>2</sup> Cal	X <sup>2</sup> tab	Dependency
Expectation from the management	4	1.91	9.488	Independent
Recognition and appraisal system	8	10.199	15.507	Independent
Consider suggestions	8	6.832	15.507	Independent
Willingness to reapply for the same job	8	12.606	15.507	Independent
Organizational culture	8	12.243	15.507	Independent
Work Pressure and stress	2	4.292	5.991	Independent
Fun at work	2	2.334	5.991	Independent
Good salary and benefits	4	17.845	9.488	Dependent
Career Path	6	14.98	12.592	Dependent

Inference: Factors like Benefits and salary with included good career growth programs are found to be factors effected by the tenure of people with the organization. Employees perception depends on their experience related to work and career growth benefits they are getting in the organization.

Hypothesis 3: There is significant relationship between Age of the employee and perception of employees towards the factors like Expectation from management, workload distribution, help from the management, Facilitating of equipment and various facilities and benefits.

Table-3: Age Vs Factors effecting Perception

Age of the Employee Vs Factors	dof	X <sup>2</sup> Cal	X <sup>2</sup> tab	Dependency
Expectation from the management	6	5.706	12.592	Independent
Workload distribution across department	12	25.486	21.026	Dependent
Recognition and appraisal system	12	28.14	21.026	Dependent
Consider suggestions	12	17.996	21.026	Independent
Willingness to reapply for the same job	12	14.374	21.026	Independent
Facilities and Hygiene	12	14.02	21.026	Independent
Organizational culture	12	17.516	21.026	Independent
Work Pressure and stress	12	13.41	21.026	Independent
Fun at work	3	5.221	7.815	Independent
Good salary and benefits	12	30.467	21.026	Dependent
Happiness with Job	12	18.54	21.026	Independent

Inference: Perception on policies like workload distribution, Recognition and appraisal system, Good salary and benefit policies are influenced or depended on age whereas rest of the factors are independent. It means that age should also be considered while dealing with above three factors. It doesn't mean others are not influenced by age.

Hypothesis 4: There is significant relationship between department of the employee and perception of employees towards the factors like Expectation from management, workload distribution, help from the management, Facilitating of equipment and various facilities and benefits.

Table-4: Department Relations Vs Factors effecting Perception

Department Vs Factors	dof	X <sup>2</sup> Cal	X <sup>2</sup> tab	Dependency
Expectation from the management	12	18.558	21.026	Independent
Workload distribution across department	12	26.175	21.026	Dependent
Recognition and appraisal system	12	26.01	21.026	Dependent
Consider suggestions	24	37.413	36.415	Dependent
Satisfaction of support from management	24	39.658	36.415	Dependent
Willingness to reapply for the same job	24	26.321	36.415	Independent
Facilities and Hygiene	24	32.954	36.415	Independent
Organizational culture	24	24.141	36.415	Independent
Work Pressure and stress	24	40.692	36.415	Dependent
Fun at work	6	12.794	12.598	Dependent
Good salary and benefits	24	20.209	36.415	Independent
Happiness with Job	24	25.524	36.415	Independent

Inference: Perceptions on policies such as workload distribution, recognition and appraisal systems, consideration of recommendations by superiors, work pressure and stress, fun at work, and perceptions of the organization's career path are influenced or dependent on the department, whilst the remaining aspects are independent. As a result, when dealing with the elements listed above, the department should also be considered. Employee satisfaction should be achieved through diverse strategies for each department. This is not to say that others are not influenced by their age. Others are influenced by age as well, but only to a lesser amount than those mentioned above. Departmental actions have a detrimental impact on employee perception, thus every decision should be carefully considered.

Hypothesis 5: There is significant relationship between disability of the employee and perception of employees towards the factors like Expectation from management, workload distribution, help from the management, Facilitating of equipment and various facilities and benefits.

Table-5: Disability of the Employee Vs Factors effecting the Perception

Disability Vs Factors	dof	X <sup>2</sup> Cal	X <sup>2</sup> tab	Dependency
Expectation from the management	2	3.391	5.991	Independent
Workload distribution across department	4	7.396	9.488	Independent
Recognition and appraisal system	4	7.336	9.488	Independent
Consider suggestions	4	6.545	9.488	Independent
Satisfaction of support from management	4	15.547	9.488	Dependent
Willingness to reapply for the same job	4	3.217	9.488	Independent
Facilities and Hygiene	4	6.756	9.488	Independent
Organizational culture	4	2.96	9.488	Independent
Work Pressure and stress	4	1.053	9.488	Independent

Inference: Perception on policies like Satisfaction of support extended from the management is influenced or depended on disability of employees, whereas rest of the factors are independent. In this hotel 15% of employees with disability which is a considerable fraction of total employees. So, superiors of each department wherever employee with disability is employed, should take proper and extra care of them compared to the normal ones.

### CONCLUSION:

After conducting tests on the collected data, it was discovered that factors such as recognition and appraisals, organisational culture, superior support, employee involvement in departmental decisions, good salaries and benefits, a career development plan, and workload distribution among employees are the most important factors influencing employees' perceptions of the hotel's well-being policies. All of the factors mentioned above have demonstrated independence from age. So, regardless of generation, every employee expects career advancement, attractive perks, and a positive work environment from their employer. Data collection was difficult in this hotel because the majority of the personnel had hearing and speech impairments. A few of them are not well educated. This study is limited to the brands of one hotel in Bangalore, however, it can be expanded to include the brands of that hotel throughout India. The parameters used in this study are based on previous research. If the notion is viewed broadly, numerous other elements may influence employees' perceptions of the organization's policies.

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