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Assessing Work-Life Balance Patterns in the Hotel Sector: A Cluster-Based Examination of Employee Groups and Their Demographic Homogeneity

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ABSTRACT

Purpose: Work-life balance (WLB) remains a persistent concern in the hotel sector, where irregular work hours, leave, work shifts and emotionally intensive service roles place employees under constant pressure. In today's context there is need to address the work life balance practises in this sector for quality human resource availability and retention. The study helps to identify the work life patterns, through cluster-based examination of employees working in hotel sector of Uttar Pradesh, India.

Design/Methodology/Approach: The quantitative exploratory research is conducted, based on 323 responses as primary data, out of 191 were be found relevant and used for this. This study examines WLB patterns among hotel employees across India using a nine-item scale tested for its psychometric strength. A single, well-defined factor emerged and the instrument showed excellent reliability. K-means clustering based on WLB scores produced three employee groups: those achieving moderate balance, those experiencing positive spillover across domains and a noticeably large segment facing continuous conflict.

Findings: Gender and hotel category were significantly associated with cluster membership, while job level showed no meaningful relationship. Women and employees working in luxury and full-service hotels were considerably more likely to fall into the low balance cluster. These findings highlight the need for targeted interventions rather than generalised well being programmes within the sector. The data was arranged and analysed using statistical tests such as Exploratory Factor Analysis, correlation analysis, Chi square tests, Welch's ANOVA and Kruskal Wallis tests to interpret the findings.

Originality/Value: The proposed study helps to understand the work life balance among employees of different job levels belongs to budget, mid-range, full service and luxury hotels. The research study deals about the role of demographic factor, job level and hotel category on the employees work and personal life balance. The conclusion of the study is relevant and useful for employees as well aa management of the existing and upcoming hotels in Uttar Pradesh. It is also useful for academicians and professionals engaged in hotel management practises.

Paper Type: Empirical Research Paper

KEYWORDS: Work Life Balance | Gender | Hotel Category | Job Levels | Cluster Membership

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Introduction

Employees in the hotel sector frequently navigate long hours, unpredictable workloads and continuous guest interaction, conditions that make balancing work and personal life particularly challenging. Many staff members report difficulties in maintaining family routines or securing time for rest and these strains often appear in turnover trends, absenteeism and job dissatisfaction.

Although WLB has been widely explored in academic literature, most studies focus on its predictors or consequences. Much less attention has been given to how balance varies within the workforce itself. Two employees working in similar roles may experience the same organisational environment very differently. To address this gap, the present study uses a validated WLB scale together with data driven clustering techniques to identify distinct employee groups based on their balance experiences.

Understanding these differences is important for human resource strategy. Assumptions that senior employees cope better with strain, or that experience naturally strengthens resilience, do not always hold true. Gender roles and organisational expectations also shape how people absorb stress. This study therefore analyses both the psychological structure of WLB and the demographic/organisational factors associated with differing balance profiles.

Literature Review

Work-life balance (WLB) refers to an individual's ability to manage responsibilities across work and non-work domains while sustaining well being. Greenhaus and Allen (2011) emphasise that balance involves both time allocation and the psychological experience of personal roles. Guest (2017) highlights the importance of organisational policies in creating supportive environments that minimise conflict.

Hospitality research consistently acknowledges the strain created by irregular schedules, extended workdays and sustained emotional labour. Deery and Jago (2015) reported that these conditions frequently disrupt personal routines and spill over into home life. Studies within India, such as Sharma and Tiwari (2018), echo these concerns. Emotional labour particularly the requirement to maintain consistent professionalism creates additional fatigue (Kar & Misra, 2019).

However, WLB is not solely defined by conflict. Positive spillover occurs when experiences in one domain enrich functioning in another. Carlson et al. (2000) and Casper et al. (2018) show that work derived skills or confidence can enhance family life, while family support can strengthen workplace resilience (Rozer et al., 2017; Gupta & Joshi, 2020). For this reason, the WLB instrument used in the present study incorporates both conflict based and enrichment based items.

The literature suggests that WLB varies substantially across employees and that demographic and organisational contexts shape this variation. This provides the foundation for exploring how balance clusters differ across hotel categories, job levels and gender.

Table 1: Work–Life Balance Items with Construct Mapping and Citations

WLB Item	Construct Captured	Citations
My job frequently prevents me from spending time with my family and friends.	Time based work → family conflict; interference of work schedules with personal routines	Deery & Jago (2015); Sharma & Tiwari (2018)
The demands of my work often make it difficult to fulfil family responsibilities.	Work role overload reducing fulfilment of family responsibilities	Greenhaus & Allen (2011); Sharma & Tiwari (2018)
After my work shift, I am usually too tired to participate in family or leisure activities.	Fatigue based spillover from work to non work domain	Kar & Misra (2019); Deery & Jago (2015)
Personal or family problems sometimes reduce my effectiveness at work.	Family → work interference; effect of domestic pressures on work focus	Rozer et al. (2017); Gupta & Joshi (2020)
I sometimes miss important work tasks because of family responsibilities.	Family demands disrupting professional functioning	Carlson et al. (2000); Rozer et al. (2017)
Family responsibilities occasionally prevent me from being fully focused at work.	Cognitive distraction due to family responsibilities (cross-domain role strain)	Greenhaus & Allen (2011); Gupta & Joshi (2020)
Experiences at work provide me with energy that helps me enjoy my personal life.	Positive enrichment from work → family; emotional/skill gain	Casper et al. (2018); Carlson et al. (2000)
My family life gives me emotional strength that improves my work performance.	Positive enrichment from family → work; emotional support generating work effectiveness	Rozer et al. (2017); Gupta & Joshi (2020)
My job provides skills or experiences that help in managing my personal life.	Resource transfer; competency development across domains	Carlson et al. (2000); Casper et al. (2018)

Methodology

Research Design and Data Collection

A quantitative, exploratory approach was adopted to understand patterns of WLB among hotel employees. Data were collected through a structured questionnaire circulated to hotels across Uttar Pradesh India. Out of 323 responses received, 291 usable ones remained after screening. The sample included employees from different job levels and from budget, mid range, full service and luxury hotels.

The WLB scale contained nine items six focusing on conflict between work and home and three examining positive spillover. Responses were captured using a Likert scale. Reverse coded items were adjusted before analysis.

The psychometric properties of the scale were tested first. Exploratory Factor Analysis (Principal Axis Factoring with Varimax rotation) was used to examine dimensionality. Reliability was calculated using Cronbach's alpha.

After confirming that the scale behaved as expected, K means clustering was applied to the standardised WLB scores. Chi square tests, Welch's ANOVA and Kruskal Wallis tests were then run to examine whether the clusters differed by gender, job level or hotel category. All analyses were conducted in SPSS.

Work Life Balance Scale

The nine item WLB scale included six conflict-oriented items (reverse coded) and three enrichment-oriented items. Responses were recorded on a Likert scale. Reverse coded values were adjusted for analysis.

Items:

W1. My job frequently prevents me from spending time with my family and friends. (reverse coded)

W2. The demands of my work often make it difficult to fulfil family responsibilities. (reverse coded)

W3. After my work shift, I am usually too tired to participate in family or leisure activities. (reverse coded)

W4. Personal/family problems sometimes reduce my effectiveness at work. (reverse coded)

W5. I sometimes miss important work tasks because of family responsibilities. (reverse coded)

W6. Family responsibilities occasionally prevent me from being fully focused at work. (reverse coded)

W7. Experiences at work provide me with energy that helps me enjoy my personal life.

W8. My family life gives me emotional strength that improves my work performance.

W9. My job provides skills or experiences that help in managing my personal life.

Next, the analysis proceeded to classify respondents into meaningful employee groups based on their work life balance profiles. After applying K means clustering to the standardized WLB items (w1 w9), a three-cluster solution was identified as the most coherent, offering both statistical stability and conceptual clarity. The centroids of these clusters, representing the mean standardized value for each item, served as the foundation for interpreting the psychological characteristics of the groups. These centroid patterns helped differentiate employees experiencing relatively high, moderate, or low levels of work life balance, consistent with methodological recommendations in clustering research (Jain, 2010; MacQueen, 1967).

To visually depict cluster membership, a two dimensional representation was required. Because the nine WLB variables cannot be directly plotted in a 2 D space, Principal Component Analysis (PCA) was employed solely for visualization purposes. PCA transformed the nine correlated items into two principal components (Dim1 and Dim2), capturing the greatest amount of variance possible while allowing for a clear graphical display. Each participant received coordinates based on these components, enabling their placement within a scatterplot where K means clusters were distinguished through colour coding (Jolliffe, 2002; Abdi & Williams, 2010).

It is important to note that PCA does not influence the clustering results; it merely supports their visual interpretation. Because PCA axes may rotate or reflect depending on computational solutions, the sign and orientation of Dim1 and Dim2 have no substantive meaning. As a result, a cluster representing higher WLB may appear on the negative side of a PCA axis, despite having positive centroid values on the original standardized variables. Following established guidance, cluster interpretation in this study relied exclusively on the centroid profiles derived from the nine item WLB scale, not on the positioning of clusters within the PCA scatterplot (Lever, Krzywinski, & Altman, 2017).

A more intuitive understanding of the three clusters emerged from evaluating how centroid values moved across the standardized items. Because the variables were z scored, values close to zero reflected average WLB experiences, positive values indicated stronger work life balance and negative values pointed toward comparatively poorer balance. This framework allowed the psychological contours of each cluster to be described in a meaningful and analytically grounded way.

Analytical Procedures

Three major stages were followed:

1. **Psychometric Testing:** Exploratory Factor Analysis (Principal Axis Factoring; Varimax) and reliability testing (Cronbach's α).
2. **Cluster Formation:** K means clustering using standardised WLB scores.
3. **Association and Group Differences:** Chi square tests, Welch's ANOVA and Kruskal Wallis tests to examine demographic and organisational linkages.

SPSS was used for all statistical calculations.

Data Analysis

The analysis proceeded in three stages. First, the psychometric robustness of the WLB scale was evaluated. Exploratory Factor Analysis using Principal Axis Factoring with Varimax rotation verified a single factor structure and excellent sampling adequacy. Cronbach's alpha confirmed the internal consistency of the scale. Second, K means clustering was applied to standardised WLB scores to identify distinct segments of employees based on their balance profiles. Finally, chi square tests and variance-based comparisons (Welch's ANOVA and the Kruskal Wallis test, with post hoc procedures where applicable) were used to examine whether gender, job level or hotel category were associated with cluster membership. All statistical procedures were carried out using SPSS.

Table 2: Exploratory Factor Analysis

Factor Loadings		
	Factor	
	1	Uniqueness
w1	0.837	0.299
w2	0.864	0.254
w3	0.806	0.35
w4	0.862	0.257
w5	0.863	0.256
w6	0.842	0.292
w7	0.831	0.309
w8	0.826	0.318
w9	0.828	0.314

Note. 'Principal axis factoring' extraction method was used in combination with a 'varimax' rotation

Table 3: Summary of Factor Statistics

Summary of Factor Statistics			
Factor	SS Loadings	% of Variance	Cumulative %
1	6.35	70.6	70.6

Table 4: Bartlett's Test of Sphericity

Assumption Checks		
Bartlett's Test of Sphericity		
χ^2	df	p
2290	36	<.001

Assumption Checks: Bartlett's Test of Sphericity was significant ($\chi^2 = 2290$, df = 36, $p < .001$). KMO = 0.968 with individual MSAs between 0.963 and 0.975.

Table 5 : KMO Measure of Sampling Adequacy

KMO Measure of Sampling Adequacy	
	MSA
Overall	0.968
w1	0.966
w2	0.964
w3	0.975
w4	0.963
w5	0.965
w6	0.965
w7	0.971
w8	0.969
w9	0.972

Eigenvalues
Scree Plot

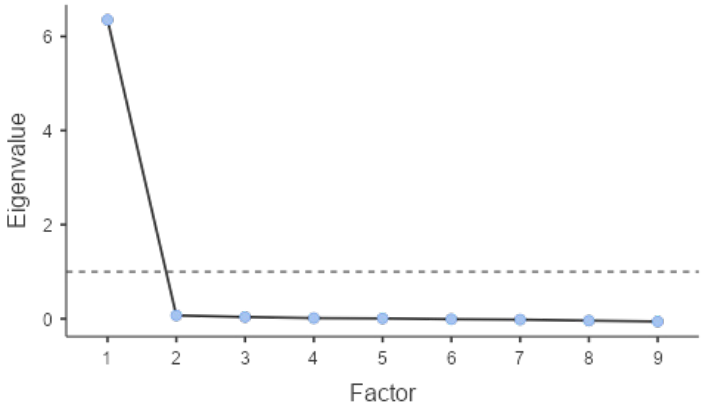

Figure 1: Scree Plot

Table 6 : Reliability Analysis

Scale Reliability Statistics	
	Cronbach's α
scale	0.956

To examine the dimensionality of the Work Life Balance (WLB) scale, an Exploratory Factor Analysis was conducted using Principal Axis Factoring with Varimax rotation. Preliminary tests confirmed the suitability of the dataset for factor extraction. Bartlett's Test of Sphericity was statistically significant, χ^2 (36) = 2290, $p < .001$, indicating

sufficient intercorrelation among items. Sampling adequacy was excellent, as reflected in the overall KMO value of 0.968, with all individual MSAs exceeding 0.963.

The nine WLB items clearly converged onto a single latent factor, exhibiting strong loadings ranging from .806 to .864, with low uniqueness values between .254 and .350. This single factor explained 70.6% of the total variance, supporting the uni dimensionality and psychometric strength of the scale in the present sample. The results confirm that WLB operates as a coherent construct, allowing its use for further segmentation analysis.

Scale Reliability

Following the extraction of a single factor in the Exploratory Factor Analysis (EFA), the internal consistency reliability of the nine item Work Life Balance (WLB) Scale was assessed using Cronbach's Alpha. The results indicated excellent reliability for the scale. The calculated Cronbach's Alpha value was .956, which is significantly above the generally accepted threshold of 0.70 for research instruments. This high value confirms the homogeneity of the nine items and their effectiveness in consistently measuring the underlying construct of Work Life Balance.

The clustering procedure identified three psychologically meaningful employee segments that differed distinctly in their Work Life Balance (WLB) profiles. These segments reflect not only varying levels of balance but also different ways in which employees negotiate the boundaries between their work and family lives. Understanding the composition of these clusters offers valuable insight into the internal diversity of experiences within the hotel's workforce, where long hours and emotional demands often shape personal well-being in complex ways.

An examination of the centroid patterns revealed clear contrasts among the three groups. Cluster 2 displayed consistently high positive values across all nine WLB items, indicating a group characterised by strong balance, low conflict and access to substantial emotional and relational resources. In contrast, Cluster 3 showed negative scores throughout, signalling ongoing work family interference, emotional fatigue and limited enrichment from either domain. Cluster 1 fell near the midpoint on all items, representing employees who maintain a moderate or coping oriented balance without pronounced enrichment or strain.

Table 7: K means Clustering (Work Life Balance Construct)

Centroids of clusters Table									
	w1	**w2**	**w3**	**w4**	**w5**	**w6**	**w7**	**w8**	**w9**
1	0.213	0.243	0.113	0.275	0.245	0.173	0.044	0.292	0.169
2	1.053	1.049	1.078	1.02	1.029	1.033	1.13	0.98	1.048
3	0.961	0.981	0.902	0.985	0.968	0.916	0.889	0.967	0.924

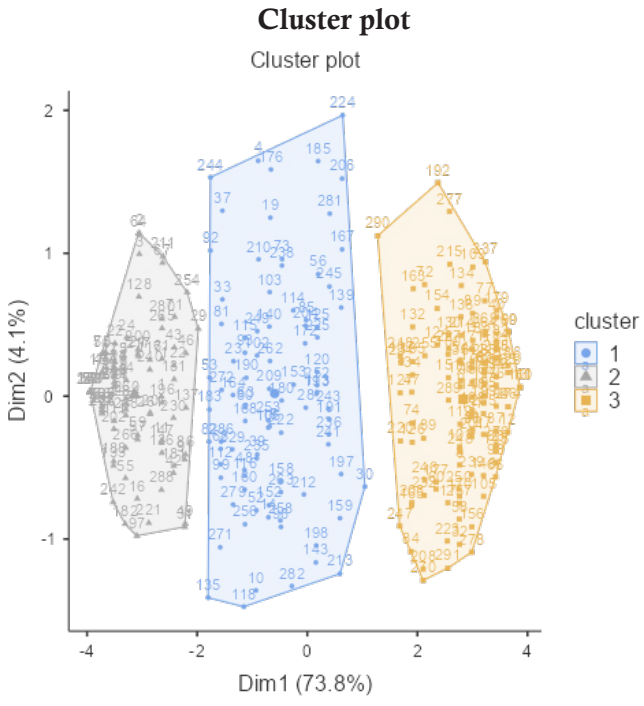

Figure 2: Cluster Plot

This interpretation was strengthened by accounting for item directionality within the WLB measure. Items w1 w6, which were reverse coded, reflect levels of conflict; higher values therefore suggest reduced interference between work and family, while lower values indicate tension and spillover. Items w7 w9, by contrast, capture positive enrichment; higher scores signify supportive spillover and emotional gain. When viewed through this framework, Cluster 2 reflects a profile of low conflict paired with high enrichment, Cluster 3 reflects high conflict combined with low enrichment and Cluster 1 corresponds to a balanced but unspecialised adaptive state.

These distinctions are consistent with well established perspectives in occupational and organizational psychology. The three resulting profiles—high resilience, adaptive coping and strain dominated—emerge directly from empirical centroid characteristics rather than subjective interpretation. This alignment reinforces theoretical expectations regarding how individuals differ in their ability to manage competing role demands and leverage supportive resources (Hair, Black, Babin, & Anderson, 2010; Edwards & Rothbard, 2000; Kossek & Ozeki, 1998).

Cluster 2: Positive Spillover & High Balance Group (n = 87)

This segment comprises the employees reporting the most favourable WLB experience. Their work and family lives appear to reinforce each other rather than compete. Experiences at work help them feel energized in personal life, while family support enhances their work effectiveness. Individuals in this cluster show minimal signs of conflict and strong indicators of emotional resilience, suggesting that they have access to personal, organisational, or social resources that enable them to maintain a healthy lifestyle despite the demanding nature of hotel sector work. In essence, this is a group that not only balances multiple roles successfully but experiences meaningful benefits from doing so.

Cluster 3: Strained & Conflict Driven Group (n = 115)

As the largest segment, this cluster highlights a crucial challenge for organisations in the sector. Employees within this group report persistent interference between their work and personal responsibilities, with work pressure spilling into the home domain and personal constraints reducing workplace performance. Fatigue after work, missed family experiences and ongoing role conflict are prominent characteristics. Members of this cluster demonstrate low emotional energy, reduced psychological resources and a high likelihood of stress and burnout. The size of this group indicates that WLB strain is not an isolated concern but a structural issue affecting a significant proportion of hotel sector employees.

Table 8: Different Cluster

Cluster	Recommended Label	Meaning	WLB Level	Count
Cluster 1	Adaptive Balancers	Employees who maintain a manageable balance despite work pressure	Moderate	89
Cluster 2	Positive Spillover & High Balance Group	Employees who benefit from supportive and mutually reinforcing work family dynamics	High	87
Cluster 3	Strained & Conflict Driven Group	Employees experiencing persistent work family conflict and depleted well being	Low	115

The clustering procedure yielded three groups with distinct WLB profiles. The first, consisting of 89 employees, showed moderate levels of balance. They occasionally dealt with work family interference but generally kept things manageable. The second group, with 87 employees, displayed high balance and noticeable positive spillover. The third and largest group (n = 115) struggled with frequent conflict and fatigue.

Cluster 1: Adaptive Balancers (n = 89)

Employees in this segment represent a moderate or transitional WLB profile. Their responses indicate that while work occasionally interferes with personal engagements, they are generally able to manage both domains without feeling overwhelmed. Members of this group neither flourish nor struggle intensely. They maintain a workable degree of equilibrium by adjusting to fluctuating demands and by absorbing temporary overloads without major disruptions to their family life or job performance. This cluster reflects individuals who cope reasonably well but do not derive particularly strong emotional enrichment from either domain.

Summary Interpretation of Clusters found

Taken together, the three clusters make it clear that employees in the hotel sector do not share the same experience of work life balance. A small group appears to manage both domains with relative ease, drawing strength from positive interactions at work and at home. A sizeable number, however, finds it difficult to keep the two worlds from colliding, often feeling drained or stretched thin. Between these two ends lies a group that copes reasonably well most of the time but slips into strain when demands rise. What these patterns show is that WLB is shaped less by simple demographic labels and far more by the emotional realities, pressures and personal circumstances that employees bring to their roles.

Table 9: Contingency Tables

Gender			
Cluster	**Female**	**Male**	**Total**
3	78	37	115
2	15	72	87
1	20	69	89
Total	113	178	291

Job Level				
Cluster	**Manager (strategic level)**	**Supervisor (Tactical)**	**Front line**	**Total**
3	40	29	46	115
2	23	35	29	87
1	24	30	35	89
Total	87	94	110	291

Hotel Category					
Cluster	**Mid Range/ Select Service**	**Upper Upscale/ Full Service**	**Luxury**	**Budget/ Basic**	**Total**
3	8	8	16	83	115
2	46	33	8	0	87
1	39	37	12	1	89
Total	93	78	36	84	291

Table 10: Gender

χ^2 Tests Gender			
	Value	df	p
χ^2	67.8	2	<.001
N	291		

Table 11: Job Level

χ^2 Tests Job Level			
	Value	df	p
χ^2	5.72	4	0.22
N	291		

Table 12: Hotel Category

χ^2 Tests Hotel Category			
	Value	df	p
χ^2	191	6	<.001
N	291		

Table 13: Assumption Checks

Normality Test (Shapiro Wilk)		
	W	**p**
Gender	0.877	<.001
Job Level	0.811	<.001
Hotel Category	0.869	<.001
Note. A low p value suggests a violation of the assumption of normality		

Table 14: Homogeneity of Variance Test

Homogeneity of Variances Test (Levene's)				
	F	df1	df2	P
Gender	12.67	2	288	<.001
Job Level	2.56	2	288	0.079
Hotel Category	1.6	2	288	0.203
The null hypothesis for Levene's test is that the variances of all groups are equal				

Table 15: One Way ANOVA

One Way ANOVA (Welch's)				
	F	**df1**	**df2**	**p**
Gender	**41.467**	**2**	**189**	**<.001**
Job Level	**0.196**	**2**	**188**	**0.822**
Hotel Category	**180.27**	**2**	**191**	**<.001**

Table 16: One Way ANOVA (Non parametric)

Kruskal Wallis				
	χ^2	**df**	**p**	ε^2
Gender	67.571	2	<.001	0.233
Job Level	0.367	2	0.833	0.00126
Hotel Category	155.751	2	<.001	0.53707

Dwass Steel Critchlow Fligner pairwise comparisons

Table 17: Pair wise Comparison: Gender

Pairwise comparisons: Gender			
		W	P
3	**2**	10.1	<.001
3	**1**	9.07	<.001
2	**1**	1.23	0.661

Table 18: Pair wise Comparison: Job Level

Pairwise comparisons: Job Level			
		W	p
3	**2**	0.12	1
3	**1**	0.78	0.85
2	**1**	0.7	0.87

Table 19: Pair wise Comparison: Hotel Category

Pairwise comparisons: Hotel Category			
		W	p
3	**2**	15.3	<.001
3	**1**	14.8	<.001
2	**1**	1.94	0.355

Analysis of Work Life Balance Clusters from demographic perspective

The three-cluster solution derived from the WLB construct was further examined for its association with demographic and organisational variables. A χ^2 test of independence indicated a statistically significant association between cluster membership and gender, χ^2 (2) = 67.8, $p < .001$, suggesting that the distribution of males and females differed substantially across the three WLB groups. Cluster membership, however, did not differ significantly across job levels, χ^2 (4) = 5.72, p = .22, indicating that hierarchical position within the hotel did not predict WLB profiles. In contrast, hotel category demonstrated a strong and significant association with cluster membership, χ^2 (6) = 191, $p < .001$, implying that employees' WLB experiences vary meaningfully depending on the service segment of the hotel industry.

Assumption testing showed deviations from normality for all three variables (Shapiro Wilk $p < .001$) and Levene's test indicated unequal variances for gender only. To ensure robustness, both Welch's ANOVA and the non parametric Kruskal Wallis test was conducted. Convergent results were observed across both approaches. Significant differences in WLB scores were found across gender groups, Welch's F (2, 189) = 41.47, $p < .001$ and Kruskal Wallis χ^2 (2) = 67.57, $p < .001$, $\varepsilon^2 = .233$, indicating moderate effect size. No significant differences were observed across job levels, Welch's F (2, 188) = 0.196, p = .822 and Kruskal Wallis χ^2 (2) = 0.367, p = .833, $\varepsilon^2 = .001$, confirming that hierarchy did not contribute meaningfully to WLB variations. Significant differences emerged across hotel categories, Welch's F (2, 191) = 180.27, $p < .001$ and Kruskal Wallis χ^2 (2) = 155.75, $p < .001$, $\varepsilon^2 = .537$, indicating a very large effect size.

Post hoc pairwise testing (Dwass Steel Critchlow Fligner) further revealed that, for gender, Cluster 3 differed significantly from both Clusters 1 and 2 ($p < .001$), whereas Clusters 1 and 2 did not differ significantly from each other. Similarly, for hotel category, all cluster pairs differed significantly ($p < .001$) except between Clusters 2 and 1. These results collectively suggest that WLB strain is concentrated among employees in certain hotel segments and among specific gender, whereas organisational seniority has negligible explanatory power.

Findings and Discussion

The findings make it clear that work life balance is not shared equally across the hotel workforce. Although the scale shows WLB as a single underlying construct, employees experience it in very different ways. A small proportion benefits from resources or personal circumstances that create a positive link between work and home. Another group has workable balance with occasional strain. The largest group deals with sustained conflict, which may have long term consequences for both well being and job commitment.

Gender differences were strong. Women were much more likely to belong to the low balance cluster. This aligns with long standing evidence that women often shoulder more domestic responsibilities, making irregular schedules and emotional fatigue especially difficult to absorb.

Hotel category also played a major role. Employees in luxury and full service properties reported much higher imbalance compared to those in mid range and budget hotels. The pressure to deliver personalised service, constant guest interaction and high emotional regulation likely contribute to this pattern.

Job level, surprisingly, did not matter. Managers, supervisors and frontline staff reported similar balance levels. This suggests that the structure of hotel sector work itself not rank is the main source of pressure.

Taken together, the results indicate that WLB challenges in hotel sector are patterned rather than random. Women and employees in high service hotel segments appear to be the most affected. Hotels may therefore need to prioritise predictable scheduling, adequate staffing, emotional labour recognition and post shift recovery time for these groups. Supporting them is not only important for fairness and well being, but for sustaining service standards and retaining experienced employees.

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Annexure 17.4.4

Submission Date	Submission Id	Word Count	Character Count
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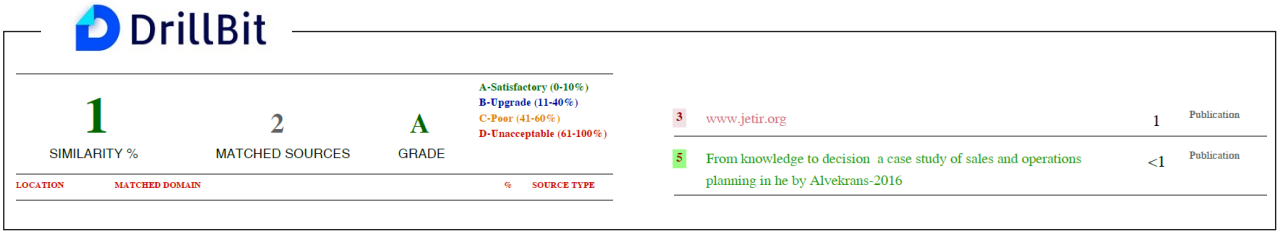
1.4 ERP4_Pashupati _GJEIS Oct-Dec 2025. docx	pnsvaranasi@gmail.com	Pashupati Nath Singh	01%



Reviewers Memorandum

Reviewer's Comment 1: The manuscript offers a well-structured and empirically grounded examination of work–life balance within the hotel sector, an area of sustained managerial and academic relevance. The use of cluster analysis adds depth by highlighting heterogeneity in employee experiences rather than relying on aggregate trends. However, the introduction could more explicitly position the study against prior hospitality-focused WLB research to clarify its distinct theoretical and contextual contribution.

Reviewer Comment 2: The methodological design of the study is rigorous, with careful attention to scale validation, reliability testing and appropriate use of clustering techniques. The explanation of PCA as a visual aid rather than an analytical driver is particularly commendable. Nonetheless, greater clarity is needed regarding the geographic scope, as data collection appears confined to Uttar Pradesh while some sections imply a broader Indian context. This should be consistently specified to avoid overgeneralisation.

Reviewer Comment 3: The results and discussion section provides a nuanced interpretation of cluster profiles and their associations with gender and hotel category. The findings are logically connected to existing literature and have clear managerial implications. That said, the paper would benefit from a more focused conclusion that synthesises key empirical insights and explicitly outlines actionable recommendations for hotel management, along with concise directions for future research.

Citation

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Editorial Excerpt

The article has 1% of plagiarism which is the accepted percentage as per the norms and standards of the journal for publication. As per the editorial board's observations and blind reviewers' remarks the paper had some minor revisions which were communicated on a timely basis to the authors (Pashupati and Abhishek), and accordingly, all the corrections had been incorporated as and when directed and required to do so. The comments related to this manuscript are noticeably related to the theme "Assessing Work-Life Balance Patterns in the Hotel Sector: A Cluster-Based Examination of Employee Groups and Their Demographic Homogeneity" both subject-wise and research-wise. The manuscript is generally well-structured and thematically aligned with the journal's scope, addressing an important and contemporary issue related to the work life balance practises in this sector for quality human resource availability and retention in the hotel sector of Uttar Pradesh, India.The logical flow from the introduction through the literature review, methodology, and findings is clear, and the empirical focus adds practical relevance to the study. After comprehensive reviews and editorial board's remarks the manuscript has been categorized and decided to publish under "**Empirical Research Paper**" category

Acknowledgement

The acknowledgment section is an essential part of all academic research papers. It provides appropriate recognition to all contributors for their hard work and effort taken while writing a paper. The data presented and analyzed in this paper by (Pashupati and Abhishek) were collected first handily and wherever it has been taken the proper acknowledgment and endorsement depicts. The authors are highly indebted to others who facilitated accomplishing the research. Last but not least, endorse all reviewers and editors of GJEIS in publishing in the present issue.

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