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Facilitating or Blurring: Exploring the Influence of Technology on Work-Life Balance in the Indian Hotel Industry

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Abstract

Background: *Hotels are increasingly adopting smart technology to boost operational efficiencies, which has effectively reduced employees' manual workload, it also presents potential negative consequences for work-life balance. Technology's influence on employee work-life balance is critical for addressing emerging stressors, enhancing overall well-being, and improving retention within the hotel industry.* **Objectives:** *This study aims to explore the influence of technology on the work-life balance of Indian hotel industry employees and suggest the scope for improvement concerning the use of technology at the workplace.* **Methodology:** *This quantitative study employed a purposive sampling technique to collect data from 128 hospitality professional working in various departments of the hotel industry across India, via a structured questionnaire. Descriptive statistics summarized respondent demographics, while Spearman's Rank-Order Correlation assessed relationships between technology use perceptions and work-life balance. All analyses were performed using Python.* **Results:** *The study revealed that 52% of respondents agreed or strongly agreed that technological tools contributed to reducing workload, and majority of the participants (64%) responded that it improves communication, and simplifying schedule management. However, the findings also highlighted negative consequences, including increased stress (47%), blurred work-life boundaries (51%), and a perceived pressure to remain constantly available (52%). Therefore, most of the participants propose the introduction of flexible work schedules, automation of routine tasks, and implementation of clear availability guidelines.* **Conclusion:** *Greater flexibility in work schedules, clearer availability guidelines, and the automation of routine tasks emerged as key technological changes preferred for improving employee's work-life balance in the Indian hotel industry.*

Keywords: Work life balance, technostress, hotel industry, technological advancements

Introduction

The evolving nature of work, stimulated by the global reach of commerce, has influenced the perspectives concerning free time, travel, education, and occupations. The hospitality industry is characterized by operational demands that often necessitate extended working hours for its workforce, which are unsocial in nature, and frequently create an imbalance between work and life (Deery & Jago, 2009). The issue related to Work-Life Balance can be traced back to the Second World War, since the entry of women into the workforce (Roberts, 2007), but the terminology has been adopted by the academicians and the modern world after Juliet Schor's work "The Overworked American" in 1991(Schor, 1991). Work-life Balance (WLB) refers to the ability to maintain professional effectiveness and competitiveness, simultaneously fostering a joyful and healthy home environment with adequate leisure (Bharathi & Mala, 2016). The growing focus on work-life balance is a direct result of the intensifying and more demanding work environment. According to Guest (2002) and Deery and Jago (2009)

several factors that contribute to this intensified pressure in the hotel industry include technological advancements, the demand for immediate action, and the focus on customer service, often leading to continuous availability.

To gain a competitive advantage and enhance the guest experience, hoteliers are adopting smart technology such as AI, chatbots, and voice assistants to personalize guest interactions. Self-service kiosks, mobile check-in/ check-out, digital room keys, automated scheduling to track housekeeping tasks, real-time room status updates, concierge services, and many more technologies are being adopted to increase overall operational efficiencies. These technological advancements have not only changed the way businesses are interacting with customers but also reshaped the roles and responsibilities of employees. The automation of functions has reduced the number of manual tasks that employees are required to perform, thereby freeing up their time for other responsibilities. A decrease in manual workload could potentially contribute positively to the work-life balance of hospitality employees.

According to Rosman et al. (2023) smart technologies offer significant advantages to hospitality businesses, which come along with costs for the company, as additional stress on employees (Ivanov & Webster, 2017; Wu et al., 2022), known as "technostress" (Brod, 1982). Weil and Rosen, (1997) defined technostress as "any negative impact on attitudes, thoughts, behaviours, or body physiology that is caused either directly or indirectly by technology." Technological advancements enable hotel employees to extend their work hours beyond the workplace and standard operating times (Bakker & Demerouti, 2017) which creates a discrepancy between the reported work hours and the actual time spent on tasks. The growing integration of automation and artificial intelligence into the hospitality industry could cause anxieties regarding job security among the workforce (Pericleous et al., 2025). This concern about potential job displacement may significantly affect employee well-being and their capacity to maintain a sound work-life balance. Sharif et al. (2025) provide a comprehensive analysis of the dual impact of AI on employee outcomes, specifically well-being and career success. Their study highlights that while AI adoption can enhance operational efficiency, it also introduces challenges such as job insecurity and technostress, which negatively affect employees' mental health and career trajectories.

Bhargava et al. (2021) findings on employee's perceptions of the implementation of "Robotics, Artificial Intelligence, and Automation (RAIA)" in various industries including hospitality, emphasized the importance of continuous learning, upskilling and adaptability for employees to remain employable in the face of technological advancements. A paper by Hassanin et al. (2023) identifies several key stressors, including techno-overload, where individuals struggle with multiple data streams; techno-invasion, which blurs the lines between professional and personal life; techno-complexity, which stems from the intricate nature of modern systems; techno-insecurity, relating to fears of job displacement by technology; and techno-uncertainty, which involves anxieties about constantly evolving technologies. The authors suggest that to mitigate these issues, organizations should focus on integrating job and employee resources. This can be achieved through a supportive work environment, offering training to improve technical skills, and fostering a culture that encourages open communication about technological challenges, to enhance employee well-being and productivity in an increasingly digitized workplace.

Ficapal-Cusí et al. (2025) analysed the effect of sociodemographic factors such as living alone, education level, job tenure, and organization size on the individual level of technostress and categorized respondents into high, moderate, and low-stress level groups. Individuals who experienced high levels of technostress reported a greater sense of role overload and role conflict, reduced life satisfaction, and increased work-family conflict. Högberg, (2021) used the Person-Technology fit model to recognize and examine stressors and anxieties due to digitalization in hotel employees. The research reveals that employees are managing "parallel worlds" of both physical and digital interactions, a task that adds to their workload and disrupts established routines. Technological advancements in hotel industry leads the feeling of being remained into work. This has a particularly strong effect on the work-life balance of employees, as the digital realm blurs the boundaries between their professional and personal lives.

While extensive research exists on work-life balance, a literature review highlights that there is comparatively less information on how technology affects the employees' work-life balance in the Indian hotel industry. Technological advancements in the hotel industry can optimize daily operations and improve workforce efficiency if employees

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can complete their assigned tasks with the help of technology within their scheduled working hours, which could reduce the need for overtime, thereby contributing to a better work-life balance. On the contrary, technological advancements in the Indian hospitality industry may present potential negative consequences for employee work-life balance. Employees may find it challenging to fully disengage from work-related obligations during their free time due to the constant accessibility of mobile devices and email, which can blur the line between work and personal life. Although these technologies aim to enhance flexibility, they may unintentionally contribute to an increased overlap between work and personal life. Therefore, this study seeks to address this gap by focusing on the dual impact of technology, both positive and negative, on the work-life balance of employees in the Indian hotel industry, as outlined in the following objectives.

Objectives:

- To explore the influence of technology on the work-life balance of Indian hotel industry employees.
- To suggest the scope for improvement in the employee's work-life balance concerning the use of technology at work.

Methodology

Research Design: The study is based on a quantitative research design to explore the variables influencing the work-life balance due to the increased use of technology in the hotel industry.

Locale: This study was carried out within various departments of the hotel industry across India.

Sampling Design: A purposive sampling technique was adopted to collect data from 128 participants from various organizations in the hotel industry. The participants worked across various departments, including food and beverages, kitchen, front office, sales, and marketing. The sample included both males and females, married and unmarried. The participants' experience in the hotel industry ranged from 1 year to over 10 years.

Tools and Technique: A structured questionnaire was distributed through Google Forms to collect the primary data. The questionnaire was divided into 4 sections. Section A for collecting the basic information of the participants, included name, gender, marital status, and years of work experience. Section B for usage of technology, which further helped to collect data on the type of software application the employee was mostly using, the level of comfort and challenges encountered by the employee, and training imparted to the employee by the organization. Section C collected data on the influence of technology on work-life balance with the help of a Likert Scale ranging from 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strongly Agree). Section D generated data on the scope and suggestions for improvement in bringing about a positive work-life balance.

Data Analysis and Statistical Analysis: All the statistical analysis was carried out using the Python programming language. Descriptive statistics were used to summarize the demographic profile of the respondents. Frequencies and percentages were calculated and visualized using pie charts. For the Likert Scale variables, response distributions were analyzed to understand general trends in employee perceptions of technology use. These descriptive insights helped identify patterns and informed the subsequent correlation and comparative analyses. To examine the relationships among employee perceptions of technology use and its impact on work-life balance, Spearman's rank-order Correlation was performed. This method was selected due to the ordinal nature of the Likert Scale responses and its suitability for assessing monotonic relationships without assuming normal distribution.

The analysis included ten Likert Scale variables covering key areas such as workload reduction, communication improvement, schedule management, work-life boundary blurring, stress, skill adaptation, and perceived impact on work-life balance. These responses were numerically coded from 1 (Strongly Disagree) to 5 (Strongly Agree). A correlation matrix was generated to show the strength and direction of associations between variables. P-values were computed to assess the statistical significance of each correlation between the Likert Scale variables. Correlations with p-values exceeding 0.05 were marked with an asterisk (*) in the heat-map, indicating a lack of statistical significance and thus interpreted as non-significant or reflecting no meaningful correlation.

Results and Discussion

Demographic representation of the respondents: The results of the analysis begin with a description of the

demographic distribution of respondents. Table 1 presents the proportions across gender, marital status, department, and work experience. The sample exhibited a relatively balanced gender distribution, with a slight majority of female respondents (55.5%) compared to males (44.5%). A notable proportion of participants were unmarried (68.8%), while the rest were married. Participants came from various departments, and to facilitate clarity, departments with fewer than seven respondents were aggregated under the category "Others." Most participants reported having one to three years of experience (35.9%), followed by those with less than one year (21.1%).

Table 1: *Distribution of Participants by Gender, Marital Status, Department and Work Experience*

Category / Value	Frequency	Percentage (%)
Gender		
Female	71	55.5%
Male	57	44.5%
Marital Status		
Unmarried	88	68.8%
Married	40	31.2%
Department		
Food & Beverage Service	25	19.5%
HR Department	20	15.6%
Kitchen	18	14.1%
Sale & Marketing	17	13.3%
Front Desk/Reception	15	11.7%
Others	33	25.8%
Experience		
Less than 1 year	27	21.1%
1–3 years	46	35.9%
4–6 years	18	14.1%
7–10 years	15	11.7%
More than 10 years	22	17.2%

Perceptions of technology in the workplace: To assess perceptions of technology in the workplace, Likert Scale responses were grouped into three thematic categories: technology impact on work efficiency, influence on work-life boundaries and stress and perceived risks and adaptation.

In the first group, which focused on the impact of technology on work efficiency, most participants either agreed or strongly agreed that technological tools contributed to workload reduction, enhanced ease of communication, and improved scheduling (Table 2). This suggests that technology is generally perceived as a facilitator of operational efficiency in the workplace.

Table 2: *Perceptions of Technology's Impact on Work Efficiency*

Question	Strongly Agree n (%)	Agree n (%)	Neutral n (%)	Disagree n (%)	Strongly Disagree n (%)
Tech Workload Reduction	28 (21.9%)	39 (30.5%)	23 (17.9%)	24 (18.7%)	14 (11%)
Tech Communication Improvement	36 (28.1%)	46 (35.9%)	22 (17.2%)	13 (10.2%)	11 (8.6%)
Tech Schedule Ease	35 (27.3%)	43 (33.6%)	23 (18%)	10 (7.8%)	17 (13.3%)

The second group addressed the influence of technology on work-life boundaries and stress. Here, the responses were more dispersed, reflecting mixed experiences (Table 3). A substantial number of participants expressed agreement or neutrality regarding technology-induced availability and the blurring of work-life boundaries. Notably, the perceived impact of technological stress showed a balanced distribution across agreement and disagreement levels, indicating variability in how individuals experience stress related to digital tools.

Table 3: *Perceptions of Technology's Influence on Work-Life Boundaries and Stress*

Question	Strongly Agree n (%)	Agree n (%)	Neutral n (%)	Disagree n (%)	Strongly Disagree n (%)
Tech Work Life Blur	32 (25%)	33 (25.8%)	37 (28.9%)	15 (11.7%)	11 (8.6%)
Tech Induced Availability	23 (18%)	44 (34.4%)	28 (21.9%)	23 (18.0%)	10 (7.8%)
Tech Stress Impact	24 (18.8%)	36 (28.1%)	31 (24.2%)	19 (14.8%)	18 (14.1%)

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The third category examined perceived risks and adaptability in response to technology. Most respondents agreed or strongly agreed that they could adapt to new technological demands (Table 4). Although a moderate concern was expressed about job replacement by technology, the perceived positive impact of technology on work-life balance was more frequently acknowledged than its negative counterpart.

Table 4: *Perceptions of Job-related Risks and Adaptability Associated with Technology*

Question	Strongly Agree n (%)	Agree n (%)	Neutral n (%)	Disagree n (%)	Strongly Disagree n (%)
Job Replacement Concern	14 (10.9%)	28 (21.9%)	33 (25.8%)	26 (20.3%)	27 (21.1%)
Tech Skill Adaptation	34 (26.6%)	39 (30.5%)	25 (19.5%)	15 (11.7%)	15 (11.7%)
Positive Tech Impact Work Life Balance	31 (24.2%)	35 (27.3%)	36 (28.1%)	16 (12.5%)	10 (7.8%)
Negative Tech Impact Worl Life Balance	11 (8.6%)	29 (22.7%)	38 (29.7%)	31 (24.2%)	19 (14.8%)

Correlation analysis: To explore the relationships between employee's perception of technology use and its influence on work-life balance in the Indian hospitality industry, Spearman correlation analysis was conducted on ten Likert-scale variables. These variables captured perceptions related to workload reduction, communication improvement, ease of schedule management, boundary blurring between work and personal life, induced availability, stress levels, skill adaptation and overall positive or negative impact of technology on work-life balance. The correlation heat-map (Figure 1) indicated several noteworthy associations among employee perceptions of workplace technology. A moderate positive correlation was observed among the variables reflecting technology's role in reducing workload, improving communication, and easing schedule management.

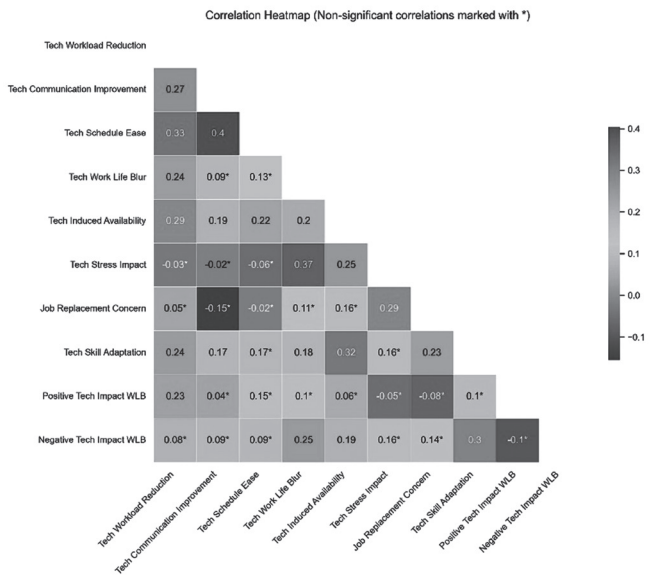

Figure 1: *Correlation Heat-Map Showing Relationships Between Technology-Related Perceptions and Work-Life Balance Factors*

** Indicate Correlations that are Not Statistically Significant at the 0.05 Level*

This pattern suggests that employees who recognized technology as helpful in one functional area were likely to perceive similar benefits in related domains, reinforcing the notion that efficiency-enhancing technologies tend to generate broad-based positive evaluations. Additionally, the perception that technology has blurred work-life boundaries was positively associated with feelings of increased availability outside working hours and elevated stress levels. This points to the potential psychological toll of constant connectivity, where digital tools that enable flexible work can also foster a sense of persistent obligation, thus contributing to a perceived Intrusion into personal time.

The data also revealed that concern about job replacement due to technology was positively correlated with both stress and negative impacts on work-life balance. This indicates that individuals who are apprehensive about being replaced by technological systems may experience heightened psychological strain and a more negative view of technology's influence on their well-being. Conversely, those who believed that technology contributed positively to their work-life balance tended to report fewer instances of work-life boundary blurring and lower stress, suggesting a more

integrated and manageable experience with digital tools in their professional lives.

Overall, the correlation findings underscore a dual narrative: while many employees acknowledge the productivity benefits of workplace technology, its pervasive presence can also contribute to stress and work-life imbalance when not strategically regulated. These results highlight the need for organizations to implement supportive policies and usage norms that enhance the advantages of technology while minimizing its disruptive potential on employee well-being.

Preferred changes to improve work-life balance: The participants were asked to suggest the multiple changes they would prefer to improve their work-life balance through the use of technology. The table 5 presents the distribution of their responses. The most frequently cited suggestion by all participants was the provision of more flexible work schedules, indicating a strong desire for adaptable and accommodating work arrangements.

The next most common preferences were the automation of routine tasks to reduce workload (63.3%) and the establishment of clearer availability guidelines (60.2%). These highlight employee's expectations that technology should both streamline responsibilities and protect personal boundaries outside of working hours. Only a small number of respondents (7%) stated that no changes were needed. This underscores a consensus among employees for improvement in how workplace technology is implemented to support work-life balance.

Table 5: *Preferred Technology-Related Changes Suggested by Employees to Improve Work-Life Balance*

Preferred Tech Change	Frequency	Percentage
Automatic routine tasks	81	63.3%
Clear availability guidelines	77	60.2%
Flexible work schedules	128	100%
No changes needed	9	7%

In summary, the findings of this study effectively address the stated objectives through a comprehensive analysis of employee perceptions and suggestions for improvement regarding workplace technology use in the hotel industry.

Concerning the first objective, to explore the influence of technology on the employees of the Indian hotel industry, the study revealed that employees generally perceive technology as a valuable tool for enhancing operational efficiency. The majority of respondents agreed that technological tools contributed to reducing workload, improving communication, and simplifying schedule management. However, the data also highlighted negative consequences, including increased stress, blurred work-life boundaries, and a perceived pressure to remain constantly available. This result is consistent with previous study by Yasin et al. (2021) According to correlation analysis, employees who experienced higher levels of stress were more likely to report technology-induced work-life imbalance and concerns about constant connectivity, indicating that the benefits of technology are accompanied by notable psychological trade-offs, and this is in accordance with Bencsik and Juhasz (2023) findings.

Addressing the second objective, to suggest the scope for improvement in employee's work-life balance through technology, participants were invited to propose changes that would enhance their experience. The most frequently suggested improvements were the introduction of flexible work schedules, which is consistent with previous findings of Gupta and Nagariya (2025), automation of routine tasks, and implementation of clear availability guidelines (Singh & Amandeep, 2018). These suggestions align with the correlation findings, which indicated that higher stress levels were associated with greater work-life boundary blurring and a perceived lack of control over technology use. Only a small number of respondents indicated that no changes were needed. Collectively, these preferences emphasize the need for intentional employee's centred technological policies that not only boost productivity but also address stress related concerns and protect work-life boundaries. This finding is aligned with Shi and Gordon (2020) study.

Thus, the study comprehensively fulfils its objectives, offering actionable insights into how technology shapes employee experiences in the hospitality sector and highlighting pathways for more balanced and sustainable integration.

Conclusion

The present study explored the influence of technology on work-life balance among the employees in the Indian hotel industry across various departments. The research

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demonstrates that technological advancements act as a facilitator by promoting workload reduction and enhancing the ease of communication. Furthermore, the study highlighted the blurring effect of technology on work-life balance. The findings indicated an increased amount of stress among employees, largely due to the expectation of availability for work-related communication, even outside of official working hours. This constant connectivity, while offering flexibility, inadvertently erodes personal time and contributes to heightened pressure. The study further revealed an additional source of stress among hospitality employees: the perceived threat of job displacement by future technology. This apprehension about automation potentially replacing human roles adds another layer of anxiety to an already demanding profession.

This study also sheds light on employee's preferred technology-related changes within the Indian hotel industry that could significantly enhance their work-life balance. Specifically, the findings highlighted a strong desire for greater flexibility in work schedules and clearer guidelines regarding availability, along with the automation of routine tasks. These insights underscore how strategic technological integration, guided by employee input, can be a powerful tool for developing a healthier work-life equilibrium

The present study focused on exploring the relationship between technology and work-life balance among the employees of various departments in the Indian hotel industry. There is a scope for future research on the effectiveness of various organizational interventions aimed at mitigating the negative effects of technology on work-life balance, particularly within the Indian context. The study proposes to implement and enforce policies that establish clear boundaries for communication hours and promote digital detox initiatives that encourage employees to disconnect from work-related devices during their personal time. The industry should invest in reskilling and upskilling programs for employees, helping them to understand how their roles might evolve and identify pathways for growth within a more technologically integrated industry. Prioritizing the automation of repetitive tasks and utilizing a flexible work schedule will free up employees from more engaging and stressful work, giving them greater control over their hours. Implementing these recommendations will not only benefit the employee's well-being but also directly translate into tangible business advantages for the Indian hotel industry, including improved operational efficiency, higher service quality, and a stronger, more resilient workforce.

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