



AcE-Bs2022Cherating

<https://www.amerabra.org>

10th Asian Conference on Environment-Behaviour Studies
Holiday Villa Beach Resort, Cherating, Malaysia, 08-09 Jun 2022



Managing Family and Work: The search for the ideal work-life balance

Mazni Saad¹, Aishah Nawwarah Jaafar¹, Mohd Hanafi Azman Ong²,
Eni Yulinda³, Mokana Muthu Kumarasamy⁴

¹ Department of Tourism, Kulliyah of Languages and Management, International Islamic University Malaysia, Edu Hub Pagoh, 84600 Muar, Johor, Malaysia. ² Department of Statistics and Decision Sciences, Faculty of Computer and Mathematical Sciences, Universiti Teknologi MARA Cawangan Johor (Kampus Segamat), 85000 Segamat, Johor, Malaysia. ³ Department of Fisheries Socio Economic, Faculty of Fisheries and Marine, University of Riau, Kampus Bina Widya, KM. 12.5 Simpangbaru Tampan, 28293 Pekanbaru, Province of Riau, Indonesia. ⁴ Department of Administrative Management and Human Resources, Faculty of Business and Accountancy, Universiti Selangor, Malaysia

maznisaad@iium.edu.my, nawwarahj1909@gmail.com, napieong@uitm.edu.my, eni.yulinda@lecturer.unri.ac.id, mokana@unisel.edu.my
Tel: 60178787543

Abstract

Employers in the food and beverage (F&B) industry require many high-skilled and well-trained professionals but workers are often exploited in the industry. Aiming to answer if personal health, personal time management, and family matters affect the work-life balance (WLB) of F&B employees, which family matters played a mediator role. The data of 108 responses was analysed through the PROCESS analysis and Sobel's Test. The regression analysis shows that family matters are a mediator of the relationship between personal health and personal time management and WLB indicating that the variable is vital in ensuring a healthy WLB among F&B's employees.

Keywords: Family matters; Personal health; Personal time management; Quality of life

eISSN: 2398-4287 © 2022. The Authors. Published for AMER ABRA cE-Bs by e-International Publishing House, Ltd., UK. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>). Peer-review under responsibility of AMER (Association of Malaysian Environment-Behaviour Researchers), ABRA (Association of Behavioural Researchers on Asians/Africans/Arabians) and cE-Bs (Centre for Environment-Behaviour Studies), Faculty of Architecture, Planning & Surveying, Universiti Teknologi MARA, Malaysia.
DOI: <https://doi.org/10.21834/ebpj.v7i20.3477>

1,0 Introduction

1.1 Quality of Life of the Hospitality Employees

This study highlights the quality of life (QOL) of food and beverage (F&B) employees, and how family matters are important to their work-life balance (WLB). Family matter in this study is conceptualized as any causing factors that arise in everyday life issues such as bully, dating, violence, and its connection with a matrimonial or familial. The WLB of F&B employees is critical because they are one of the driving forces of global economic growth, accounting for one in every eleven jobs (UNWTO, 2021). Nevertheless, the International Labour Organization (ILO) (2021) has reported several challenges to the current employment situation in the hospitality sector. First, since 2008, average employment growth has slowed by 0.8%. Second, more than 60% of hospitality workers have unstable employment contracts. The ILO also stated that less than 45% of hospitality workers were employed full-time, and that the percentage is dropping. Due to that, it was postulated that more than 11 million workers could lose their jobs in 2019. However, according to ILO projections, the hospitality

eISSN: 2398-4287 © 2022. The Authors. Published for AMER ABRA cE-Bs by e-International Publishing House, Ltd., UK. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>). Peer-review under responsibility of AMER (Association of Malaysian Environment-Behaviour Researchers), ABRA (Association of Behavioural Researchers on Asians/Africans/Arabians) and cE-Bs (Centre for Environment-Behaviour Studies), Faculty of Architecture, Planning & Surveying, Universiti Teknologi MARA, Malaysia.
DOI: <https://doi.org/10.21834/ebpj.v7i20.3477>

sector will need to add 600 million new jobs by 2030. Based on these issues and subsequent literature, there is a call to investigate the influence of family matters among hospitality employees as the primary objective of this study. Specifically, it highlights the QOL of F&B employees and how family matters are crucial to their WLB.

2.0 Literature Review

2.1 Personal health and work-life balance

Tourism benefits local communities, but also harms their WLB (Nopiyan & Wirawan, 2021). WLB is a term used to describe the balance between a person's professional and personal life. WLB, according to Putri (2021), is influenced by time, loyalty, economics, family, salary, and attitude factors. Flexible work options and health programmes have been proven to help WLB (Rajeshwari & Chandrika, 2019). Several researchers have examined the factors that influence WLB. Gragnano et al. (2020) examined factors affecting WLB on more than 32 thousand employees of various companies, including hotels and restaurants in 30 countries in Europe. They found that the stability of WLB was significantly affected by work-health balance (WHB) and work-family balance (WFB). WHB and WFB also have a positive and significant effect on job satisfaction. Naidoo et al. (2019) studied employees' quality of life working in remote island tourist destinations in third world countries. They found a close relationship between work-life quality, QOL, and support for millennial tourism workers. The age of tourism workers has a positive and significant effect on this relationship. The younger the workers are, the better their QOL and the quality of their work-life will be. Husin et al. (2021a) stated that a healthy lifestyle even matters for elderly people after their retirement. A recent study on working from home (WFH) during the COVID-19 pandemic showed that home-based work environment had a negative and significant influence on job satisfaction. A survey of 472 employees revealed that they were happy as WFH brings them closer to their families (Irawanto et al., 2021). Service-oriented employees often had mental health issues in the workplace and Aifha and Suwarsi (2018) discovered that mental health and stress had a more significant impact on the employees' WLB. Hence, the first hypothesis is: (H1) Personal health has a positive and significant influence on work-life balance.

2.2 Personal Time Management and Work-life Balance

Time management is critical in the hospitality industry because the jobs require efficiency and effectiveness. According to Chansaengsee (2017), comprehensive time management helps employees work effectively and achieve good WLB. The principle of WLB is to give equal importance to work and personal life. Therefore, to achieve a stable WLB, it is necessary to manage time to work by paying attention to work priorities, reducing distractions, taking appropriate actions, adequate rest, and speedy recovery (Jennifer, 2020; Maulana, 2017).

Liu et al. (2021) discovered that female hotel employees depended on the work position to spend more time with their families. Gamor et al. (2017) looked at the impact of family-related factors on work-family conflict (WFC) among Ghanaian hospitality workers. The findings revealed that for most respondents under the age of 30, the most critical aspect of the family was spousal support, while the least important aspect was family demand, which impacted the WLB of the hospitality employees in question. Hence, to improve work time management, employees must maintain their peak performance time, not delay work, delegate work to the right person, often coordinate tasks, and refuse if the work given is not by the company's wishes. Thus, an employee must make careful plans to manage their time before starting work. Thus, the subsequent hypothesis is: (H2) Personal time management has a positive and significant influence on work-life balance.

2.3 Personal Health and Family Matters

Some personal health indicators show gender differences. Men have more chronic diseases, such as coronary heart disease and mental health issues, at a younger age. Conversely, atherosclerosis, frequent headaches, and mental issues are more common in women (affective and anxiety disorders) (Matud, 2017). Risk industries expose workers to physical, chemical, mechanical, biological, and psychosocial hazards (Amponsah-Tawiah et al., 2016). However, many organisations fail to address employee health, resulting in occupational illnesses and diseases. Results have also shown a negative correlation between employee preferences and the social context (Ramakrishnan & Macaveiu, 2019).

Intense conflict (e.g., yelling, rage) and cold and neglectful relationships (e.g., lack of parental emotional support and availability) can harm one's physical health. Growing evidence suggests that positive family relationships during childhood may influence adult health outcomes (Miller & Chen, 2010). Studies show a link between personal well-being and family matters, especially for men (Vargés-Jimenez et al., 2020). When men are optimistic about their role in a family, studies show that they experience less stress, anxiety, and have better mental health. In terms of gender, Mensah and Adjei (2020) discovered work-life conflict effect is different for male and female workers. The proposed third hypothesis is therefore, (H3) Personal health has a positive and significant influence on family matters.

2.4 Personal Time Management and Family Matters

Time management is the efficient use of time by planning and budgeting daily activities (Afsaneh et al., 2019; Claessens et al., 2015). According to Chang and Nguhen (2011), time management reduces stress vulnerability and positively predicts job satisfaction and psychological well-being. Individuals who can manage their time are less likely to have issues with psychological well-being. Personal time management is strongly associated with family stability (Malatras et al., 2016). Divorce, relocation, and changes in household composition are examples of family instability. Working parents who can manage their time well may have less work-family conflict, according to Fenner and Renn (2010). Similarly, Choi (2008) noted that medical staff experience higher levels of WFC when they fail to manage work and family obligations. Moreover, academics believed that flexibility helped them manage their WFC (Wilton & Ross, 2017). Many studies showed that academic jobs were flexible and beneficial to family life and parenting (Toffoletti & Starr, 2016). A study among married

Pakistani women professionals revealed that long work hours and rigid schedules increase the likelihood of female employees having work-family conflicts (Jostell & Hemlin, 2018; Khursheed et al., 2019). Studies have also shown that time management of service-oriented positions such as academicians and medical staff may benefit family management. Hence, this study proposes the fourth hypothesis: (H4) Personal time management has a positive and significant influence on family matters.

2.5 Mediating Role of Family Matters between Personal Health and Personal Time Management, and Work-life Balance

Studies show that good WLB improves employee performance (Bataineh, 2019; Minarika et al., 2020; Runtukahu & Rumukoy, 2018). Resources such as adequate rest, adequate pay, teamwork, complete facilities, and family recreation programmes increase employee pride and motivation. Resources, as theorised by discourse on resource theory (COR) by Hobfoll (1998), is the theory of scarcity of resources and the principle of "spiral of loss of resources" (Mansour & Mohanna, 2018). The theory could be associated with family issues when family stability and leisure life are absent and impact an individual's well-being.

Family matters have not been subject to much research. The desktop search identified family matters (from the WFC context) in relation to work-leisure conflict and service quality at work. Mansour and Mohanna (2018) found that hotel employees' work-leisure conflict mediates the WFC towards job stress. Work demands prevent employees from fulfilling family roles and personal obligations, thus harming their work-life balance. Earlier, Choi (2008) tested the mediating effect of WFC between work and family demand and life stress among Chinese employees. As two primary domains of adult life, work and family are known to influence life stress among employees. The stress levels of 239 employees revealed that work demands appear to be less stressful than family demands. Therefore, WFC fully mediates the effect of family demands on life stress. Hence, our study was more interested in the determinants of family matters as a mediating role. Despite its rarity, the arguments could be used to support the following hypothesis: (H5) Family matters have a positive and significant mediating influence between personal health, time management, and work-life balance.

Figure 1 illustrates the overall research framework and hypothesis of this study.

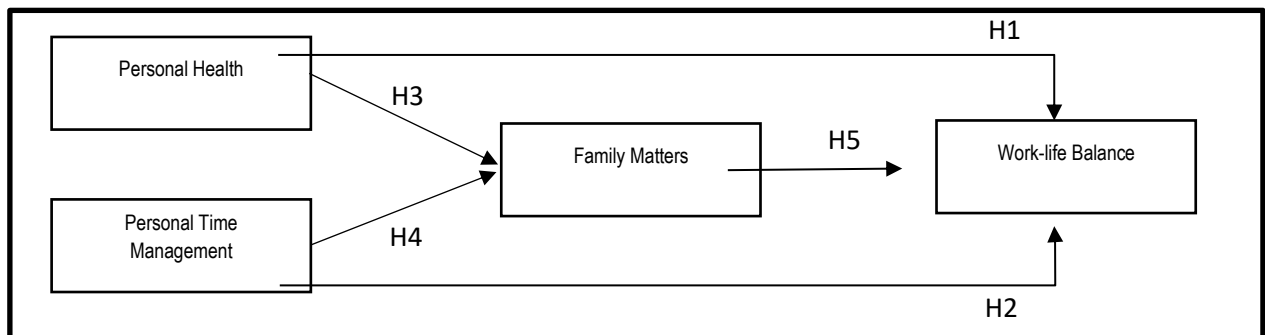


Figure 1: Theoretical Framework

3.0 Research Methodology

According to Creswell (2014), quantitative analysis is suitable for this study because this study intends to explore the mediating effect of Family Matters on the relationship of Personal Health and Personal Time Management toward WLB. The researchers decided to use the Krejcie and Morgan (1970) formula because the total number of F&B employees is unknown. Thus, 384 participants were targeted using purposive convenience sampling, and this study managed to collect 108 respondents through the web-based questionnaire design (Google forms) due to limitation of data collection procedure. All items were scored on a 6-point *Likert* scale: "1" for strongly disagree, and "6" strongly agree. All questions were adopted and adapted from Husin et al. (2018b), and the pre-testing revealed changes in a few questions.

3.1 Goodness of Data

Exploratory Factor Analysis (i.e., EFA) measures the validity of the items used from factor loading and communalities values and grouped items. Since the sample size can be considered relatively small ($n = 108$), the values of factor loading and communalities above 0.40 can be considered to significantly contribute to respective variables for a practical purpose (Field, 2009). Cronbach's Alpha reliability test measured the internal consistency of items grouped by the EFA analysis as suggested by Field (2009). Cronbach's Alpha reliability test value above 0.70 is acceptable (Hair et al., 2010).

As for accessing the mediating effect, three regression analysis models were employed in this study, as suggested by Baron and Kenny (1986). The first regression model should be about independent variables' effect on dependent variables (i.e. Personal Health and Personal Time Management \rightarrow WLB). The second model should be independent variables toward mediator variables (i.e. Personal Health and Personal Time Management \rightarrow Family Matters). The last model combined independent and mediator variables on the dependent variable (i.e. Personal Health, Personal Time Management, and Family Matters \rightarrow WLB). This study performed a bootstrapping analysis for each regression coefficient in the regression model since the sample size can be considered small. The reason is to validate the findings from the regression analysis from the aspect of regression coefficient by using 95% confidence interval of the Bias Corrected method (i.e. 95% BCa Confidence Interval). However, to validate the mediating effect from the Baron and Kenny (1986) approach, Hayes (2009) suggested using the PROCESS analysis. The PROCESS analysis is a combination of Bootstrapping analysis used to access the mediator variable's

indirect effect. Hair et al. (2014) supported that where the indirect effect of bootstrapping works well for the mediator analysis, this approach does not make any assumptions about the data distribution. One limitation of our methodology, the selected type of analysis was not SEM-PLS, which could possibly gain more interest of researchers due to its popularity.

4.0 Results

4.1 Descriptive Analysis

This study surveyed a total of 108 participants from the F&B sectors. Females (70%) were predominant, were mainly under the age of 24 (71%), and still single (83%). Their tenure is one year or less (58%), and the majority work in low-wage positions such as waiters (30%) and cashiers (24%). The majority worked approximately 20 hours or less (32%), and 55% agreed to work overtime. Overtime work is motivated by self-interest (51%), followed by organisational requirements (37%).

4.2 Assessment of Validity and Reliability Analysis

Table 1 shows the results of multiple criteria, which were extracted from twenty items of study variables, namely Personal Time Management, Family Matters, Personal Health, and Work-life Balance. The study found that only four variables should be grouped since the first four of Kaiser's eigenvalues (i.e. 7.348, 2.167, 1.710, and 1.201) were above one, and were also higher than the first four of simulation eigenvalues (i.e. 1.386, 1.297, 1.234, and 1.197) that were obtained from the parallel analysis of Monte-Carlo simulation analysis. Besides that, these four extracted variables exceed 60% of the cumulative percentage of variance explained (i.e., 61.13%). Thus, out of the twenty items, only four variables should be extracted.

Table 1: Multiple Criterion for Variables to be Extracted

Component Number	Kaiser's Eigenvalue	Simulation Eigenvalue	CP of Variance Explained
1	7.348	1.386	17.52
2	2.167	1.297	34.10
3	1.710	1.234	48.28
4	1.201	1.197	61.13
5	1.085	1.156	-
6	0.875	1.065	-

Note: CP = Cumulative Percentage; Component Number = Number of items in a questionnaire; Only six out of twenty components reported.

Table 2 shows the summary results of loading and communalities values for each group according to their variable's group. Items. Besides that, all twenty items were also suitable for performing this EFA analysis since the KMO index was above 0.60 (KMO = 0.83) and Bartlett's Test of Sphericity was significantly large ($\chi^2 (190) = 1125.82, p < .01$). Hence, the results of the loading and communalities values reported in Table 2 are valid.

In addition, all twenty items were grouped in their respective variables and aligned with Husin et al. (2018b). Hence, the name of each variable was maintained as Personal Time Management, Family Matters, Personal Health, and WLB. Besides that, the result of internal reliability also concludes that a reliability level for each extracted variable was at an acceptable level of above 0.70. Therefore, all twenty items can be considered valid and reliable for measuring the targeted variables in this study.

Table 2: Summary Results of Loading and Communalities Values

Variables and Items	Loading	Communalities
Personal Time Management		
I can work well from home	0.569	0.515
I can work best at my flexible hours	0.827	0.737
I can always come and go at my convenient time	0.740	0.617
The flexible hours make me a better employee	0.770	0.719
I am more responsible individual as I practice flexible working hours	0.839	0.743
Eigenvalue = 7.348, Variance Explained Percentage = 17.52%, Cronbach's Alpha = 0.849		
Family Matters		
The conditions of my family-life are excellent	0.656	0.682
I am satisfied with my family life	0.720	0.676
So far I have gotten the important things that I want in my family-life	0.778	0.691
If I could live my family-life over, I would change almost nothing	0.727	0.653
My family can be considered as exemplary family Mithali	0.661	0.564
Eigenvalue = 2.167, Variance Explained Percentage = 16.58%, Cronbach's Alpha = 0.816		
Personal Health		
I have enough sleep	0.711	0.586
I have sufficient exercise	0.718	0.614
I do regular medical check-up	0.818	0.701
At my age, my health is satisfactory	0.619	0.519
At my age, I am able to control my emotion well	0.697	0.615
Eigenvalue = 1.710, Variance Explained Percentage = 14.18%, Cronbach's Alpha = 0.768		
Work-life Balance		
I enjoyed my life	0.586	0.610

I love my work	0.677	0.623
I am committed to my work	0.590	0.631
I do have leisure time while working	0.453	0.504
My work stress is bearable	0.441	0.425
Eigenvalue = 1.201, Variance Explained Percentage = 13.85%, Cronbach's Alpha = 0.821		

Note: KMO Index = 0.83; Bartlett's Test of Sphericity, $\chi^2 (190) = 1125.82, p < .01$.

4.3 Assessment of Mediating Analysis using Regression Analysis

Three regression models were performed for examining the effect of the Family Matters mediator variable on the relationship of Personal Health and Personal Time Management toward WLB variables by using the Baron and Kenny (1986) property. Referring to Table 3, the first regression model analysis indicates that Personal Health ($\beta = 0.418, t = 6.177, p < 0.01$) and Personal Time Management ($\beta = 0.383, t = 6.097, p < 0.01$) has a positive significant effect toward WLB. It is also supported by the 95% confidence interval of the BCa bootstrapping analysis, where the confidence interval for the regression coefficient does not include zero (i.e. PH = (0.281, 0.555); PTM = (0.239, 0.551)). Hence, when the average level of Personal Health or Personal Time Management increases, the average level of WLB also increases by controlling another variable. This model also reveals that Personal Health and Personal Time Management were able to explain about 51.9% ($R^2 = 0.519$) of variance explained toward WLB, and the data fit the regression model ($F (2,105) = 56.64, p < .01$).

As for the second regression model, the regression analysis indicates that Personal Health ($\beta = 0.195, t = 2.199, p < 0.05$) and Personal Time Management ($\beta = 0.379, t = 4.592, p < 0.01$) gave a positive significant effect toward Family Matters. This is also supported by the result of 95% confidence interval of the BCa bootstrapping analysis for the regression coefficient since the confidence interval does not include zero (i.e. PH = (0.012, 0.372); PTM = (0.209, 0.560)). The findings show that increasing the average level of Personal Health or Personal Time Management increases the average level of Family Matters. The regression study also shows that these two sets of independent variables were able to explain around 26% ($R^2 = 0.260$) of variance explains toward Family Matters, and the model was fit to the data ($F (2,105) = 18.41, p < .01$).

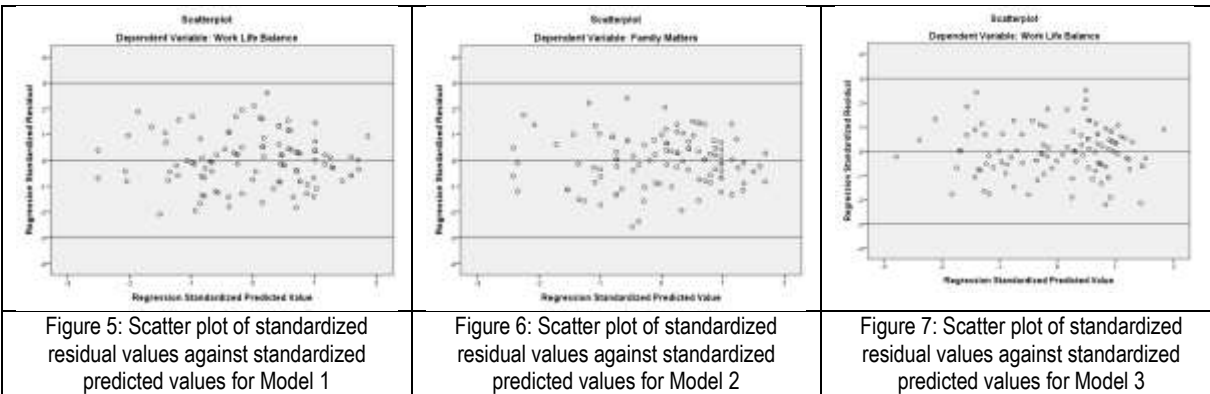
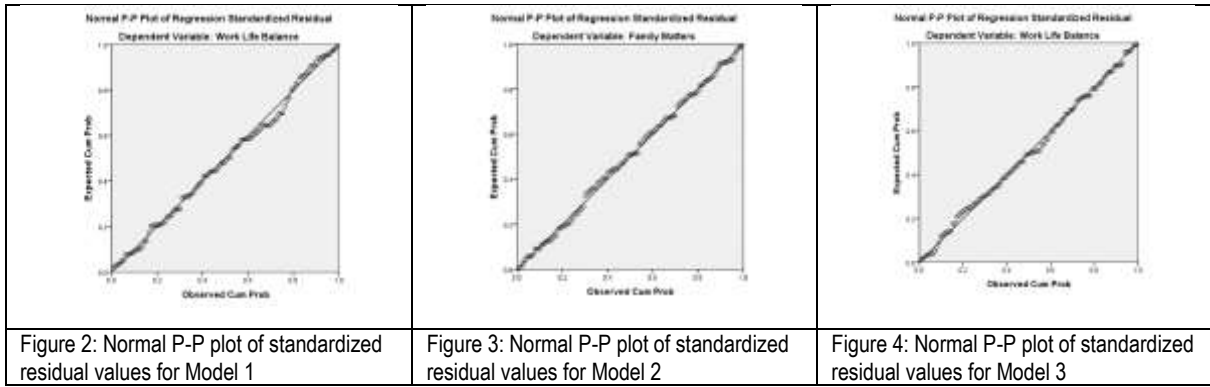
The last regression model (Model 3) indicates the Family Matters is a mediator variable ($\beta = 0.306, t = 4.471, p < 0.01$). Also, the independent variables (Personal Health = 0.358, $t = 5.624, p < 0.01$; Personal Time Management = 0.267, $t = 4.218, p < 0.01$) positively and significantly affected WLB. These findings are also aligned with the 95% confidence interval of the BCa bootstrapping analysis where all the confidence intervals for the regression coefficient do not include zero (i.e. FM = (0.165, 0.437); PH = (0.234, 0.484); PTM = (0.124, 0.433)). The outcomes reveal that the average level of Family Matters of Personal Health or Personal Time Management increased when the average level of WLB increased by controlling another variable. The coefficient of determination analysis indicates that the combination of Family Matters, Personal Health, and Personal Time Management variables was able to give 59.7% ($R^2 = 0.597$) of variance explains toward WLB, and the model was significantly fit to the data ($F (3,104) = 51.26, p < .01$).

Table 3: Summary results of Mediating Analysis using Baron and Kenny (1986) Regression Approach

	β	t-statistic	TOL, VIF	BCa 95% Confidence Interval for β
Model 1				
DV: WLB				
IV: PH	0.418	6.177**	0.888, 1.126	(0.281, 0.555)
IV: PTM	0.383	6.097**	0.888, 1.126	(0.239, 0.551)
Summary for Model 1: $R^2 = 0.519, F (2,105) = 56.64, p < .01$.				
Model 2				
DV: FM				
IV: PH	0.195	2.199*	0.888, 1.126	(0.012, 0.372)
IV: PTM	0.379	4.592**	0.888, 1.126	(0.209, 0.560)
Summary for Model 2: $R^2 = 0.260, F (2,105) = 18.41, p < .01$.				
Model 3				
DV: WLB				
MV: FM	0.306	4.471**	0.740, 1.351	(0.165, 0.437)
IV: PH	0.358	5.624**	0.849, 1.178	(0.234, 0.484)
IV: PTM	0.267	4.218**	0.739, 1.353	(0.124, 0.433)
Summary for Model 3: $R^2 = 0.597, F (3,104) = 51.26, p < .01$.				

Note: DV = Dependent Variable; MV = Mediator Variable; IV = Independent Variable; PH = Personal Health; PTM = Personal Time Management; FM = Family Matters; WLB = Work-life Balance; TOL = Tolerance; VIF = Variance Inflation Factor; BCa = Bias Corrected and Accelerated Bootstrap Method; Number of bootstraps resamples is 5000; β = Regression Coefficient; * $p < 0.05$; ** $p < 0.01$.

The distribution of the residual model's normality was assumed for each regression model, as reported in Table 4. Figure 2 to Figure 4 reveal that the Normal Probability Plot for the model's residual indicates that the residual of each regression model has normal distribution, since the majority of the residual values (i.e., small dots) lie on a diagonal line.



Regression results of Model 2 and Model 3 conclude that Family Matters significantly mediate the relationship between Personal Health toward WLB and the relationship between Personal Time Management toward WLB. The findings are validated, which Table 4 summarises the results of indirect coefficient analysis using PROCESS analysis, including the bootstrapping analysis and Sobel's Test for the indirect coefficient.

Table 4: Indirect Coefficient Analysis using PROCESS Analysis

Indirect Path	β	Sobel's Test	BCa 95% Confidence Interval for β
PH \rightarrow FM \rightarrow WLB	0.060	3.121**	(0.019, 0.107)
PTM \rightarrow FM \rightarrow WLB	0.116	3.719**	(0.085, 0.276)

Note: PH = Personal Health; PTM = Personal Time Management; FM = Family Matters; WLB = WLB; BCa = Bias Corrected and Accelerated Bootstrap Method; Number of bootstraps resamples is 5000; β = Indirect Regression Coefficient; *p <0.05; **p <0.01.

Table 4 indicates that Family Matters mediate the relationship between Personal Health and WLB since the 95% of Bias Corrected and Accelerated bootstraps confidence interval for the indirect regression coefficient was not zero (BCa 95% Confidence Interval = (0.019, 0.107)). The significant result of Sobel's Test ($\beta = 0.060$, $Z = 3.121$, $p < 0.01$) support this study. The same scenario applies to the mediating effect of Family Matters toward the relationship of Personal Time Management and WLB. The result shows that the 95% of Bias Corrected and Accelerated bootstraps confidence interval for the indirect regression coefficient was not zero (BCa 95% Confidence Interval = (0.085, 0.276)). It was further supported by the significant result of Sobel's Test ($\beta = 0.116$, $Z = 3.719$, $p < 0.01$). Hence, it also confirms that Family Matters mediate the relationship between Personal Time Management and WLB. Figures 8 and 9 show the summary results of regression analysis models based on Baron and Kenny's (1986) mediating analysis.

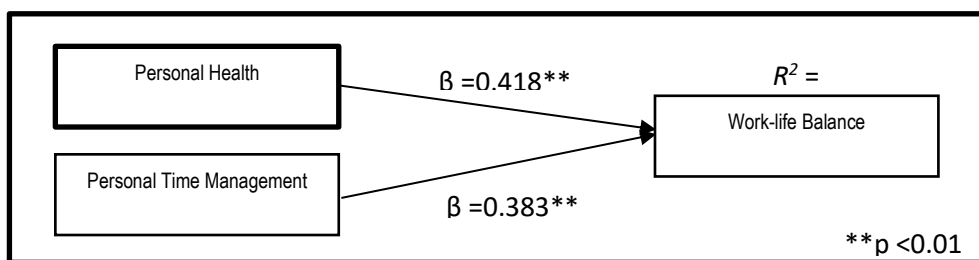


Figure 8: Summary results of regression analysis for Model 1

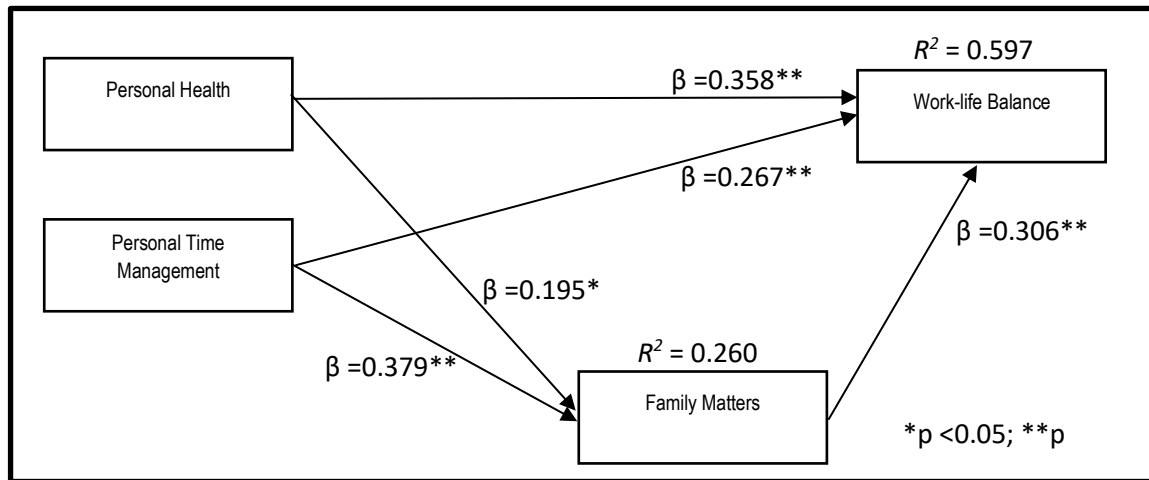


Figure 9: Summary results of regression analysis for Model 2 and Model 3

5.0 Discussion, Conclusion and Recommendations

It is imperative to have QOL practices in an organisation to support employees to ensure their well-being, thus increasing their engagement in both their personal and professional lives. Thus, to balance a personal and professional life, family stability must be promoted through opportunities to learn time management, stay healthy, conflict resolution, and daily life organisation skills, resulting in a more stable home environment. The findings have some managerial and theoretical implications. Firstly, organisations may need to give special attention to employees' when they have problems relating to their families. The younger generation mainly represent the findings from the current study. In this study, personal health and time management were proven to have helped the WLB of employees, which is in line with the previous studies (i.e. Gragnano et al., 2020; Mensah & Adjei, 2020; Rajeshwari & Chandrika, 2019). Millennials, particularly single employees, are renowned for their organisational abilities. While their incomes are insecure, this group of employees is mainly self-sufficient due to the absence of family obligations. The positive result on time management of the WLB's millennial groups was aligned to Malatras et al. (2016).

This generation felt that good family affairs, support from family and the stability of other family members would give them an advantage in dealing with daily life. The concerns of family members are aligned with Miller and Chen (2010). Although they are healthy and able to manage their time wisely, if their family matters are taken care of, they will be prepared to show higher levels of WLB. Having WLB means the employee can also perform at their best in the workplace. The mediating role implies this connotation, and also suggests some crucial theoretical implications. The arguments are in line with previous studies (e.g. Choi (2008); Fenner & Renn (2010); Malatras et al. (2016); Mansour & Mohanna (2018)) that family matters importance stems from its impact as a critical mediation variable in determining WLB outcomes. In line with COR, the tests in this study imply that we must resolve any family matters because it aids employees' health and time management towards a greater WLB. Since high workloads in the workplace can be considered as a stressful situation that threatens to deplete resources such as time and energy, family matters should act as a buffer between personal health and time management. The employees should employ defensive strategies to safeguard their resources and avoid falling into malaise at work. Among the strategies is disengagement, which results in decreased performance at work and time for themselves.

Employers need to realise the importance of conducive working conditions, create social policies and counselling programmes at the workplace as platforms for employees to communicate their problems and seek advice. The present study recommends that staff care programmes be implemented, including free family/psychological problems consultations to aid employees with difficulty getting access to medical and professional counselling to help them cope with their problems. Our findings imply that achieving SDG-8 requires prioritising job creation in economic policy and development plans to promote sustainable development. In addition, the hospitality sector must develop and implement sustainable tourism that creates jobs and promotes indigenous culture and products by 2030.

Third limitation, other than type of respondent and small data, the data collection for this study was conducted before the coronavirus disease (COVID-19) struck the world. Studies during the recovery movement control order (RMCO) may therefore reveal different results due to the severe collapse of the hospitality sector. However, in achieving a comprehensive idea of WLB, future researchers may broaden their research and enlarge the study's scope.

Acknowledgement

This study thanks to everyone who participated directly and indirectly in this study.

Paper Contribution to Related Field of Study

This paper contributes to the enrichment of literature relating to quality of life in the hospitality working environment.

References

- Afsaneh, H. R., Gunnel, J., Suzanne, W., & Kajsa, L. H. (2019). Time management skills in relation to general self-efficacy and parental sense of competence in individuals with and without cognitive disabilities. *Cogent Psychology*, 6(1), 1–16. <https://doi.org/10.1080/23311908.2019.1655981>
- Aifha, S. N., & Suwarsi, S. (2018). Pengaruh Lingkungan Kerja dan Stress Kerja Terhadap Work Life Balance di PT. Pos Indonesia (Persero), Bandung. In D. Ahmadi, A. Nurrahman, & N. Sugiono (Eds.), *Prosiding Manajemen "Spesia"* (pp. 349–355). Universitas Islam Bandung. <https://doi.org/10.29313/v0i0.10276>
- Amponsah-Tawiah, K., & Mensah, J. (2016). Occupational Health and Safety and Organizational Commitment: Evidence from the Ghanaian Mining Industry. *Safety and Health at Work*, 7(3), 225–230. doi:10.1016/j.shaw.2016.01.002
- Baron, R.M. and Kenny, D. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic & statistical considerations. *Journal of Personality & Social Psychology*, 51 (6), 1173-1183.
- Bataineh, K. A. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2), 99. <https://doi.org/10.5539/ibr.v12n2p99>
- Chang, A., & Nguyen, L. T. (2011). The mediating effects of time structure on the relationship between time management behaviour, job satisfaction, and psychological well-being. *Australian Journal of Psychology*, 63(4), 187–197. <https://doi.org/10.1111/j.17429536.2011.00008.x>
- Chansaengsee, S. (2017). Time management for work-life and study-life balance. *International (Humanities, Social Sciences and Arts)*, 10(5), 20–34.
- Choi, J. (2008). Work and family demand and life stress among Chinese employees: the mediating effect of work-family conflict. *The International Journal of Human Resource Management*, 19 (5), 878-895.
- Creswell, J.W. (2014). *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research* (4th ed.). London: Pearson New International Edition
- Fenner, G., & Renn, R. (2010). Technology-Assisted Supplemental Work and Work-to-Family Conflict: The Role of Instrumentality Beliefs, Organizational Expectations and Time Management. *Human Relations*, 63(1), 63-82
- Field, A. (2009). *Discovering Statistics Using SPSS* (3rd Edition). London: SAGE Publications.
- Gamor, E. Amisah, E.F., Amisah, A., & Nartey, E. (2017). Factors of work-family conflict in the hospitality industry in Ghana. *Journal of Human Resources in Hospitality & Tourism*. 1-21. DOI: 10.1080/15332845.2017.1328263
- Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work-life balance: weighing the importance of work-family and work-health balance. *International Journal of Environmental Research and Public Health*, 17(3), 9–11. <https://doi.org/10.3390/ijerph17030907>
- Hair, J.F., Hult, G.T.M., Ringle, C.M., and Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. Thousand Oaks: SAGE Publications.
- Hayes, A.F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76, 408-420.
- Husin, N. A., Syafiq, A., Ghazali, M., Abdullah, N., Izzwan, M., & Abdul, B. (2018). Work-life Balance of Malaysian Lecturers, *Australian Academy of Business and Economics Review (AABER)*, 4(1), 43–49
- Husin, N.A., Saad, M., Mariyanti, E., Razak, N.A., (2021). What matters for retirees to experience a great quality of life? *Environment-Behaviour Proceedings Journal*, 6(17), 101-107.
- International Labour Organization (2021). Goal #8: Decent work and economic growth, promote inclusive and sustainable economic growth, employment and decent work for all. www.ilo.org/global/topics/sdg-2030/goal-8/lang--en/index.htm
- Irawanto, D. W., Novianti, K. R., & Roz, K. (2021). Work from home: Measuring satisfaction between work-life balance and work stress during the covid-19 pandemic in indonesia. *Economies*, 9(3). <https://doi.org/10.3390/economies9030096>
- Jennifer (2020). *Achieving Work-Life Balance: The Importance of Time Management*. Open Sourced Workplace. <https://www.opensourcedworkplace.com/news/achieving-work-life-balance-the-importance-of-time-management>
- Jostell, D., & Hemlin, S. (2018). After hours teleworking and boundary management: Effects on work-family conflict. *Work*, 60(3), 475–483. doi:10.3233/wor-182748
- Khurshed, A., Mustafa, F., Arshad, I., & Gill, S. (2019). Work-Family Conflict among Married Female Professionals in Pakistan. *Management Studies and Economic Systems*, 4(2), 123-130.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Liu, T., Gao, J., Zhu, M., & Jin, S. (2021). Women's Work-Life Balance in Hospitality: Examining Its Impact on Organizational Commitment. *Frontiers in Psychology*, 12(February), 1–12. <https://doi.org/10.3389/fpsyg.2021.625550>
- Malatras, J. W., Israel, A. C., Sokolowski, K. L., & Ryan, J. (2016). First things first: Family activities and routines, time management and attention. *Journal of Applied Developmental Psychology*, 47, 23–29.
- Mansour, S. & Mohanna, D. (2018). Mediating role of job stress between work-family conflict, work-leisure conflict, and employees' perception of service quality in the hotel industry in France, *Journal of Human Resources in Hospitality & Tourism*, 1-23. DOI: 10.1080/15332845.2017.1340755

Matud, M.P. (2017). Gender and health. *Gender Differences in different Contexts*, 57-76

Maulana, M. A. (2017). Hubungan kualitas manajemen waktu dan work family balance pada pekerja wanita. *Intuisi : Jurnal Psikologi Ilmiah*, 9(3), 243–250. <https://doi.org/10.15294/intuisi.v9i3.14115>

Mensah, A., & Adjei, N. K. (2020). Work-life balance and self-reported health among working adults in Europe: A gender and welfare state regime comparative analysis. *BMC Public Health*, 20(1), 1–14. <https://doi.org/10.1186/s12889-020-09139-w>

Miller, G. E., & Chen, E. (2010). Harsh Family Climate in Early Life Presages the Emergence of a Proinflammatory Phenotype in Adolescence. *Psychological Science*, 21(6), 848-856.

Minarika, A., Purwanti, R. S., & Muhidin, A. (2020). Pengaruh Work Family Conflict dan Work Life Balance Terhadap Kinerja Karyawan (Suatu Studi pada PT. Pacific Eastern Coconut Utama Pangandaran). *Business Management and Entrepreneurship Journal*, 2(1), 1–11.

Naidoo, P., Ramseook-Munhurrin, P., & Deegumbur, P. (2019). Relationship between quality of life and quality of work life in a small island destination: millennial employees' perspective. *Journal of Tourism & Adventure*, 2(1), 1–16. <https://doi.org/10.3126/jota.v2i1.25930>

Nopiyani, N. M. S., & Wirawan, I. M. A. (2021). The impact of tourism on the quality of life of communities in tourist destination areas: A systematic review. *Macedonian Journal of Medical Sciences*, 9(F), 129–136. <https://doi.org/10.3889/oamjms.2021.5966>

Putri, S. A. (2021). Faktor-Faktor Yang Mempengaruhi Work-Life Balance Pada Wanita Buruh Tani. *Jurnal Psikologi Malahayati*, 3(1), 28–38.

Rajeshwari, D., & Chandrika, P. K. G. (2019). A Conceptual Study on Factors Affecting Work Life Balance of Employees Working in BPO' s - a Study of Select BPO' s in Hyderabad Region. *International Journal of Engineering Research and Technology (IJERT)*, 8(11), 92–95. <https://www.ijert.org>

Ramakrishnan, S. & Macaveiu, C. (2019). Understanding aspirations in tourism students. *Journal of Hospitality and Tourism Management*, 39, 40-48.

Runtukahu, G. M., & Rumukoy, F. S. (2018). Analysis the role of Work-Life Balance towards employee engagement in Tirta Investama Airmadidi Ltd. *Journal of EMBA*, 6(4), 1988–1997. <https://doi.org/10.35794/emba.v6i4.20929>

Toffoletti, K., & Starr, K. (2016). Women academics and work–life balance: Gendered discourses of work and care. *Gender, Work & Organization*, 23, 489-504.

UNWTO, (2021). Tourism in the 2030 Agenda, <https://www.unwto.org/tourism-in-2030-agenda>

Wilton, S., & Ross, L. (2017). Flexibility, sacrifice and insecurity: A Canadian study assessing the challenges of balancing work and family in academia. *Journal of Feminist Family Therapy*, 29, 66-87.