

Job-home Conflict Among Concierges in Indian Hospitality Industry: Gender as a Moderator

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Hospitality industry is known for their extended work hours which leads to many issues to concierges such as job- home conflict (JHC). This study examines the factors influencing job vs. home conflict among concierges in Indian hospitality industry. Data was collected from 519 concierges working in different hotels in India and was analysed with factor analysis, correlation, and hierarchical regression. Interaction software is applied to know about the gender moderating effect. The results identified that there is a significant relationship between the factors and job-home conflict. Also, it is observed that factors differ between male and female concierges

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Introduction

India is also viewed as being one in the list of economically developed nations. Currently, India is being influenced by many sophisticated technologies and by multi-cultural groups (Pereira & Malik, 2015). With this, there is an increased need for human resources to be involved in every level of organization (Datta & Agarwal, 2017) especially in the Indian hospitality industry (Khanna, 2012). Therefore, in the hospitality industry, one of the considerable concepts is job vs. home conflict (JHC).

In the hospitality industry, personnel or human resource is considered as a treasure (Khanna, 2012). It is identified that prosperity of hospitality industry depends upon their concierges (Chand, 2016). The work schedules in hotels are based on the shift system and also overtime based on demand (Magnini, 2009). One reason to investigate why many concierges struggle to maintain their work life balance (Kumari, 2021) in hospitality industry is due to JHC.

Although there is the need for feminine behavior in hospitality industry, male coded system is very much required to get occupational achievements. There are still female workers who carry forward their home responsibilities as their prime role. Also, male workers are involved with both job and home roles due to their working spouses. Under these dimensions, we need to know about the moderating role of gender in JHC. Hence, the study is to know about the factors that influence concierge's job vs. home conflict, particularly based on the gender as moderator.

Review of Literature

There are two important domains that characterize every employee's life. They are "job" and "home" (Adrews & Withey, 1976). For many concierges, job and home domain factors are the primary elements that influence JHC. When there is a conflict in any one domain, there will be an adverse effect on the other domain. The outcome of this domain conflict is JHC (Greenhaus & Beutell, 1985). In fact, these factors affect the level of JHC that occurs due to job and home domains. The important factors that influence JHC are job ambiguity, work schedule (Michel, Kotrba, Mitchelson, Clark &

Baltes, 2011), organization support, friendly policies, and personal responsibilities.

Job Ambiguity (JA): In designing jobs, concierges should strive to minimize ambiguity as it is often an antecedent of JHC (Skitmore & Ahmad, 2003). Job ambiguity arises when there are uncertain job tasks and unclear guidance about their work (Andrews & Kacmar, 2001). There would be an increased level of stress and JHC among the concierges who undergo JA (Khan, Wolfe, Quinn, Snoek & Rosenthal, 1964). JA influences concierge job stress, leading to conflict and a decrease in creativity (Tang & Chang, 2010). Hence, as job ambiguity increases, JHC increases. Hence, it can be perceived that there will be an increase in JHC among concierges who experience JA.

H₁: Job ambiguity positively influences the JHC of concierges.

Work Schedule: Work schedules in the hospitality sector are counter cyclical to the work schedules of most other industries. It is because most of the customers visit the hotels during holidays and especially during the week off, that makes the hotels and restaurants look so busy till late at night (Magnini, 2009). Therefore, the higher is the demand for time of employment, the more significant will be the JHC since the employees spend more time at work and not much time on other roles. (Greenhaus & Beutell, 1985). With this, there is a rise in JHC among concierge domains due to the

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ample work demanded in bounded time.

H₂: Work schedule has a positive impact on the JHC of concierges.

Organization Support: Another factor influencing JHC is organization support. According to a recent JHC research, organization support is one of the most effective interventions for reducing JHC (Hammer, Kossek, Yragui, Bodner & Hanson, 2009). Whenever the workers in the company juggle to balance the demands of work, organization support becomes an important reinforcement to manage their tasks (Bagger & Li, 2014). Concierges who experience a high level of JHC, would look for organization support (Hammer, Kossek, Anger, Bodner & Zimmerman, 2011).

H₃: Organization support has a negative influence on JHC of the concierges

Friendly Policies: Another best component to reduce JHC is friendly policies. (Beehr & MC Grath, 2003). Employees will have low JHC if the organization is providing supportive policies. Friendly policies such as arrangements for adaptable working circumstances, baby care centers, and flexi time to meet domestic emergencies can reduce JHC (Doble & Supriya, 2010). Delayed working hours, which include late evenings or nights, rotating shifts, lack of control over work hours, and unpredictable scheduling requirements, are major causes of JHC. But these job features seem to be relevant to the hospitality industry. Swanberg, Werner & McKechnie (2008),

argue that supportive organization friendly policies influence JHC. This means friendly policies have a negative influence on JHC (Henly, Shaefer & Waxman, 2006).

H₄: Friendly policies have a negative influence on JHC of the concierges

Personal Responsibilities: Personal responsibilities are a specific variable that affects JHC. Personal responsibilities have an effect on JHC that depends on demographic characteristics of the concierges. Employees who are married and have children often have increased family demands (Jesse, Lindsey, Jacqueline, Malissa & Boris, 2011). In general, it is identified that concierges whose spouses are employed, face more JHC when compared to those whose spouses are not employed (Gamor, Amissah, Amissah & Nartey, 2017). This level is still high in the case of parents who are working (Gamor et al., 2017; Herman & Gyllstrom, 1977). This is due to the increased workload (Ford, Heinen & Langkamer, 2007). Therefore, it is viewed that if a concierge spends ample time on family/personal responsibilities, their JHC is also high (Keith & Schafer, 1984) in the hospitality industry.

H₅: Personal relationships positively influence JHC of the concierges

Gender as a Moderator

Despite that there are many factors that influence JHC, few studies show that there is gender differentiation among those factors. Due to the changes oc-

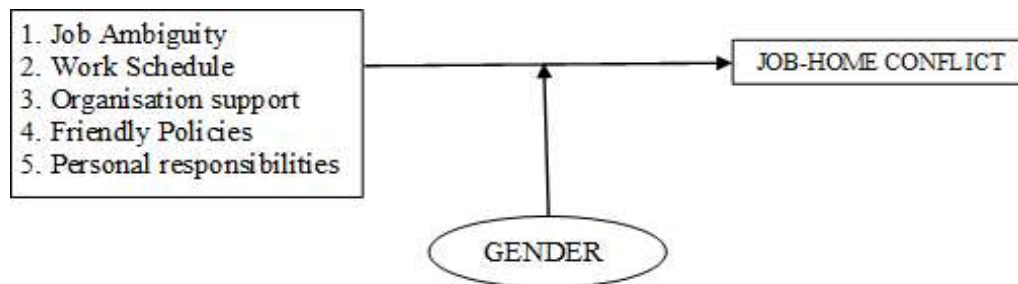
curing in work circumstances and erratic results, the need to extend the study with gender differences has been high. Gender role theory proposes that for male workers, the primary domain is their job, and for female workers, it is their household (Rajadhyaksha, Korabik, & Aycan, 2015). However, these differences may not be found uniformly. Recently, researchers have shown a few pieces of evidence that there is an insignificant bias between men and women.

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This made us make a few changes in the factors of the work domain by drawing on the need to explore gender differences in explaining the moderating role of gender on factors influencing JHC (Brough, O’Driscoll & Kalliath, 2005; Brough, Timms & O’Driscoll, 2014) and the same in the hospitality industry (Blomme et al., 2010). Therefore, depending on the above perspective, there is a contradictory assumption in the work of male and female workers on the factors influencing JHC (Boles, Wood & Johnson, 2003).

H₆: Gender is a moderator for the relations between the factors of JHC and JHC for concierges

Fig. 1 Factors of Job-home Conflict



(Source: Own)

Data Collection

The sample in the study targeted concierges working in various metropolitan cities in India like Bangalore, Hyderabad, Chennai and Kolkata. A total of 332 hotels were identified in the five-star to seven-star rated categories (Ministry of Tourism, Government of India, 2020). Out of these 32 hotels took part in the study. In order to select the respondents

for the study, simple random method is followed. A structured questionnaire is distributed through Google form. Overall, 870 questionnaires were issued in the identified cities of the study. Among them 618 questionnaires were returned. Out of them, 99 were with incomplete data or errors. Ultimately, a total of 519 (49%) concierges were included as the respondents of the study among whom 62.3% were working in 5-star hotels and 37.7% were working in 7- star hotels.

Measures

There were five independent variables (job ambiguity, work schedule, organization support, friendly policies, and personal responsibilities) and one dependent variable (JHC) taken as measurable variables. Gender (coded male as 1 and female as 2) is taken as a moderating variable in the study. With the help of the items developed by Carlson, Kacmear & Williams, (2000) 16 items and Spector (1985) 10 items were identified and used for designing the questionnaire. With the help of Likert five-point scaling technique, each item is measured from strongly agreeing (5) to strongly disagreeing (1). The statistical tools applied in the study were percentages, factor analysis, multiple regression, and correlation for analyzing the results. Cronbach Alpha is applied to check the reliability of the data.

Reliability Analysis

For testing the reliability of the data, Cronbach's Alpha is applied. Table 1 gives the alpha value of the items selected for each variable. The values ranged between 0.714 and 0.817.

Table1 Reliability Analysis

No.	Variables	No. of items	α Value
1.	WS	04	.759
2.	JA	03	.723
3.	OS	05	.782
4.	FP	05	.714
5.	PR	04	.727
10.	JHC	05	.817

Source: Author's Calculations

Results

The demographic characteristics found for the study are gender, marital status, age, experience, income, spouse employment, number of children, and type of family. Majority of concierges belongs to the age group of 21–30 years (54.6%). In terms of income, majority of them (37%) earns between Rs. 51,000 and Rs. 75,000 per month. A sizable part of the respondents (34.2%) has 6-10 years of experience. Gender wise, 53% are males and 46.9% are females. 63.8% of respondents are married, and 36.2% of employees are unmarried. Out of the married respondents, 52% are parents, and 72.3% of the spouses are employed. 66.34% are living in nucleus families.

Descriptive Statistics & Correlation

Table 2 includes descriptive statistics such as mean, standard deviation, and correlation between JHC and variables such as job ambiguity (JA), work schedule (WS), organisational support (OS), friendly policies (FP), and personal responsibilities (PR). It is noticed that there is a positive relationship between JHC and job ambiguity and work schedule and personal responsibilities. Also, it is noticed that there is a negative relationship between JHC and the organization's support and friendly policies.

Factor Analysis

In order to define the variables, factor analysis was performed on the data. The Kaiser-Meyer-Olkin measure of

Table 2 Correlation

	Mean	Std.dev	JA	WS	OS	FP	PR	JHC
JA	3.944	.6924						
WS	3.089	.7899	.138*					
OS	3.468	.6726	-.201***	-.348**				
FP	3.243	.4163	.204**	.248**	.030			
PR	2.705	.6573	.170**	.511**	-.122*	.455**		
JHC	3.245	.8660	.354***	.526***	-.204***	-.385***	.455***	

N=519, JA- Job Ambiguity; WS- Work Schedule; OS- Organization Support; FP- Friendly Policies; PR- Personal Responsibilities; JHC- Job-home conflict;

*Correlation significant at 0.05 level; ** Correlation significant at 0.01; *** Correlation significant at 0.001

Source: Author’s own calculations

Table 3 Factor Loadings

Determinants	Items	Loadings	Eigen Value	% of variance
Work Schedule (WS)	ws-1	0.738	3.135	30.495
	ws-2	0.715		
	ws-3	0.664		
	ws-4	0.559		
Job Ambiguity (JA)	JS-1	0.893	2.853	26.468
	JS-2	0.884		
	JS-3	0.565		
Organization Support (OS)	OS-1	0.845	1.186	11.372
	OS-2	0.830		
	OS-3	0.605		
	OS-4	0.894		
	OS-5	0.606		
Friendly Policies (FP)	FP-1	0.694	1.073	8.186
	FP-2	0.647		
	FP-3	0.629		
	FP-4	0.609		
	FP-5	0.572		
Personal Responsibilities (PR)	PR-1	0.836	1.056	7.606
	PR-2	0.770		
	PR-3	0.770		
	PR-4	0.569		

Source: author’s own calculations

sampling adequacy is 0.689, which is more than 0.5, and Barlett’s test of sphericity, approximate chi-square is 485.573, and significance is 0.000. Hence, the results show appropriate factor analysis of the study.

The data subjected to factor analysis revealed five factors in all, explaining 84.127 of the total variance (Table.3). The extracted communalities ranged between 0.893 and 0.557. Hence, it is understood that factor loadings that are

The five factors influencing JHC derived were work schedule, job ambiguity, organization support, friendly policies, and personal responsibilities.

greater than 0.5 can be considered for defining the factors. Based on the results, the five factors influencing JHC derived were work schedule, job ambiguity, organization support, friendly policies, and personal responsibilities. The output of the factor analysis is given in Table.3.

Hierarchical Regression

Furthermore, to explore the relationships between the factors disclosed in factor analysis with JHC (dependent variable), hierarchical regression is applied

with the help of SPSS 21.0 software to hypotheses 1 to 6. Table 4 brings out the output of hierarchical regression and the influence of JHC, which has gone into the form of 3 stages. Stage 1 is identified by JHC and JHC factors, stage 2 by gender and JHC factors, and stage 3 by a JHC X Gender with JHC factors. A separate hierarchical regression is used to show interaction effects (gender) between the independent items (factors) and dependent item (JHC). The interaction item is obtained by the mean centering procedure (Aiken & West, 1991).

Hypothesis 1 conditioned that job ambiguity positively influences the JHC. It is identified in Table 4, stage 1, (b= 0.110, p<0.001) there is a positive and significant relationship between job ambiguity and JHC. This means H₁ is accepted.

Table 4 Hierarchical Regression Output

Factors of JHC	Stage 1	Stage 2	Stage 3
JS	0.110***	0.117***	0.213***
WS	0.268***	0.083***	0.304***
OS	-0.090***	0.132***	0.356***
FP	-0.135***	0.181***	0.243***
PR	0.341***	0.530	0.124*
Moderator			
Gender		-0.113*	0.142**
Interaction Items			
Gender x JA			0.089***
Gender x WS			-0.126**
Gender x OS			-0.198
Gender x FP			0.058*
Gender x PR			0.065
R ²	0.819	0.715	0.770
Adjusted R ²	0.353	0.256	0.109
F	5.923***	6.543***	3.104***
ΔR ²	0.535	0.256	0.371

N=519, ***p<0.0001, **p<0.01, *p<0.05
 Source: Author’s own calculations

Hypothesis 2 states that work schedule influences the JHC. This is found to be true with the results shown in Table 4, stage 1 ($b = 0.268, p < 0.001$). Therefore, H_2 is accepted.

Given the hypothesis 3 that JHC is negatively influenced by organization support Table 4, stage 1, shows that there is a negative relationship between them ($b = -0.090, p < 0.001$). H_3 is, thus, accepted.

Hypothesis 4 states that there is a negative relationship between friendly policies and the JHC. Given the values in stage 1 of the Table 4, there is a negative relationship between friendly policies and JHC ($b = -0.135, p < 0.001$). Hence, H_4 is acceptable.

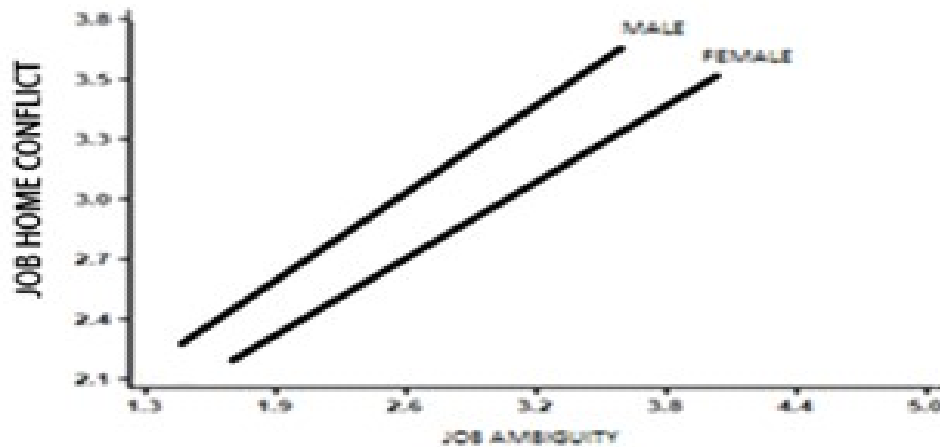
Hypothesis 5 that personal responsibilities positively influence JHC is accepted with the observable values in Table 4, stage 1 ($b = 0.341, p < 0.001$).

And finally, H_6 states that gender moderates the relationship between the factors of JHC and JHC of the concierges. Using interaction software, the gender interaction figures are arrived at as given in Table 4, stage 2, revealing that the gender relationship is significant ($b = -0.113, p 0.05$). Also, the JHC is significantly associated with job ambiguity, work schedule and friendly policies. Hence, it can be said that gender may not possibly moderate every factor of JHC. Thus, it is understood that H_6 is only partially acceptable.

Interaction of gender with JHC Factors

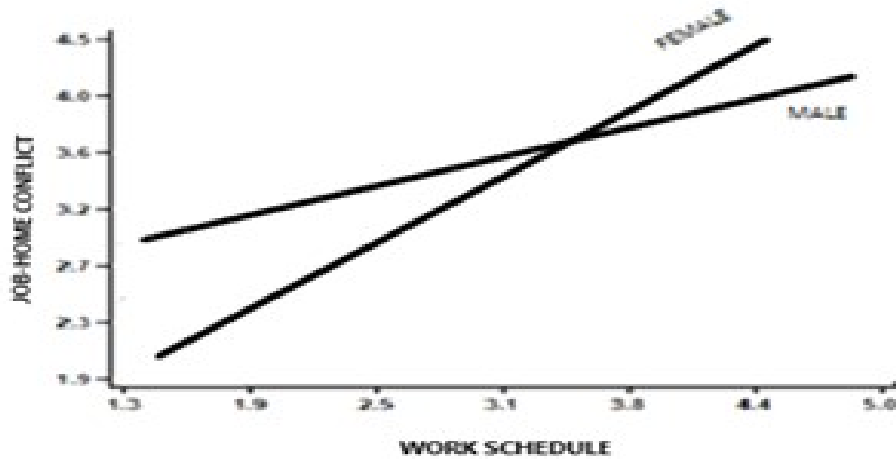
As observed in the analysis, gender moderates JA (job ambiguity), WS (work schedule), and FP (friendly policies) with JHC (figs. 2, 3 & 4). From fig. 2, it is perceived that if job ambiguity is low, JHC is also low for male concierges. In the case of female concierges, if job ambiguity shoots up to a certain extent, then JHC also rises.

Fig. 2 Moderating Effects of Gender & Job Ambiguity



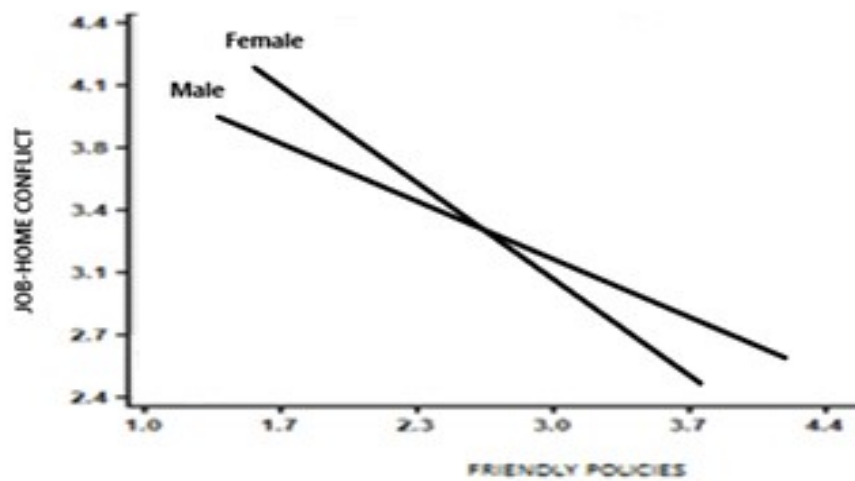
From figure. 3, it is observed that if a work schedule is low, then JHC is also low. In the case of male concierges, it is observed that JHC is slightly higher when compared with female concierges. For female concierges, it is identified that if the work schedule is low, then JHC is low.

Fig. 3 Moderating Effect of Gender & Work Schedule



In the case of fig.4, it is seen that the more friendly policies, the lower the JHC. This is the same in the case of male and female concierges. But it was also observed that, compared with male concierges, females have higher JHC with regard to friendly policies.

Fig. 4 Moderating Effect of Gender & Friendly Policies



Discussion

The current study is aimed at a clear understanding of the factors that influence JHC in the Indian hospitality industry. This study examines the role of factors like job ambiguity, work schedule, organization support, friendly policies, and personal responsibilities in JHC. Here, concierges are considered the most fitting sample for the study as they have been identified with features of their work when compared with other industrial employees. The study has also examined the moderating role of gender, thereby enabling the study to differentiate between genders among concierges. Furthermore, the study explains the gender influence on these factors and the JHC.

Work schedules are positively related to JHC. This is because concierges in the hospitality industry are required to work in different schedules.

In the study, JA showed a positive influence among concierges (Diger, Thatcher & Stepina, 2010). As a result, it has been found that JA influences on the job vs. home with their demands (Batt & Valcour, 2003). It was also noted that work schedules are positively related to JHC. This is because concierges in the hospitality industry are required to work in different schedules when compared with other sectors (Gamor et al., 2017). This might affect their domain roles (Clarkberg & Moen, 2001). If the concierges were provided with an alterna-

tive method of planning their job time schedule, it might decrease their JHC (Magnini, 2009). Another significant factor to be discussed is organization support for JHC (Karatepe & Uludag, 2008). It is observed that there is a negative relationship. For effective results in the job and at home, organization support is required (Batt & Valcour, 2003). Also, friendly policies have a negative relationship with JHC (Gamor et al., 2017). Friendly policies help to reduce JHC among concierges (Gajendran & Harrison, 2007), and also, friendly policies have potential benefits for concierges and hoteliers (Baxter, Janeen, Chesters, & Jenny, 2011). And finally, personal responsibilities, have a positive influence on JHC (Karatepe & Uludag, 2008). To reduce JHC (Ismail, 2008), concierges must have a good relationship with family members such as their spouse, parents, children, and relatives to share their personal responsibilities. It is imagined that concierges in the hospitality industry are susceptible to having a high level of JHC. So, there is a denial influence of these factors on JHC among concierges. Therefore, all the factors considered in the study have a significant relationship with JHC.

The results indicated that gender moderates JHC and its factors.

The results indicated that gender moderates JHC and its factors. And its interaction varies between male and female concierges. It is also noted that gender does not moderate every factor of JHC. Job ambiguity, work schedule,

and friendly policies were also significant with gender interaction. One of the reasons would be the contrast in points of view between the male and female concierges (Kumari, 2021). Another important reason might be the differentiation in male and female roles at job and home (Rupert, et al, 2012). From this, it can be understood that gender may not moderate all the factors of JHC (considered in the study) and their relationship.

Limitations

There are only five factors that are considered for JHC. But there are also factors like stress, psychological work, and work nature that can also be identified as prime factors of JHC. Another limitation of the study is that it focuses only on concierges in the hotel industry as a sample. The sample can be expanded to include hoteliers who come into contact with JHC. But due to pandemic situations and time limitations, the sample is limited to concierges.

Implications

Chand & Ambardar (2020), Kumari (2021), suggested that practices such as organization support and friendly policies would have an impact on JHC as well as organization performance. The hospitality industry should provide active well-being events and friendly programs to reduce their JHC (Ballout, 2008; Kumari, 2021). Moreover, hoteliers should understand the importance of building strategies that reduce JHC. This would lower the consequences, such as turnover and absenteeism (Kumari, 2021). The hos-

pitality industry should provide concierges, especially female concierges, with work ambiguity to plan their work schedule, which might help them to reduce JHC (Magnini, 2009). Also, there is the need to see how both male and female concierges would balance their job and home domain roles. The hoteliers must look into the gender equality system, thereby providing a flexible work system for the female concierges due to their additional personal responsibilities (Gamor, et al., 2017).

Conclusion

JHC is a serious issue in the hospitality industry experienced by concierges. In the current scenario, the hospitality industry has been treated as a big giant at an international level, and the Indian hospitality industry is no exception to it (Chand & Garge, 2017). Many developed countries, like the USA, Korea, UK, etc., have focused their studies on the hospitality industry (Gamor et al., 2017). Among their studies, concentration is given to JHC. This is not the case in countries like India. Hence, there is the need to understand the factors that influence JHC among the concierges working in the Indian hospitality industry.

This study suggests that Indian hotel industry should support concierges to balance their job and home by implementing friendly policies and avoiding long irregular work hours and night shifts for female concierges. The supervisors and managers should support concierges by giving them an option to choose their off

days, helping them out to meet their family emergencies and providing free counseling for family and psychological issues in order to overcome their JHC.

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