

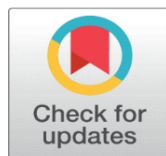
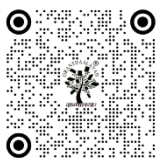


WORK-LIFE BALANCE CHALLENGES, COPING MECHANISMS, AND JOB SATISFACTION AMONG MARRIED WOMEN IN THE HOSPITALITY INDUSTRY: A SYSTEMATIC REVIEW

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ABSTRACT

The hospitality industry often portrays itself as being highly demanding, with long hours of work, irregular working times, and emotionally charged roles. This prospective study attempts to examine the constraints and challenges experienced by married women in a hotel environment in terms of balancing their professional and home life. Furthermore, it investigates the means employed by married women to cope with workplace pressures and family responsibilities. Key areas examined in this article include the effects of organisational factors, gender-related issues, and support systems on employees' quality of life and job satisfaction. A systematic narrative review methodology was utilised, using scholarly databases, including Scopus, Web of Science, ScienceDirect, and Google Scholar. After completing the PRISMA-based selection process, 35 peer-reviewed studies were selected for inclusion, published between 2020 and 2026. Findings indicate that married women in hospitality experience difficulties achieving their desired work-life balance and job satisfaction due to irregular shifts, an excessive workload, gender discrimination, and limited opportunities for career advancement; however, coping mechanisms, such as time management, emotional resilience, social support, and flexible workplace policies have been shown to improve overall employee welfare and sustainability. The study concludes by supporting the finding that implementing supportive workplace practices and inclusive workplace policies will improve both job satisfaction and overall well-being.

Keywords: Work-Life Balance, Job Satisfaction, Married Women Employees, Hospitality Industry, Coping Strategies

1. INTRODUCTION

Stress may be defined as a shift that causes physical, emotional or psychological strain. It is the way your body reacts to the situation that requires attention or action. Although all people are faced with stress at one time or the other, how you manage the stress is what determines your general health. Lee and Kang (2022) explored the impact of work-life imbalance-related stress on job performance and turnover intentions among women in the hotel industry as employees. The researchers discovered the existence of a strong correlation between the level of stress and low productivity as most of the women considered switching their careers because of the absence of the work-life balance (Singh, & Sreenivasan,

2024). In other instances, stress management may be the process of changing the state of affairs. In other cases, it involves changing the way you react to the situation at your disposal. (verywellmind.com). It is significant to develop an extensive idea of the effects of stress on your mental and physical well-being. It is also necessary to understand the impact of your mental and physical state on the level of your stress (Susman, 2022).

Work-life balance is a term used to refer to a notion of ensuring that time spent at work is adequate and that a person has time to engage in other activities in life like family or personal interests. The famous quote, all work and no play make Jack a dull boy underlines the necessity of balancing work and rest. Nevertheless, the meaningful work, whether paid or not, tends to be considered the backbone of personal fulfilment, which means that a life devoid of any productive work might as well be unfulfilling. Furthermore, the studies show that supportive work environment may be used to boost the job satisfaction and decrease stress levels of the female employees (Kumar et al., 2024).

The study by Santos and Cabral (2023) on the significance of work-life balance in the well-being of women in the hospitality sector demonstrated that long working hours and irregular shifts having a significant influence on the level of stress. They discovered that job satisfaction and stress could be lessened by flexibility of the work schedules and management support. Work-life balance emphasizes the priority of personal and professional activities and the degree to which the activities at work influence the family life. The perfect work-life balance is subject to people with different viewpoints. As an example, freethinker Paul Krasner has mentioned that some anthropologists have considered happiness as a slight difference between work and personal life of a person (Fanshawe College, 2021). Work-life balance has become an issue in the modern work environment where it is a pivot of the fast-paced work environment. It entails the successful management of professional responsibilities and personal obligations without over-extension and strain (Robert, 2021). Past studies that have explored the correlation between psychosocial work conditions and job-related stress tend to look into men and women independently. This is done on the basis of the understanding that the male and female genders perceive the labor market differently and they have disproportionate duties at home (Khan, & Sreenivasan, 2024).

Sharma and Verma (2022) studied the impact of organizational support on stress and work-life balance among women working in the hospitality sector. They underline the significance of family-friendly policies and timetable flexibility to enhance the work-life balance and limit stress. The work-life balance is a relevant concern especially to women since they have extra obligations in terms of family and home duties (Smith., 2019). The problem of work-life balance is even harder and more complicated in the frame of the hospitality industry in India because of the character of this sphere, which is very demanding and with long working hours. The hospitality sector is characterized by its peculiarities, such as the irregular and extended working hours, high customer expectations, and high speed of the working environment (Robert, 2021). These aspects usually provide a work environment that is difficult to manage resulting in chances of a work-life conflict. Women working in the hospitality sector are faced with numerous challenges that limit their ability to balance work and family life because of several duties, social pressure, and cultural orientation (Smith, 2019). Thus, it is essential to study the correlation between the work-life balance and stress rates among women in this field to understand their experiences and find possible ways to reduce stress and support well-being (Khan, & Sreenivasan, 2024).

1.1. WOMEN'S PLACE IN HOSPITALITY

Companies have a more accurate understanding of why it is important to invest in female employees. Organizations are proactively looking at having more women in all ranks of the organization based on their assumption that women who possess excellent interpersonal skills are great managers. Their topmost aspect of people management is intuition, and women too possess a higher emotional quotient than the males. Women have become an important aspect in the hotel business nowadays. They are defying the conventional standards of gender and making themselves strong players in the hospitality industry. The entire hospitality experience would develop a bleak picture without the friendly smiles and lovely natures of the ladies. A hostess has proved herself to be something extraordinary not only in India, but the world over. The presence of women in the hospitality industry is enough to add some sophistication and class to the industry. It is so undeniable that women are now regarded as being more valuable and potentially promising in the business world (Bali, et al., 2021).

1.1.1. PROBLEMS AND CHALLENGES OF FEMALE EMPLOYEES OF HOTEL INDUSTRY

The hotel industry female employees are faced with different issues and challenges, which mirror larger problems at the workplace (Singh, & Sreenivasan, 2024). Some of the most important challenges are:

- **Gender Discrimination:** Women workers are generally discriminated against on the basis of gender which has affected their career development, promotion opportunities, and even with the development of the career at large.
- **Unequal Pay and Benefits:** Inequality in the economy exists as the hotel industry continues to have gap in salary and benefits between the male and female workforce.
- **Limited Leadership Opportunities:** Women can be faced with obstacles to access to leadership positions, as there is not strong representation of women in terms of top management and executive positions within the industry.
- **Work-Life Balance Struggles:** The stressful conditions of hotel industry jobs, especially those that require being in contact with the customer, might be a challenge to the female employee in achieving healthy work-life balance.
- **Sexual Harassment:** Sexual harassment has also been reported by female employees, and this is an aspect that requires the establishment of effective policies and mechanisms to counter such demeanours at the workplace.
- **Lack of Flexible Working Arrangements:** Hotel sector is also used to having a strict working time that might not consider the needs of female workers particularly those with family issues.
- **Limited Access to Training and Development:** The female employees can be impeded in their professional development opportunities and can no longer acquire skills and improve their careers.
- **Stereotyping and Prejudice:** The gender roles that have predetermined stereotypes and prejudices might still exist in the workplace, influencing the attitude and perception of female workers by their workmates and employers.
- **Uniform Policies and Appearance Standards:** Certain female workers might be uncomfortable or unhappy with the uniformity and looks requirements that might be stricter in some jobs in a hotel than among male employees.
- **Insufficient Support Systems:** Lack of proper support systems such as mentorship programs and employee assistance programs can be a barrier to female employees as they seek to overcome the challenges that they are going through.

1.1.2. GENDER INEQUALITY IN HOSPITALITY

Hospitality industry is a service sector extending to a very large and rapidly expanding sector with an average female participation of 55 per cent at the global level (Alrwajfah, et al., 2020). The women are working in any of the roles such as being cleaners, kitchen workers, front line customer service workers and top managers. The presence of the so-called (glass ceiling) that has kept women in the hospitality industry unable to climb the ladder to the higher positions of supervisors and managers has been discussed by experts and analysts in the hospitality industry over the years (Khan, & Singh, 2023). Hotel female employees are finding it hard to deal with the intense stress, and married women are at a disadvantage as they have to deal with the demands of balancing home: work. One of various and imaginative studies exhibited in the Asia-Pacific Council on Hotel, Restaurant, and Institutional Education (APacCHRIE) annual academic conference in Hong Kong is the research, which states: "The heavy schedules and stricter deadlines at the workplace in hotel and home are both taking its toll on the health of the working married female. They are falling vulnerable to sleeplessness and insomnia (Afar, & Badin, 2020). The key factor that the study found to be the root of these issues is the domestic stress. behind the exterior facade of the PR spin and the glamorous brand image picture, there is the high-stress lifestyle of overwork, low-pay and high-stress. Although 40% -45% of the workforce in most hotels in India is comprised by women, there is practically no study on them, and the study said (Al-Omari, et al., 2020).

Another observation made during the survey is that women are mostly seen in non-managerial ranks other than managerial roles in star hotels. The female employees are predominantly found in the guest relations departments and human resource departments (Abou-Shouk, et al., 2021). They are mostly managerial in housekeeping, basically, seen as a female strong point and sometimes in guest relations and human resource department. This reveals the reality as articulated by (Figuerola-Domecq, et al., 2020) that Indian males at the work place still recycle the stereotypes of women. Though both men and women have demonstrated their worthiness in the business sector across the world there is still the reality that women are in the minority and quite invisible in the leadership front in India (Gajić, et al., 2021).

Gragnano, et al., 2020 underlines that most women in India who want to reach and succeed in their profession take the path of illness and job failure since they end up balancing work/life problems that become demands and relaxation becomes stressful feelings (Kaya, & Karatepe, 2020). In India, women continue to balance between being man on the job and being otherwise traditional homemaker. Unless she is an ideal wife, mother and daughter et cetera, there is no prize that she is doing her job exceptionally well (Ma, et al., 2021). The other social fact in India that must be mentioned in this context is that there is greater need of women incomes as a result of increment in family expenditure. She has been easily received as co- breadwinner but has not yet been relieved of her sole duties as a housewife (Stoilova, et al., 2020).

1.1.3. GENDER REPRESENTATION AND LEADERSHIP GAP

The global travel and tourism industry involves women in employment at a very high rate of 54 percent of the total employment and this is a strong sign that women have been very active in the hospitality industry. This majority presence, however, reduces by far when the organization levels are higher (Tisaker, & Swart, 2025). Women occupy approximately 42 percent of mid-management and only 33 percent of the top management in the large international hotel corporations. At the executive levels, they have even smaller representation with 28 percent composition of boards, and 7 percent chief executive or chair positions (Pavlović, et al., 2022). These figures clearly indicate an evident vertical gender gap, whereby, despite the women taking the upper hand in the total number of employees in the hospitality industry, they are still significantly underrepresented as top bosses and decision-makers in the company (Repetti, 2020).

According to the statistical reports, over 50 percent of the world hospitality workforce consists of women. Women constitute approximately half of the number of employees working in areas related to hospitality in the United States alone (Kaushik, & Guleria, 2020). Nevertheless, such a workforce supremacy does not correspond to the equal representation in the management. Less than 40 per cent of managerial positions and a very low percentage of the chief executives in hotel organizations are taken up by women. Also, statistics indicate that female workers in the hospitality sector receive about 1415 percent less than men filling similar positions (De Klerk, et al., 2021). These statistics underscore the structural inequalities in promotional opportunities and the levels of pay, which depict quantifiable inequalities in the promotion practices and the levels of pay in the hospitality sector (Kongcharoen, et al., 2020).

Statistically, it is found in the Indian hotel industry that there is a very high underrepresentation of women in top level operations management. According to industry surveys, the number of women general managers is lower than 10 percent of the total population of general managers in Indian hotels (Lawson, & Frimpong, 2021). This is to imply that not more than ten percent of hotel properties are headed by women leaders. Women play an important role in general employment in Indian hospitality, but there is still a low rate of their advancement to the top decision-making position (Lott, 2020). This disparity between the level of participation of the workforce and the level of the executive team is indicative of an imbalance in the distribution of leadership, which is quantifiable, implying that there is a disproportionately low rate of career progression of women into senior operation of the hotel sector in India (Nath, & Dwivedi, 2021).

2. REVIEW METHODOLOGY

The study is done to investigate challenges and coping mechanisms associated with work-life balance and job satisfaction in married women working in the hotel industry. The narrative review approach is chosen to enable flexibility in integrating theoretical insights and empirical evidence in the context of various hospitality settings. Systematic searches of major academic databases, such as Scopus, Web of science, Google Scholar and ScienceDirect, were used to identify relevant article. Keywords were also employed to cover the topic comprehensively as a single keyword and different combinations like work-life balance, work-family conflict, job satisfaction, married women employees, hospitality industry, the hotel industry and coping strategies.

Peer-reviewed articles in English that had concentrated on women employees in a hotel/hospitality environment, especially those that covered the dynamics between married women and work were included in the review. The articles were chosen based on the fact that they discussed at least one of the most important variables, such as work-life problems, job satisfaction, or coping mechanisms, and their interactions in the hospitality settings. The investigations aimed at general turnover intention but not work-life balance or research that were not conducted within hospitality field were filtered out. The screening is initiated by the reviewing of titles and abstracts and proceeded with assessing the complete text to assure that it is relevant and had a methodology that is rigorous. More emphasis is put on the studies which used the existing measurement scale and theories of organizational behavior, gender studies, and human resource management literature. A modified PRISMA flow diagram is then used to provide transparency and comprehensive documentation to the identification of studies, screening, eligibility assessment, and ultimate inclusion in the review.

A systematic search of the Scopus database is done with the keywords of challenge, coping strategies, work-life balance, and job satisfaction between 2020 and 2026 resulting in 292 records. The first stage of the filtering process involved the elimination of records that were not research articles, and the total number is 68 records which left 224 records to be screened further. Then, 9 records were eliminated because they were not at the final publication stage and this left 215 studies. In the process of eligibility evaluation, 9 non-English publications were eliminated. Also, 59 records were killed due to the unrestricted access. The further examination of the manuals resulted in the exclusion of 112 records depending on relevancy and preset inclusion criteria. Finally, 35 references were selected and met all the selection criteria and were included in the final analysis, as shown in the PRISMA flow diagram.

Figure 1

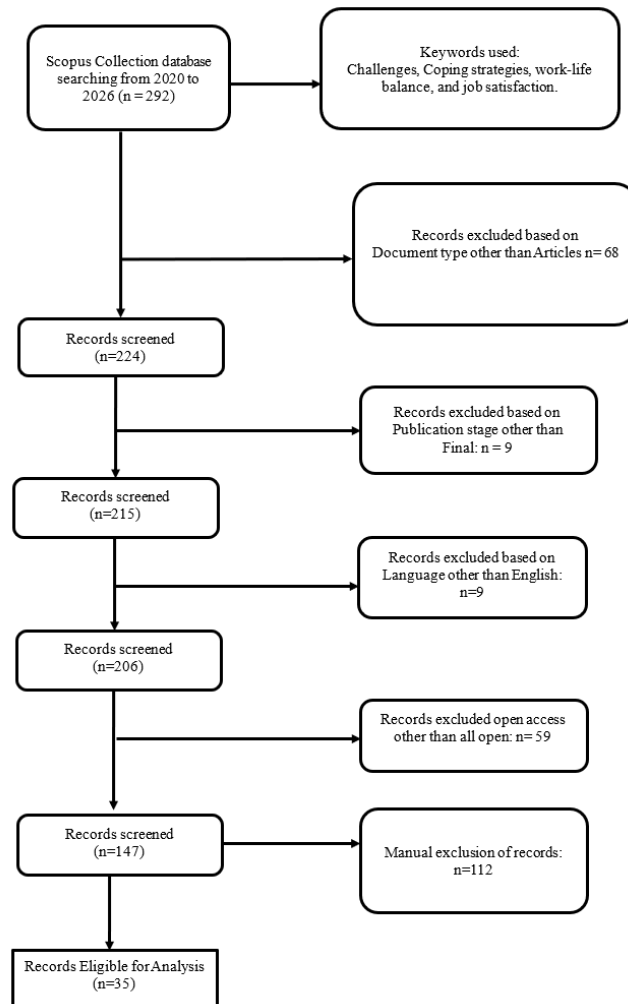


Figure 1 PRISMA Model

Source: Authors Own Compilation

Figure 2

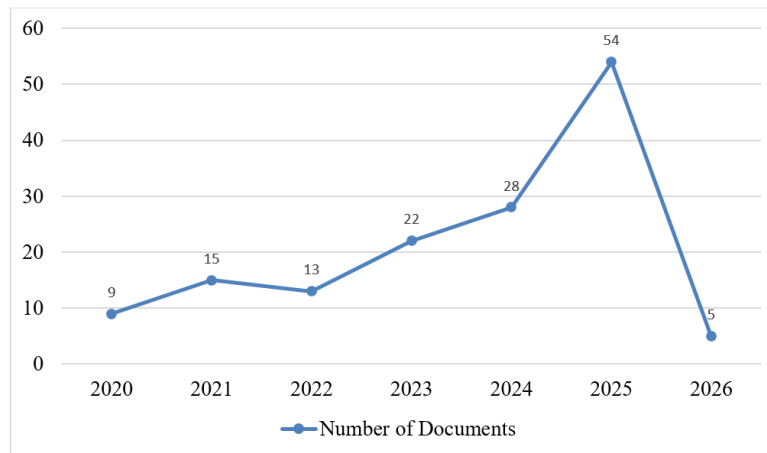


Figure 2: Documents by year

Based on the year-wise breakup of the documents obtained in the Scopus database, the study output has steadily grown over the years (2020-25). The review started with 9 publications in 2020 and then there is a noticeable increase to 15 publications in 2021. The number of studies grew steadily in 2023 (22) and 2024 (28) even though there is a slight decrease in 2022 (13 documents). The highest peak is measured in 2025 when there were 54 publications indicating an increasing academic interest and a greater attention of scholars to the chosen themes. Nonetheless, there is a steep decrease observed in 2026 (5 documents), and it can be explained by the indexing of a partial year or continuous publication activities. The trend overall evidence growing study involvement, growing topicality of the subject matter within the academic community in the last years.

Table 1

Table 1 Inclusion and Exclusion Criteria		
Criteria Type	Inclusion Criteria	Exclusion Criteria
Database	Studies retrieved from Scopus Collection database	Studies not indexed in Scopus
Publication Year	Studies published between 2020–2026	Studies published before 2020
Keywords	Studies containing keywords: <i>Challenges, Coping Strategies, Work-Life Balance, Job Satisfaction</i>	Studies not aligned with selected keywords
Document Type	Article (Final publication stage)	Document type other than Article (n = 68)
Publication Stage	Final stage publications	Publications not in final stage (n = 9)
Language	English language publications	Non-English publications (n = 9)
Access Type	Open access (fully accessible articles)	Non-open access articles (n = 58)
Screening Process	Studies meeting eligibility after manual review	Manually excluded records (n = 113)
Final Selection	Records eligible for analysis (n = 35)	Records not meeting eligibility criteria

The inclusion and exclusion criteria were applied systematically so that only high-quality and relevancy studies would be selected and included into the review of the Scopus based review. First, using the prepared keywords, based on the challenges, coping strategies, work-life balance, and job satisfaction, 292 records published 2020-2026 were found in the Scopus database. To uphold academic rigor and comparability, peer-reviewed journal articles in the end of publication phase were only included, and thus 68 records with other types of documents were excluded, and 9 records that were not in the end of the publication stage were excluded. The language and accessibility filters further removed 9 non-English studies and 58 non-open access articles to ascertain full text. Having gone through the process of screening

and reviewing of the records manually, 113 unnecessary records were eliminated in terms of relevance and eligibility, which resulted in the final sample of 35 studies to be analyzed.

3. LITERATURE ANALYSIS

- **Workplace Stressors & Coping**

Bottega, M., et al., (2025) underscores the increasing burnout cases, diminished job satisfaction, and labor instability in medical leaders and nursing professionals worldwide. Work redesign interventions have become the focus, especially flexible scheduling models (Hayakawa, J., et al., 2025). A pilot program in two hospitals in the U.S. showed that the four-day workweek among nursing and respiratory leaders did not affect patient safety or organizational performance in any way but significantly decreased burnout and increased work-related joy (Berschick, J., et al., 2025). Under the Joy in Work framework introduced by the Institute of healthcare Improvement, the intervention resulted in the long-term effects at 6- and 12-month follow-up, which indicates that it can be scaled and is long-term (Wang, H., et al., 2025). The results are consistent with the overall evidence that excessive workload, lengthy shifts, and administrative load are related to emotional exhaustion and turnover intentions (Miura, T., et al., 2025). Flexible work options are seen to reinforce the work-life balance, staff morale, and leadership involvement, and the innovative scheduling reforms can be viewed as a potentially effective measure to stabilize healthcare management teams without reducing the quality of care and performance level (Gynning, B. E., et al., 2026).

Simultaneous studies conducted on frontline nurses highlight the multifactorial causes of resignation and professional attrition and specifically in hospitals (Miura, T., et al., 2025). According to Wang, H., et al., (2025), healthcare professionals choose to leave because of individual aspects, such as the risk of poor quality of life and the unfulfilled personal goals, and organizational factors, such as the inability to cope with workloads and the lack of managerial assistance (Bottega, M., et al., 2025). Additional quantitative study also links shift work, sleep problems, and maladaptive coping strategies, as well as limited humanistic support, to a worsening of well-being and a high risk of turnover (Gynning, B. E., et al., 2026). The structural character of the occupational strain is justified by high levels of poor sleep quality among the nurses working in the night shift. Together, Hayakawa, J., et al., (2025) highlights that the retention of the workforce must be implemented through systemic quality-improvement strategies instead of interventions (Aslam, A., et al., 2026). The presence of policies that encourage the flexibility of schedules, accommodating leadership behaviors, professional acknowledgment, and coping-resource building is also regularly considered a core tool that can positively influence the well-being of nurses, their dedication to an organization, and the sustainability of the healthcare system (Berschick, J., et al., 2025).

- **Work Challenges & Coping**

According to Anderson, H., et al., (2025), workplace practices are of great importance when it comes to determining job satisfaction and balance between work and life especially in the case of married women working in service-oriented industries. Due to challenging schedules, emotional labour, and the necessity to ensure stable service standards, employees usually feel pressure (Roy, V. I., and Janardhanan, K. A. 2025). These issues are aggravated in positions where they have constant contact with the customers and need to follow organizational expectations (Shaban, M., et al., 2024). In women who are married, work life and family life often intersect due to the role conflict and the higher level of psychological strain (Dong, S., et al., 2025). Balancing work and family life may cause time crunch and emotional burnout, which eventually impact personal health and work efficiency (Asokan, S., et al., 2025). Hospitality industry with its irregular working hours and strict service demands, makes this balance more difficult by reducing the flexibility and time to relax. These situations underscore the fact that workplace issues are not operational per se, but they are highly related to the social functions and individual obligations and hence it is critical to appreciate how they are affecting overall job contentment and the general work-life balance (Tang, Q., et al., 2025).

When reacting to workplace demands, employees tend to use coping mechanisms that would help them achieve some form of stability between work and personal demands. Such strategies involve proper time management, emotional control, and dependent on social and peer support networks (Asokan, S., et al., 2025). In the case of married women employed in the hotel business, coping skills are crucial in dealing with the two responsibilities of work and family (Roy, V. I., and Janardhanan, K. A. 2025). The informal support networks, flexible arrangement of the everyday activities, and adaptive role negotiation in the household can reduce stress and maintain job commitment (Tang, Q., et al., 2025). Emotional stability and lifelong learning also help to manage workplace pressure without impairing the

personal welfare (Anderson, H., et al., 2025). These coping capacities can also be reinforced by organizational support which includes knowledge of supervisors, and the presence of cooperative work settings (Beerda, D. C., et al., 2024). These strategies can assist people to reduce burnout and remain satisfied both at work and in their families (Dong, S., et al., 2025). Thus, an analysis of coping strategies offers a good understanding of how married women can manage complicated workplaces in the quest to attain a sustainable work-life balance (Shaban, M., et al., 2024).

- **Work Environment and Healthcare Job Satisfaction**

The study by Elnahas, M., et al., (2024, October) emphasizes that the combination of organizational, psychological, and socio-demographic variables affects job satisfaction and working conditions of healthcare professionals in a complex manner. The study reviewing the work of physicians and members of the nursing profession highlights that the intensity of workload, leader communication, organizational culture, and professional recognition prospects play an important role in job satisfaction and well-being (Alfano, V., et al., 2024). As an example, a study of migrant doctors in the field of anaesthesiology and intensive care shows that despite the possible similarity in the overall job satisfaction levels, migrant specialists often face other stressors, including the challenge of cultural adaptation, language barriers, and the presence of additional psychological pressure (Aragona, P., et al., 2024). Such aspects may have adverse impacts on well-being and energy level, even when professional recognition is viewed in a positive way (Schrimpf, A., et al., 2024). Additionally, high workload, excessive working hours, and psychologically stressful clinical settings have continuously been linked to burnout and diminished professional well-being in the medical staff (Kim, E., et al., 2024). These circumstances could eventually affect the retention of the workforce since unfulfillment and constant work pressure can be associated with turnover intentions and diminished quality of patient care, hence the necessity to implement supportive institutional policies and inclusive workplace practices (Schoenberger, S. F., et al., 2024).

Moreover, as Aragona, P., et al., (2024) emphasizes, the working conditions in the healthcare sector are dynamic and generational expectations, work-life balance, and organizational support are essential in defining job satisfaction among health professionals (Alfano, V., et al., 2024). According to Schoenberger, S. F., et al., (2024), younger generations of nurses and other healthcare workers are becoming more and more concerned with the opportunities of career development, friendly workplace conditions, and significant professional appreciation. Professional growth, autonomy in their tasks, and reputation at the workplace are work values proven to affect job satisfaction significantly, yet the relevance of each of them in relation to other generational groups may differ (Kim, E., et al., 2024). Furthermore, there are more general structural and social shifts involved in the administrative burdens, technological changes, and the shift in doctor patient relationships, which have changed the daily clinical practice and created both opportunities and challenges to healthcare professionals (Elnahas, M., et al., 2024, October). The above developments along with the demographic shifts in the medical workforce and increased demands in healthcare services emphasize the importance of strategic workforce management practices (Schrimpf, A., et al., 2024). Work-life balance policies, lessening administrative burden, and supportive organizational cultures are consequently critical to enhancing job satisfaction, maintaining workforce sustainability and long-term efficacy of healthcare systems (Engström, M., et al., 2023).

- **Healthcare Work Environment and Employee Satisfaction**

Lehto, R. H., et al., (2020) emphasizes that the healthcare workforce has to work in very challenging conditions that have profound effects on job satisfaction, psychological well-being, and professional sustainability. The work of healthcare professionals, such as a physician, nurse, pharmacist, etc., often manifests high health care work-related stress levels of the employee because of the high workload, administrative duties, emotional labour, and constant contact with patients (Gustin, L. W., et al., 2020). The occupational pressures are usually linked to burnout, a condition that is defined by emotional fatigue, depersonalization, and diminished personal accomplishment (Cull, J., et al., 2020). According to Al-Ahmadi, A., and Kasztelnik, K. (2021), burnout does not only lead to the physical and mental health of healthcare workers but also has a detrimental effect on the quality of patient care, organizational performance, and retention of employees. Additionally, the workload of nurses, night shifts, and work-related emotional stress and tension result in psychological trauma and anxiety in healthcare workers (Gielissen, K. A., et al., 2021). This has made healthcare systems to begin appreciating the need to focus on occupational stress and the well-being of healthcare providers to continue being productive in workforce and achieve high levels of patient care (Belayneh, Z., et al., 2021).

Langella, F., et al., (2021) is focused on the organizational and leadership variables that determine the levels of job satisfaction and well-being in the healthcare industry and other sectors. According to Gielissen, K. A., et al., (2021), effective leadership styles and especially transformational leadership and supportive leadership style are vital in promoting employee satisfaction, engagement, and organisational commitment. Executives that enhance effective

communication, shared vision, teamwork, and professional empowerment have a positive impact on the emotional states of the employees and their engagement in work (Stewart, J., et al., 2022). Leadership performance is even more critical in the healthcare environment because of the growing complexity of work organization, such as hybrid and digitally mediated work environments that were revealed during and after the COVID-19 pandemic (Oleksa-Marewska, K., & Tokar, J. 2022). What is more, adaptable, organizational learning, and collaborative decision-making leadership practices have been shown to raise the morale and resilience of the employees (Gustin, L. W., et al., 2020). Therefore, the leadership approaches where the staff is supported and trusted and the organization has a clear goal are viewed as the key to enhancing the workforce stability and the provision of healthcare services at a sustainable level (Lau, S. S., et al., 2022).

Besides organizational leadership, a number of personal and work environment-related contribute to the level of job satisfaction and quality of work life among medical practitioners (Cull, J., et al., 2020). According to Jin, J. H., and Lee, E. J. (2020), the four variables job stress, fatigue, work-life balance, and the spirituality of the workplace have a strong influence on the perceived quality of work life and the overall professional fulfilment of the employees. As an example, a study conducted on nurses and other professionals in the healthcare industry suggests that burnout and work stress tend to negatively impact job satisfaction and work performance, especially among professionals who are subjected to working long hours and heavy workloads (Stewart, J., et al., 2022). On the other hand, professional satisfaction and resilience among healthcare professionals can be boosted by work environments that are supportive, meaningful interpersonal relationships, and intrinsic motivation based on patient care (Abilmona, R., et al., 2023). Besides, the study of physicians who report high career satisfaction by Lehto, R. H., et al., (2020) reflects the significance of intrinsic motivation, robust social support, satisfying doctor-patient interaction, and workplace sense of autonomy (Ponce, S. B., et al., 2023). Taken together, Xu, Y., et al., (2023) hint to the fact that a combination of personal values and institutional support system is instrumental in ensuring the long-term well-being and job satisfaction of healthcare professionals.

4. CONCLUSION OF THE STUDY

The study is a systematic review of the issues and coping mechanisms relating to the work life balance and job satisfaction in married women working in the hotel sector. The results show that work schedules, irregular shifts, customer-based duties, and expectations of society are the major factors affecting the capability of married women to juggle professional and personal roles. All these factors frequently result in the rise of stress, emotional burnout, and possible discontentment at the workplace. Nevertheless, the study also shows that such coping mechanisms as proper time management, emotional stability, social support and supportive organizational conditions can help to overcome these challenges. The study also emphasizes that organizational culture that supports flexible work schedules and leadership that is conducive to the well-being of the employees is an important factor in enhancing the well-being of employees. In general, a sustainable work-life balance is a critical area that can be used to promote job satisfaction and long-term career sustainability of women in the hospitality industry.

4.1. IMPLICATION OF THE STUDY

The results of the study can have significant implications to policy makers, organizational managers and human resource professionals in the hospitality industry. As a manager, the hotel organization must understand the need to adopt conducive workplace policies that can enable women employees to enjoy work-life balance. The work schedules, family friendly policies and accommodating leadership practices would go a long way in decreasing work stress and increasing job satisfaction in the employees who are married women. Secondly, gender equality should be encouraged in organizations by providing women with equal career advancement opportunities, equal pay and leadership opportunities. On the policy front, the entities in the industry and the government agencies ought to promote inclusive employment policies that can help meet the special needs of women in service sectors. Through effective provision of good working conditions, it is possible to make employees feel better and it leads to better workforce retention and overall organizational performance within the hospitality industry.

4.2. LIMITATION OF THE STUDY

Although the current study offers an important insight into the issues and coping mechanisms regarding work-life balance amidst married women in hotel business, it has a number of limitations. To begin with, the study is founded on

narrative review of the chosen study with no primary empirical data potentially restricting the possibility of building direct causal relationships between variables. Second, the study uses articles retrieved on mostly the Scopus database and using open-access source, which might not have captured other relevant studies found in other academic databases or publications that are restricted to access. Third, the different cultural, organizational, and regional backgrounds in the studies sampled might affect the overall transferability of the results. Lastly, it is also confined to married women in the hospitality industry, which could be misleading because experiences in other industries or groups of people can be different.

4.3. RECOMMENDATION FOR FUTURE RESEARCH

The study is further developed in the future by implementing empirical studies that can follow the current study and examine the interaction between work-life balance, coping, and job satisfaction among women in the hospitality industry. Quantitative and mixed-method research designs might reveal more information about the causal associations between stressors at the workplace and employee well-being. Also, future study could test how organizational interventions, including flexible scheduling, mentorship programs, and leadership development programs are effective in enhancing the working-life balance in female employees. Further comparative analysis of work-life experiences in various countries, organizational or demographic backgrounds might add to the insight into contextual variations. In addition, longitudinal studies addressing the long-term effect of workplace policies on employee satisfaction and retention would be of importance to the hospitality management and organizational behavior studies.

CONFLICT OF INTERESTS

None.

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