

## **WORK-LIFE BALANCE AMONG HOTEL MANAGERS IN UKRAINE**

Work and life (non-work) are two integral parts of every grown-up individual's existence. The capacity of balancing these two dimensions is very demanding and depends on many aspects. A person's familial status, the nature of his/her work, cultural background, values and life priorities as well as the personal perception of WLB are just a few aspects that need to be considered (Guest, 2002; Md-Sidin, Sambasivan & Ismail, 2010; Spector et al., 2007).

Both «work» and «life» dimensions have experienced lots of changes in the last two decades (Glucksmann, Glucksmann, Parry, Pettinger & Taylor, 2005; Lippe, Jager & Kops, 2006; Roberts, 2007). With regard to «work» dimension, issues like increased work stress due to raised amounts of working hours, face time, competitiveness, technology advancement and demanding nature of certain professions has been raised by many researchers (Hochschild, 1997; Johnson, Cooper, Cartwright, Donald and Taylor, 2005; Roberts, 2007). Glucksmann et al., (2005) demonstrates in her paper that even the perception of what is work and whether it stops when the office door is closed has been modified. On the other hand «life» dimension have altered as well, with a higher percentage of female participation in the labour market due to gender equality and the need for dual earners, peoples' vision of a family domain and intention to start it, raised number of single households and staying-at-home fathers (Lippe et al., 2006; Knudsen, 2009; Sonnentag, Perrewew & Ganster, 2009). Unavoidably, those changes in both dimensions affected one another and made them perhaps more challenging to combine and switch between them (Greenhaus & Beutel, 1985; Guest, 2003). Researchers (Ezzedin & Ritchey, 2009; Johnson et al., 2005; Sang, Ison, & Dainty, 2009; Sonnetag et al., 2009) indicate that this occurrence of the phenomena in modern societies as described above may cause or lead to such issues as marital problems and familial disputes, lack of social and leisure life, lessen efficiency at work, absenteeism and health worsening.

There are many studies that have been done lately with the researchers (Greenhaus & Beutel, 1985; Frone, 2003; Knudsen, 2009) investigating the problem of WLB and intervention of negative

spillover between work and life roles in various industries. Examining WLB in the context of hotel industry however deserves special consideration. Hotel work itself, due to its particularity, contains certain aspects that can make balancing «work» and «life» tougher than in other professions. «24/7» operational availability, which presumes working at unfriendly hours, immediate response to the clients' needs plus multi- role and task management, which may include interaction between clients, colleagues, supervisors and subordinates are just a few features that may distinguish the industry as a highly demanding one in terms of both physical and psychological recourses (Cleveland et al., 2007; Hochschild, 1997, Karatape & Udulang, 2007). A high level of occupational stress and job dissatisfaction are believed to be significant reasons of high turnover rates within the hotel industry (Deery & Jago, 2009; Karatape & Udulang, 2007). Several researchers (McNamara, Bohle & Quinlan, 2010; Mulvaney, O'Neill, Cleveland & Crouter, 2007; O'Neill & Davis, 2010) mentioned in their works that hotel managers, due to their high level of responsibility, together with heavy and intensive workloads might experience higher-pressure strain wise, which can cause work-life imbalance (WLI). Additionally, Doherty (2004) notes that WLB initiatives and policies are considered as being quite difficult to put into practise within the hotel environment and especially to implement on the managerial level. Though, Enz and Siguaw (2000) and Munck (2001) talk about existing possibilities to improve WLB among hotel managers and illustrate them with practical examples. These points make the hotel industry to an interesting study object in the framework of WLB evidencing that this area can be deeper studied.

While WLB studies gain popularity in western countries, Lippe et al., (2006) questioned whether these issues are applicable to the context of Eastern Europe. By comparing the perception of several aspects between Western Europeans and Eastern Europeans, the researchers (Lippe et al., 2006; Spector et al., 2007) concluded that cultural characteristics play a big role in relation to experienced WLB. On the other hand, Eastern Europe underwent a lot of economical and social changes over the past 20 years, after the collapse of the communism regime (Lippe et al., 2006; Shevchenko, 2009). Undeniably these changes affected peoples' life. But to what extent they do affect peoples' sense of WLB?

In her book about the Ukraine, Shevchenko (2009) states that though the country is located in the centre of Europe, peoples' mentality is quite special due to the fact that it represents a mix of Soviet times reflections, clearly seen among the older generation

and the urge towards a modern European identity recognised in the younger generation. Although the country's economical system is still weak, it seems to develop continually due to foreign investment (Perelli-Harris, 2008; Shevchenko, 2009). The hotel industry, with constantly opening new hotels, is considered being one of the most rapidly growing sectors in Ukrainian economy (Mayger Consulting & Development, 2011). According to the forecasts this trend is supposed to keep going upward as the number of country's guests is growing, thus also the need for accommodation (PKF Hotelexperts, 2010).

The combination of above discussed factors make Ukrainian hotel managers (UHMs) interesting research study subjects from many perspectives. The fact that no published work in English has been discovered on this issue indicates on lack of attention towards the WLB issue in the Ukrainian hotel industry.

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## **СИСТЕМНЫЙ АНАЛИЗ ЭФФЕКТИВНОСТИ ОРГАНИЗАЦИИ И ФУНКЦИОНИРОВАНИЯ МЕХАНИЗМА РЕГИОНАЛЬНЫХ ФИНАНСОВ**

**АННОТАЦИЯ.** В статье освещены особенности состояния системы региональных финансов Белгородской области, представлен анализ эффективности ее функционирования, выявлены сильные и слабые стороны. Определены способы минимизации действия слабых и усиления сильных сторон. Разработаны рекомендации по совершенствованию и оптимизации функционирования механизма региональных финансов Белгородской области.

**КЛЮЧЕВЫЕ СЛОВА:** региональные финансы, системный анализ, текущее финансовое состояние региона, сильные и слабые стороны (проблемные моменты), оптимизация функционирования механизма региональных финансов.

**ANNOTATION:** The article deals with the peculiarities of the regional finance system of the Belgorod region, presents an analysis of the