Work life balance among hotel employees in Cagayan de Oro City during COVID-19 pandemic, Misamis Oriental

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Abstract

The tourism and hospitality industry in Cagayan de Oro City, Misamis Oriental faces new challenges as the COVID-19 virus continues to hinder business operations. The issue of balancing both work and life in the current context of the pandemic forces the industry to reevaluate work-life policies and management. This study aims to assess the relationship of the hospitality employees' personal environment, demographic profile, and existing work-life balance (WLB) policies by gathering data through a questionnaire and evaluating the data through the use of descriptive statistics. The variables under personal environment include Support from family, Child or Dependent Care, and Self-Management. Variables under the work environment are: WLB policies, Workplace support, workload, and financial assistance. Lastly, the demographic profile of employees includes age, sex, civil status, and length of service. It was found that most respondents disagree that a work-life balance is achieved in their personal environment while agreeing that it is achieved in their work environment. Most respondents belong in the younger age group mostly of male, single, and having 1-5 years of work experience in the field. Those in the older generation aged 39 to 54 years old responded more positively when prompted to answer questions that entail a work-life balance in Support from Family, Childcare, Dependent Care and Self-Management. The researchers suggest further improvement on flexible working hours and flexible working arrangements, to prioritize productivity over working hours, regular job performance evaluations, and the provision of childcare services.

Keywords: tourism and hospitality industry, COVID-19 virus, work-life balance, flexible working arrangement, work environment and personal environment

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1. Introduction

The tourism and hospitality industry in Northern Mindanao contributes significantly to the local economy of the region. It accounts for 44.1 percent of the regional gross domestic product (GDP) and employs nearly one-fourth of the workforce in the region. Due to the COVID-19 virus, several bars, restaurants, and hotels within the City of Cagayan de Oro were greatly affected as lockdowns were imposed and add in the industry transitioned from face-to-face contact to figure home set-up and with this; it affects the work-life of hotel employees.

Working from home certainly has its appeal, on the other hand, there are many others who struggle with this setup because their home and work life are now inseparable meaning that they're expected to effectively manage multiple responsibilities simultaneously from both their career and their household responsibilities. In the study of Isaacs (2016), he explains that it will depend on the person's ability to balance work and life. The ability to control one's work entails that the individual also has the capacity to control both their professional and personal life. Work-life balance (WLB) could be a key component for fostering the personality of hotel employees; therefore, it is been the overall unity of groups of employees. Due to the seasonality of the hotel business, there is a high turnover of the industry, and through this, it suffers from severe labor shortages. Viyaja (2016), in his study, states that the tourism industry had grown to become a vital element of economic, social, and physical development, in such, success has become the sole aim in life and everyone wanted to realize it regardless of what it takes, so then the hotel industry isn't exempted to this. Work-life balance is an instrument for creating out the simplest abilities of the hotel employees.

In most cases, hotel employees work longer hours and bear additional burdens. Tiwari (2017) points out those employees, especially women, play two roles within their lives: one in the workplace and the other is at home. Hotel management could be a rewarding career path, but it is not without any challenges. As to other industries, work-life balance may be difficult to manage within the hospitality industry. Work-life balance is a very important aspect of a healthy working environment, maintaining a work-life balance can help reduce stress and even helps prevent burnout within the workplace. Excessive stress for a protracted time results in job burnout.

This paper analyzes the work-life balance of the participants supported by the study of Cookson et al. (2016). Employee satisfaction is additionally measured which can be supported by the study of Riaz et al. (2016). This study is represented by selected hotels accredited by the Department of Tourism (DOT) in Cagayan de Oro City, Misamis Oriental. The participants within the study were employees within the middle and lower classes. Existing literature regarding work-life balance is being reviewed and therefore the data gathered are segregated into sections. The primary section contains the profile of the hotel employee; second, the personal environment like the employees' support system within the family, childcare/dependent care, and self-management; lastly, the third section contains the work environment which involves work-life balance policies, workplace support, workload, and financial assistance. This study aims to teach and educate hotel employers on the impact of work-life balance on employee satisfaction and performance. This would also able to help employees to be more effective and efficient at their job and guide those to achieve a work-life balance that can result in greater job satisfaction and better job performance.

1.1 Objective of the study

This study aims to evaluate the Personal and Work Environment among Hotel Employees in Cagayan de

Oro City, Misamis Oriental. More specifically, this: (1) will present the profile of the respondents which include their age, gender, civil status and length of service, (2) will assess the work-life balance in the personal environment in terms of support from family support, childcare or dependent care and self-management, (3) will assess the work-life balance in the work environment in terms of: WLB policies, workplace support, workload, and financial assistance. Furthermore, this study (4) will test the significant difference on the responses when grouped according to profile variables. And (5) will test the significant relationship between the personal environment and the work environment of the respondents.

2. Method

2.1 Research design

This study uses a descriptive method of research. It includes the description, analysis, and interpretation of current conditions, and examines the relationship between variables and development studies that seek to determine changes over time. The research method describes the process followed in collecting and analyzing data. Hence, the descriptive research design will be considered an appropriate one to the current study in order to enrich the existing body of knowledge on work life balance among hotel employees.

2.2 Participants of the study

This research used purposive sampling, a total of three hundred five (305) respondent that are hotel employees who were working in the three (3) DOT Accredited three-Star hotel in Cagayan de Oro City, Misamis Oriental. The researcher uses only this number of respondents due to time and cost constraints. Random sampling technique was used by the researcher to attain the sample size based on the Raosoft Sample Size Calculator considering the 95% confidence level and 5% marginal error

2.3 Data collection instrument

The instrument employed was an adopted questionnaire from Pulhin, (2020) comprising of items related to the work life balance of hotel employees in Cagayan de Oro City, Misamis Oriental. The survey questionnaire was the main source of the primary data. The survey questionnaire was divided into three parts. First part included the items related to the demographic profile of the respondents. Second part considered the items related to the personal environment of respondents. And the third part also considered the items related to work environment of respondents. Likert's 4-point scale used to have the values "Strongly Agree", "To Disagree", "To Agree", "To Strongly Agree" to assess impacts. The instrument has undergone content validation and pilot testing where the Cronbach alpha resulted as follows:

2.4 Data gathering procedure

There were several stages in this study that were followed such as preparation, administration, retrieval, interpretation, and analysis of data. The researcher prepared the necessary papers related to research. Letters of request of approval to distribute questionnaires were addressed directly to the hotel employee of Cagayan de Oro City. Distribution and administration of the questionnaires immediately followed. After the questionnaires were retrieved, the researcher then tabulated, analyzed, and interpreted the data from the employees and their work life balance activities response.

2.5 Data analysis

A Descriptive Statistics is used. Percentage technique utilized in this study to describe the responses of hotel employees pertaining to the importance of work life balance in the development of hotel employees of Cagayan de Oro City, Misamis Oriental. Frequency Distribution and percentage were used to present the profile while

weighted mean, standard deviation and rank were used to analyze the personal and work environment of the respondents. T-Test and ANOVA were used to determine the significant difference and relationship of the variable being tested.

2.6 Ethical consideration

The research surely considered ethical practices in the conduct of the study. No opinion of the researcher was given to avoid bias and all information to be gather was used for research purposes only. All respondents were given a consent form to assure that they are voluntarily participating in the conduct of this study. The researcher also manages to seek approval for the main source of the instrument.

3. Results and Discussion

Table 1

Percentage distribution of the respondents' profile

Age	Frequency	Percentage (%)
23-38yrs old (Generation Y)	296	97.00
39-54yrs old (Generation X)	9	3.00
Sex		
Male	171	56.10
Female	134	43.90
Civil		
Single	249	81.60
Married	48	15.70
Separated	8	2.60
Length of Service		
1 – 5 Years	172	56.40
6 – 10 Years	133	43.60

Table 1 presents the percentage distribution of the respondent's profile. The data revealed that ages 23-38yrs old (Generation Y) has 296 or 97.0 percent and followed by 39-54yrs old (Generation X) with 9 or 3.0 percent. This means that majority of the respondents are 23-38yrs old (Generation Y). Work-life balance is often interpreted differently by different generations. They tend to stay with an employer longer than previous generations, which can lead to increased responsibility in the workplace, but also to increased stress and a lack of work-life balance. Millennials now account for roughly half of all employees. Many businesses are having difficulty attracting and retaining these workers, despite the fact that Millennials are having a significant impact on the corporate culture around the world. Compared with previous generations, young workers expect and demand greater flexibility in their work. Benefits that have a direct impact on the lives of millennials are their top priority at work, and these benefits should support a healthy work-life balance. The younger generation is now in the midst of building their career. Generation Y life demands modifying work schedules in most of the hospitality industry (Chandran & Abukhalifeh, 2021).

Moreover, in terms of sex, the male has 171 or 56.10 percent and followed by the female with 134 or 43.90 percent. This means that some of the respondents are male. Gender has a significant impact on working from home. Women and men alike prefer to work in organizations that encourage a work-life balance. Men appeared to gain an advantage over women. Men are happier when they achieve more at work, even if it means neglecting their families.

The civil status presented that single has 249 or 81.60 percent; married has 48 or 15.70 percent and separated with 8 or 2.60 percent. This means that majority of the respondents are single. Work-life balance can also be influenced by a worker's marital status; married workers prioritize their families over their jobs. WLB is easier for younger employees than it is for older employees.

In line with this, in the length of service, the 1 – 5 Years has 172 or 56.40 percent and followed by 6-10

years with 133 or 43.60 percent. This means that some of the respondents have a length of service 1 – 5 Years. A healthy working environment requires a good work-life balance. Maintaining a healthy work-life balance can reduce stress and prevent burnout in the workplace. Burnout in the workplace is caused by prolonged stress. Employees who work overtime for long periods of time are at a higher risk of burnout.

Table 2 illustrates the Personal Environment in terms of Support from Family. The composite means of 1.61 verbally interpreted as disagree denotes that the respondents do not highly practice this indicator of Personal Environment in terms of Support from Family.

Table 2

Personal environment in terms of support from family

Indicators	WM	VI	Rank
1. My spouse takes care of picking up and dropping the kids at the school.	1.35	SD	8
2. I can plan, prepare and give tasty healthy food to my spouse and children regularly in the evening with the help of extended family.	1.37	SD	7
3. Generally, my spouse pays the school fees for children and picking and dropping us at school and in the office.	1.38	SD	6
4. I give more attention for cleanliness of house with the help of my family members or of paid maid.	1.99	D	1
5. My family provides me guidance in times of difficulty or personal issues at work.	1.95	D	2
6. I get good assistance from my family for purchasing grocery items (rice, etc.), purchasing valuable assets in the family and paying electricity, water and telephone bills.	1.94	D	3
7. My family gives their moral supports to my children when I am not around.	1.46	SD	4
8. My spouse equally shares household activities and child caring responsibilities, homework and projects.	1.43	SD	5
Composite Mean	1.61	Disagree	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Considering the indicators who got the highest mean is "I give more attention for the cleanliness of house with the help of my family members or of paid maid" with a mean of 1.99 or Disagree, followed by "My family provides me guidance in times of difficulty or personal issues at work with a 1.95 mean or disagree. And the third in rank is "I get good assistance from my family for purchasing grocery items (rice, etc.,), purchasing valuable assets in the family and paying electricity, water and telephone bill with a mean of 1.94 or disagree.

This implies that respondents may be able to achieve a balance between paid and unpaid responsibilities with the assistance of their spouse, parents, children, supervisors, friends, and peer group. Work-life balance practices improve job satisfaction and performance while also lowering absenteeism and stress. A healthy work environment requires an honest and decent work-life balance. In order to avoid fatigue at work, a healthy work-life balance should maintain to reduce strain and prevents workplace fatigue. Employers can economize and maintain a healthier, more productive workforce by creating a piece of work environment that prioritizes work-life balance. Employees are happier when they arrive at work when they have a healthy work-life balance. As a result, strain and also the risk of fatigue, two common workplace health issues, are reduced. Fatigue or burnout may end up in a variety of symptoms, including mood swings and irritability, as well as fatigue can decrease productivity. This also implied that the respondents need the assistance and support of their families to have a smooth personal environment and growth of themselves (Chandran & Abukhalifeh, 2021).

Furthermore, the lowest mean indicator is "My spouse takes care of picking up and dropping the kids at the school" with a mean of 1.35 or Strongly Disagree which means that respondents do not practice this indicator. This was followed by the indicator "I can plan, prepare and give tasty healthy food to my spouse and children regularly in the evening with the help of extended family" with the weighted mean of 1.37 and for spouse to pays the school fees for children and picking and dropping us at school and in the office (1.38)

This result may due to the fact that anyone who would like to achieve work-life balance must have excellent time management skills. Especially in managing their time towards to their family, may it be their kids or to their spouse. However, employees are more likely to have the mental and emotional energy to give their children the attention they require if a work-life balance is maintained. Employees will also have more chances to spend

quality time with their kids – time when we are completely focused on them. It is also important to note that childcare and dependent care especially concern the women in a household. Williams et al. (2016) stated that employers tend to hire more men over women because of this which shows gender inequity in the hospitality industry. The prompt "My spouse takes care of picking up and dropping the kids at the school" is indicative of the variable "family support" which means that having the lowest mean indicator indicates that it is common to have low family support in this area.

Table 3

Personal environment in terms of childcare, dependent care

Indicators	WM	VI	Rank
1. I can talk to my children politely.	1.44	SD	5.5
2. I have patience to hear my kids' conversation with me.	1.44	SD	5.5
3. I sit, chat and play with the children regularly.	1.36	SD	7
4. I am taking care of my aged parent(s) / in law(s).	1.32	SD	8
5. I can manage elder care issues through my social network.	1.77	D	2
6. I can give full attention towards my children with the help of my family.	1.46	SD	3
7. I take time off/leave when my child is suffering from illness.	1.44	SD	4
8. I take permission/time off/leave when I have to give attention to the dependent.	2.07	D	1
Composite Mean	1.54	Disagree	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 3 presents the Personal Environment in terms of Childcare, Dependent Care. The composite means of 1.54 verbally interpreted as disagree denotes that the respondents do not highly practice this indicator of Personal Environment in terms of Childcare, Dependent Care. Indicators such as take permission/time off/leave when I have to give attention to the dependent ranked first with the weighted mean of 2.07 followed by can manage elder care issues through my social network (1.77) and can give full attention towards my children with the help of my family (1.46).

The relationship between work and other important variables such as family, sports, social life, household chores, volunteer commitments, and so on, are known as work-life balance. It is probable that a good work-life balance is achieved if an individual feels like he/she has enough time for all these variables in their life. As work, family, and other responsibilities change, work-life balance will most likely shift. With some trial and error, family members are likely to find an approach that helps employees. Children require warm, loving attention and quality time with their parents to develop, learn, and thrive. Employees are more likely to have the mental and emotional energy to give their children the attention they require if a work-life balance is maintained.

There could also be more chances to spend quality time with children– the time when the parents may be completely focused on them. Quality time spent together is the foundation of all relationships, achieving a good and decent work-life balance allows us to devote longer and energy to improving our relationships with our children and if we've got one, our partner. This also implied that the respondents aren't ready to manage their life balance to their family care or dependents care because of overwork, the employees within the hospitality industry will now not have time for family and friends (Chandran & Abukhalifeh, 2021).

Moreover, the lowest mean indicator is "I am taking care of my aged parent(s) / in-law(s)." with a mean of 1.32 or Strongly Disagree which means that respondents do not practice this indicator. This was followed by able to sit, chat and play with the children regularly (1.36) and tied in rank with 1.44 as weighted mean is able to have patience to hear their kids' conversation with them and can talk to their children politely. Work arrangements that are more family-friendly may help us strike a better balance between work and family time. By looking at our workplace agreement or asking our coworkers, they can learn about our employer's family-friendly policies. Attending to the aged parents may be very complicated and difficult for hotel employees given the bulk and demand at work. In a service-oriented sector like the hotel business, having workers who are ready to go above and beyond their given responsibilities to do extra activities that will help the organization achieve its goals is valuable.

Given that it is a people's business, it is critical to guarantee that staff is dedicated to the organization to provide real quality of service to their customers and to be significant capital to their company in the long term. Hence, there are implications to their personal life especially on taking care of their aged parents. Kamau and Waudo (2012) confirmed that self-motivation is one of the main expected skills for one hospitality employee to be considered competent. This trait was expected by the employee themselves more than the expectation of the employers from them.

Table 4

Personal environment in terms of self-management

Indicators	WM	VI	Rank
1. I can spend the time I want on my own self development.	3.07	A	2
2. I have enough time to think, plan and to schedule my day-to-day activities.	2.81	A	4
3. I have sufficient time to take care of myself.	3.06	A	3
4. I have time and energy to engage in any leisure activities that I want to do.	2.70	A	6
5. I always do prayer either in the morning or evening.	3.43	A	1
6. I have sufficient time to relax myself.	2.79	A	5
7. I undergo physical exercise and yoga regularly.	2.41	D	8
8. I have time and energy to still do my hobby or things I love other than my work.	2.71	A	7
Composite Mean	2.88	Agree	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 4 explains the Personal Environment in terms of Self-Management. The composite means of 2.88 verbally interpreted as Agree. Among the indicators under Personal Environment in terms of Self-Management, these indicators mostly practice by the respondents. Though, these indicators need to be improved to reach the highest mean.

Indicator such as able to do prayer either in the morning or evening (3.43) ranked first followed by can spend the time I want on their own self-development (3.07) and have sufficient time to take care of themself (3.06) verbally interpreted as agree. This means that the respondents moderately practice this indicator of Personal Environment in terms of Self-Management because it meets the average mean. Self-management is the act of exerting ownership over one's own person to enhance one's personality through intelligent self-management. To achieve good self-management in everyday work, as much self-organization, autonomy, and self-guidance as possible must be achieved. In the workplace, self-management skills are important because they allow you to create a better working environment for yourself and your colleagues.

Praying for your workplace could boost your output. Work, according to the Bible, is honorable, so no matter what you do, doing honest work in a joyful spirit is like praying to God. An emotional wound can be healed through prayer. At its most basic level, prayer is a system that can meet the needs of the public. It's also the recommended method for maintaining our spiritual health. Prayer is a route to resolution, a way to find a solution to a problem. It illuminates our dilemmas and difficult choices.

Confidence, perseverance, toughness, patience, perception, and emotional regulation are examples of self-management skills. In the workplace, self-management skills are important because they allow you to create a better working environment for yourself and your colleagues. Confidence, perseverance, toughness, patience, perception, and emotional regulation are examples of self-management skills. Personality management is very important for employees to ensure that they are happy and able to work in the next few years in the hotel industry ("Factors Affecting Hotel Staff Performance", 2019).

In line with this, the lowest mean indicator is "I undergo physical exercise and yoga regularly" with a mean of 2.41 or disagree which means that only few of the respondents practice this indicator. This was followed by have time and energy to still do their hobby or things I love other than their work (2.71) and time and energy to engage in any leisure activities that they want to do (2.70).

A healthy working environment requires a work-life balance. In order to reduce strain and prevent fatigue in

the workplace, maintaining a healthy work-life balance is very significantly important. One of the foremost common health problems within the workplace is chronic strain. Regular physical exercise or workouts can also increase self-esteem while reducing strain and anxiety. It also helps prevent the development of mental health problems and improve the standard quality of life of people facing these problems.

Amongst the important components and skills for hospitality employees are hope, self-efficacy, optimism, and resilience. These positive capacities of people are known to have an influence on job performance, decrease stress levels, and better well-being of the employees. Restaurant management can then come up with organizational approaches to enhance the positive psychological capital among its employees. This could consequently aid in improving their organizational commitment. Moreover, the study of Gupta (2017) shows that when a company conducts corporate social responsibility, it's more likely that the employees therein would have a better and higher level of organizational commitment.

Table 5

Work environment in terms of work-life balance policies

Indicators	WM	VI	Rank
1. In my organization specific WLB policy has been established documented.	3.01	A	5
2. The Employees are expected to adhere to and sign the WLB policy.	2.78	A	6
3. The organization provides family – friendly policies that help me to fulfill family commitments.	3.05	A	4
4. Various unique programs are offered by the organization to the employees for maintaining WLB.	2.63	A	9
5. I can access flexible work schedule in my organization.	3.44	A	1
6. Employees are expected to attend training programs for WLB conducted inside and outside the organization	2.67	A	8
7. Employees are expected to work from home outside normal working hours.	3.35	A	2
8. WLB policies implemented in the organization make my job easier.	2.73	A	7
9. All the employees are aware of the WLB policies created in the organization.	3.10	A	3
Composite Mean	2.97	Agree	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 5 shows the Work Environment in terms of Work-Life Balance Policies. The composite mean of 2.97 is verbally interpreted as Agree. This means that the respondents moderately practice this indicator of Work Environment in terms of Work-Life Balance Policies because it meets the average mean. Still, this should be improved to reach the highest mean or Strongly Agree. The indicator that got the highest mean is "I can access flexible work schedule in my organization" with a mean of 3.44 or agree. This was followed by Employees are expected to work from home outside normal working hours (3.35) and All the employees are aware of the WLB policies created in the organization (3.10) which was interpreted as agree.

Having a flexible work schedule was perceived by the respondents as highest WLB policies. This may be on reason for employees to minimize stress as long as they have flexible work schedule and to do all the tasked assigned to them. As a result, stress, and therefore the risk of burnout, two common workplace health issues, is reduced. Employees' reasons for appreciating a flexible and versatile work schedule vary, but they're frequently related and associated to the office environment. Businesses can offer a variety of flexible options, including remote work. A communications solution that features both video meetings and team messaging is required to support a flexible and versatile workforce. Depending on the company, position, and employee, flexible work arrangements can mean a range of things as stated by Al-Refaie (2015), employees who have more flexibility and experience less stress are more likely to remain with the company in the long run. It's the ability to work from home some or all the time in some cases. In some cases, within the study conducted by ILO (2020), it may imply arriving earlier or staying later than the quality standard nine-to-five workday.

On top of this, the lowest mean indicator is "Various unique programs are offered by the organization to the employees for maintaining WLB." with a mean of 2.63 or agree which means that most of the respondents practice this indicator. This was followed by WLB policies implemented in the organization make my job easier (2.73) and The Employees are expected to adhere to and sign the WLB policy (2.78) which was interpreted as agree.

This implies that if the hotel company performs and supports their employees in the policies with regards to work-life balance, they will become happier and minimize the stress in their workplace. Least policies are to have unique programs are offered by the organization to the employees for maintaining WLB. This may due to that the hotel may have other programs related to their employees. This policies and programs may reduce burnout hence would result to work life balance. The study of Abao et al. (2018) mentioned that if employers support work-life balance policies, employees can give enough time to their families especially when they have an access flexible work schedule in my organization. Burnout can result in a variety of symptoms, including mood swings and irritability, as well as fatigue and decreased productivity.

Table 6

Work environment in terms of workplace support

Indicators	WM	VI	Rank
1. All the employees are treated equally if they request assistance with work and family related matters.	3.11	A	1
2. My superior gives more importance towards the well-being of the employees.	2.79	A	7
3. I can give my attention for urgent family or personal issues immediately.	3.10	A	2
4. My organization supports the employees in terms of combining professional life with family life expectations to be fulfilled.	2.77	A	8
5. I can openly discuss issues relating to work life balance with my superior.	3.05	A	6
6. I am encouraged to take own decisions.	3.07	A	4.5
7. I get high degree of respect and fair treatment from my boss.	3.07	A	4.5
8. My supervisor gives me more guidelines and good quality of supervision to perform my work.	2.73	A	9
9. My colleagues understand and assist me of other non-work and work situation accordingly to successfully completing my work.	3.10	A	3
Composite Mean	2.98		Agree

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 6 shows the Work Environment in terms of Workplace Support. The composite means of 2.98 verbally interpreted as Agree. This means that the respondents moderately practice.

This indicator of Work Environment in terms of Workplace Support because it meets the average mean. the indicator that got the highest mean is "All the employees are treated equally if they request assistance with work and family-related matters" with a mean of 3.11 or agree. This was followed by can give my attention for urgent family or personal issues immediately (3.10) and My colleagues understand and assist me of other non-work and work situation accordingly to successfully completing my work (3.10) which was verbally interpreted as agree.

Among the indicators under Work Environment in terms of Workplace Support, these indicators mostly practice by the respondents. However, these indicators still need to be improved to reach the highest mean. Employee productivity can be harmed by workplace fairness (or lack thereof). Relationships strengthen and trust grows when all employees in the office are treated fairly. Employees' perceptions of fairness have a significant impact on their attitudes and behaviors in the workplace. When employees believe the organization is fair, they are more likely to have positive attitudes and engage in behaviors that benefit the company. The perception of fairness is crucial. Based on how they perform and how they are treated in the organization, all employees have ideas about what they believe is fair to them. This problem is frequently the cause of employee turnover. Support in the workplace helps to improve employees' sense of competence, thereby increasing their level of interest in work.

Jang et al. (2018) study also implied that the respondents can acquire supervisor support and gives more guidelines and good quality of supervision to perform work-life balance. Employees who are valued and supported at work perform better and exceed their responsibilities. There is no doubt that a positive work environment can increase productivity. It cultivates a sense of belonging and team spirit and reminds everyone that they are working towards a common goal. When working as part of a team, various skill sets blend together to complement each other. People can combine their skills and learn from each other to improve their overall efficiency.

Furthermore, the lowest mean indicator is "My supervisor gives me more guidelines and good quality of supervision to perform my work." with a mean of 2.73 verbally interpreted as agree. This was followed by the organization supports the employees in terms of combining professional life with family life expectations to be fulfilled (2.77) and the superior gives more importance towards the well-being of the employees (2.79).

This result may due to that not all hotel supervisors are as well-equipped since, least on the items are for supervisor gives their employees with more guidelines and good quality of supervision to perform the work being done by their subordinate. Providing special attention by the supervisor is very important to ensure quality output and thus will strengthen the relationship among colleagues. Since employees working under supervision provide information on a regular basis, supervision improves communication between base employees and management. A good supervisor is essential to keeping employee productivity and morale high. Successful candidates for this position generally have interpersonal and managerial skills, as well as an approachable, confident. This promotes collaboration between junior and senior employees. Therefore, supervision strengthens communication. Supervisor to ensure that the work is completed according to the target. The supervisor is responsible for completing related tasks and motivating his colleagues (Osborne and Hammoud, 2017).

Table 7

Work environment in terms of workload

Indicators	WM	VI	Rank
1. My job does not keep me away from my family too much.	3.34	A	1
2. I do not feel I have more to do than I can handle comfortably.	2.77	A	8
3. I feel more respected because of my responsibilities in job.	3.12	A	2
4. Coming up with new ideas to get appreciated in the organization creates work pressure and increases my workload.	2.76	A	9
5. I often come home late in the evening.	3.09	A	4
6. I get disturbed when there is a delay in the completion of work.	2.79	A	7
7. I plan my work and perform orderly without any delay.	3.02	A	6
8. I am ready to take too many tasks at a full stretch.	3.03	A	5
9. I will always finish my work without pending.	3.11	A	3
Composite Mean	3.01		Agree

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 7 shows the Work Environment in terms of Workload. The composite means of 3.01 verbally interpreted as Agree.

The indicator that got the highest mean is "My job does not keep me away from my family too much" with a mean of 3.34 or Agree. This was followed by feel more respected because of my responsibilities in job (3.12) and always finish the work without pending (3.11). All items are interpreted as agree. Among the indicators under Work Environment in terms of Workload, these indicators mostly practice by the respondents. Whereas, these indicators still need to be improved to reach the highest mean. This implied that the respondents could manage their workload moderately in their workplace. Factors related to a person's workplace and working conditions, such as flexibility and number of working hours, sick leave and vacation regulations, and the availability of support structures in the workplace, affect a person's ability to maintain a balance between work and life. The work environment can have a positive or negative impact on employee morale. The work environment has a significant impact on the performance and productivity of employees. The most important factor affecting employee motivation, happiness, productivity and efficiency is their work environment

A healthy work environment may result in an increase of productivity, could also reduce absenteeism, reduce turnover, workers' compensation, and medical claims costs. More work can give them stress in their work and incapacity to manage their performance in the workplace. Thus, they will be retained in the hotel company if they can manage their task properly (Aung, 2018). Moreover, the lowest mean indicator is "Coming up with new ideas to get appreciated in the organization creates work pressure and increases my workload." with a mean of 2.76 or agree. This was followed by do not feel I have more to do than I can handle comfortably (2.77) and get disturbed when there is a delay in the completion of work (2.79).

This is due to that employees may believe their work is valued when they know their efforts are recognized and appreciated. Showing gratitude in the workplace increases employee engagement and dedication, in addition to increasing productivity. Appreciation fosters employee loyalty. Positive relationships in our lives give us a greater sense of purpose and meaning. Positive relationships add to the story of our lives. They satisfy our desire to be a part of a group and strengthen our sense of self-identity. Productivity rises when people are appreciated. People are lifted when they are genuinely appreciated. At its most basic level, it provides us with a sense of security, which allows us to focus on our work. It's also invigorating. When our value is threatened, as it frequently is, worry takes over, draining and diverting our energy away from creating value. Employees who are loyal are more likely to do their best work and perform to the highest standards. The company will have productive and efficient employees if they have loyal employees working for them. Employee loyalty helps to reduce the amount of turnover in your company. If an employee feels valued and appreciated at work, they are more likely to remain loyal to their employer.

Table 8

Work environment in terms of financial assistance

Indicators	WM	VI	Rank
1. My organization provides me good compensation for my work.	3.05	A	2
2. I can buy/provide enough groceries to feed myself and my family through my salary.	2.80	A	6
3. I can assist my family to buy fixed assets.	2.90	A	4
4. I can assist my family to buy household appliances.	2.66	A	9
5. Repayment of loans is easier for me through my good package.	2.93	A	3
6. I can help my family to solve the problems that arise due to money.	2.70	A	8
7. Sometimes, I solve my financial problems through my colleagues.	2.84	A	5
8. I do not get stressed often due to my income level.	2.76	A	7
9. My employer provides my salary on time.	3.35	A	1
Composite Mean	2.89		Agree

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 8 shows the Work Environment in terms of Financial Assistance. The composite means of 2.89 verbally interpreted as Agree. This means that the respondents moderately practice this indicator of Work Environment in terms of Financial Assistance because it meets the average mean.

Similarly, the indicator that got the highest mean is "My employer provides my salary on time" with a mean of 3.35 or Agree. This was followed by organization provides me good compensation for my work (3.05) and Repayment of loans is easier for me through my good package (2.93). Among the indicators under Work Environment in terms of Financial Assistance, these indicators were mostly practiced by the respondents. Whereas these indicators still need to be improved to reach the highest mean. In the most basic sense, salary is important because most people would not do their jobs if they weren't paid for them. It's also crucial to pay a fair wage for the work that needs to be done.

By consistently paying employees on time, you are effectively expressing your appreciation for their contributions to the workplace and your desire for them to remain employees at your company. Supporting your employees' financial well-being is beneficial to both them and your company. Poor financial health can have a negative impact on physical, mental, and social well-being, resulting in decreased job performance, reduced ability to concentrate, lower productivity, and absenteeism. They can be more present in the workplace because they are not concerned about their finances, resulting in higher productivity and quality of work (Osborne & Hammoud, 2017).

Moreover, the lowest mean indicator is "I can assist my family to buy household appliances." with a mean of 2.66 or agree which means that only a partial of the respondents practice this indicator. This was followed by can help my family to solve the problems that arise due to money (2.70) and I do not get stressed often due to my income level (2.76). Food, shelter, clothing, education, and health services, among other things, are considered basic needs for every family. If all these things are provided, everyone in the family is happy. As the size of the family grows, the quantities of these items will need to grow as well. Rewards or other incentives — such as

praise, fame, or money — are used as motivation for specific activities in extrinsic motivation. External factors, rather than intrinsic motivation, drive this type of motivation. Extrinsic rewards can be used in the workplace to pique employees' interest in tasks that they were previously uninterested in.

Compensating employees fairly demonstrates that the management values their employees hence they will be motivated to come to work when they feel valued. Literature coined the term "extrinsic motivation" which basically enumerate possible reasons for an employee to be attracted to work opportunities other than the ones they currently have. Among these include better compensation, better chance for career advancement, challenging and interesting work, more supportive superior, job security, more conducive location of the company, healthier organizational culture, more favorable benefits and the like (Ryan et al., 2015).

Table 9

Difference of responses on personal environment when grouped according to profile

Age	U / λ^2_c	p-value	Interpretation
Support from Family	202.5	0.000	Highly Significant
Childcare, Dependent Care	292	0.000	Highly Significant
Self-Management	1243	0.727	Not Significant
Sex			
Support from Family	6995	0.000	Highly Significant
Childcare, Dependent Care	6888.5	0.000	Highly Significant
Self-Management	5591	0.000	Highly Significant
Civil Status			
Support from Family	143.275	0.000	Highly Significant
Childcare, Dependent Care	146.076	0.000	Highly Significant
Self-Management	4.645	0.098	Not Significant
Length of Service			
Support from Family	10654	0.269	Not Significant
Childcare, Dependent Care	10546.5	0.210	Not Significant
Self-Management	10063	0.066	Not Significant

Legend: Significant at p-value < 0.05

Table 9 displays the difference of responses on the physical environment when grouped according to profile. It can be gleaned from the table that a highly significant finding in response to support from family and childcare dependents on age, civil status. On the other hand, findings were not significant when it comes to self-management in the areas of sex, age, civil status and length of services.

The findings between sets of respondents are conflicting when ask about their differences in terms of their response on personal environment when grouped according to age, it implies that they are not fully aware or even concern about their personal environment.

It was observed that there was a significant difference on support from family ($p = 0.000$) and childcare, dependent care ($p = 0.000$) when grouped according to age and civil status. This means that the responses differ significantly and based on the pairwise comparison, it was found out that those who belong to the age bracket of 39 to 54 years old and single have greater assessment on the above variables. In addition, these findings indicate that those in their forties and fifties have different perspectives than those in their forties and fifties towards childcare, dependent care and physical environment. Basically, because the majority of employees are in this age range, and those in this age range are often nearing retirement age or, if not, have already reached the pinnacle of their careers, as opposed to younger employees who are still in the early stages of their careers. The new generations have distinct attitudes and expectations when it comes to ensuring work life balance. Using multi group analysis, results revealed that relationship among personal motivation, flow and commitment played superior role for older employees and working for a long time in a hospitality organization than those younger and working less than five years (Watson et al., 2018).

It is also crucial to assess them in consideration to the demographic profile of the respondents. This means that the responses differ significantly and based on the pairwise comparison, the responses of the respondents

ages 39 to 54 years old and classified as single resulted in a greater assessment on the above variables and it shows that respondents on this age supports their family; and being single it is capable to take risk and sacrifice their personal life for the sake of the family as well as the willingness to extend and give hands to take care of the family, childcare and dependent care. This can be expected since most employees in any culture tend to get married and form a family at a certain age of stability since these are vital structures that build the foundation of a society (Marriage and Family, 2012).

In addition, there was also significant difference when grouped according to sex because all computed p-values were less than 0.05 alpha level, thus the responses vary and from the test conducted, the responses shows that those who are single has a higher assessment on their physical environment due the facts that single respondents have more time on their personal activities after working hours, they can still manage to do other things aside from their work responsibility especially to those male respondents because they don't have children or spouses waiting at home, they don't have children to take care of. Single has all the time attaining their personal needs compare to those of the married employees. This is due to that their sex have to do anything on the physical environment (Williams et al., 2016). This is similar with the study of Hsiao, (2017) and Watson et al. (2018) confirming that female employees on the other hand, show greater view on the physical environment than male employees. A research paper found out that there is a correlation between organizational commitment when grouped according to sex, educational attainment and whether they voluntarily choose to do the job or not (Kalfa et al., 2016).

Table 10

Difference of responses on work environment when grouped according to profile

Age	U / λ^2_c	p-value	Interpretation
Work-life Balance Policies.	1073.5	0.309	Not Significant
Workplace Support	896	0.085	Not Significant
Workload	1003	0.197	Not Significant
Financial Assistance	965	0.150	Not Significant
Sex			
Work-life Balance Policies.	5448	0.000	Highly Significant
Workplace Support	5069	0.000	Highly Significant
Workload	4073	0.000	Highly Significant
Financial Assistance	6138.5	0.000	Highly Significant
Civil Status			
Work-life Balance Policies.	31.408	0.000	Highly Significant
Workplace Support	31.091	0.000	Highly Significant
Workload	14.579	0.001	Highly Significant
Financial Assistance	20.338	0.000	Highly Significant
Length of Service			
Work-life Balance Policies.	10415.5	0.170	Not Significant
Workplace Support	10585	0.251	Not Significant
Workload	10665.5	0.301	Not Significant
Financial Assistance	11054	0.607	Not Significant

Legend: Significant at p-value < 0.05

Table 10 shows the difference of responses on the work environment when grouped according to profile. It was observed that there was a significant difference when grouped according to sex and civil status because the P-Value is less than 0.05. However, the profile of the respondents such as length of service and age shows no significant difference towards work environment because the P-Value is greater than 0.05. This also means that the responses differ significantly and based on the post hoc test, it was found out that those who are female and single have greater assessment on the above variables

It can be derived from the table that a highly significant findings in response to work-life balance policies, workplace support, workload and financial assistance on sex, civil status. On the other hand, findings were not significant when it comes to work-life balance policies, workplace support, workload and financial assistance in the areas of age and length of service. The findings between sets of respondents are not conflicting and is consistent when ask about their differences in terms of their responses on work environment when grouped

according to age, sex, civil status implies that they are fully aware and concern about their work environment.

Moreover, it also shows the difference of responses on the work environment when grouped according to profile. It was observed that there was a significant difference when grouped according to sex and civil status because the P-Value is less than 0.05. However, the profile of the respondents such as length of service and age shows no significant difference towards work environment because the P-Value is greater than 0.05.

This also means that the responses differ significantly and based on the post hoc test, it also resulted on the above variables that those female and single have a greater assessment for the reason that female has an ability to balance work and life with regards to their family, work and financial status due to the fact that female knows how to do budgeting, has a sense of financial segregation and is conscious and considerate in stretching finances.

The data reveals that those who are female and single have higher view and response on the assessment on work environment as compared to those who are male and married employees. This proves that single employees have a different view and responses as compared to married employees especially when it comes to work environment. They tend to be more focused and optimistic whereas those married employees have different responsibilities and role to juggle. Referring also to their perspective in life, as single and married, they have different views. Employers who understand the difference between personal and work environment create engagement programs that recognize and reward employees for engaging in appropriate behaviors and aligning with company objectives.

It had been also discovered within the study of Austin-Egole et al. (2020), that within the times–flexible working arrangements (FWA) are highly significant. Formulating proper flexible working arrangements helps solve employees' issues while on the opposite, promoting employees' efficiency and work performance, much more in reducing stress and improves the well-being of a female and single employee. These can be seen in the work of Darko-Asmadu et al. (2018) which demonstrates that single employees are able to better manage a work-life balance than their married counterparts.

Table 11

Relationship between physical and work environment

Support from Family	rho-value	p-value	Interpretation
Work-life Balance Policies.	.480**	0.000	Highly Significant
Workplace Support	.417**	0.000	Highly Significant
Workload	.318**	0.000	Highly Significant
Financial Assistance	.335**	0.000	Highly Significant
Childcare, Dependent Care			
Work-life Balance Policies.	.467**	0.000	Highly Significant
Workplace Support	.416**	0.000	Highly Significant
Workload	.309**	0.000	Highly Significant
Financial Assistance	.369**	0.000	Highly Significant
Self-Management			
Work-life Balance Policies.	.550**	0.000	Highly Significant
Workplace Support	.684**	0.000	Highly Significant
Workload	.667**	0.000	Highly Significant
Financial Assistance	.626**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 11 reveal the findings of the respondents in terms of their relationship between physical and work environment. It can be obtained from the table that a highly significant findings in response to work-life balance policies, workplace support, workload and financial assistance on support from family, childcare, dependent care and self-management. The findings between sets of respondents are not conflicting when ask about their relationship between physical and work environment, it implies that they are fully aware and concern about their physical and work environment.

In addition, it was observed that the computed rho-values indicate a moderated direct correlation, and the

resulted p-values were less than 0.01 alpha level. This means that there was a significant relationship exists and it implies that the higher the physical environment is, the better is that the work environment because within the workplace, there is always an assumption that when employees are more satisfied with their physical environment, they are often more likely to have better work outcomes.

Support from family also shown supportive relationships and it could be a strong and tightly protective shield against mental illnesses and it helps to extend the mental well-being. The Family support is very important because when surrounded by family and friends, their support and comfort in both given times and the distress, it can make feel secure. And with regards to the indicators presented it shown all highly significant like; Work-life Balance Policies, Workplace Support, Workload, and Financial Assistance. They can also provide better performance in the organization or hospitality industry. This means that if the Work-life Balance Policies will be improved, their work environment will also improve (Marshall et al., 2015).

Moreover, Childcare or Dependent Care also has an impact and it makes a significant difference in balancing work life and keeps children safe and healthy. All of the indicators are highly significant. This means that they have a positive relationship with the working environment. Based on the findings, hotel establishments that educate their executives about the organizational benefits of providing employees with a healthy work-life balance will achieve better results than companies that exclusively focus on developing formal regulations. If they can manage properly their family and children in their respective homes, their working environment will also smooth and harmonious (Abdien, 2019).

Self-management includes time, and time is a scarce resource, and not only in the tourism and hospitality industry but into other industry that applies self-management. Self-management is a private fulfilling life, it requires time and mindfulness too. Shaping self-management to balance work-life is challenging, it also has a highly significant difference to the working environment. This means that if the respondents can manage properly and prepare themselves always in their work, their working environment will improve and they can achieve whatever task they perform particularly the goals and objectives of the organization (Grobelna & Tokarz-Kocik, 2016).

4.   Conclusion and Recommendation

Majority of the respondents are in younger generation, male, single and serving for 1-5 years. Respondents disagreed as they assessed the work-life balance in the personal environment; however only on the self-management they have positively view. The respondents positively assessed the work-life balance in the work environment in terms of: WLB Policies, workplace support, workload, and financial assistance. It was found out that those who belong to the age bracket of 39 to 54 years old and single have greater assessment on Support from Family, Childcare, Dependent Care and Self-Management. 5.   It was found out that those who are female and single have greater assessment on Work-life Balance Policies, Workplace Support, Workload and Financial Assistance.

Hotel Human Resource Department may offer flexible and remote working. Employers who give their employees the freedom to manage their own time are admired. Employees feel valued when they know they can finish work earlier, get their boiler fixed, or see a doctor if they need to, safe in the knowledge that their boss will still get the job done. Hotel General Managers may encourage managers to focus on productivity rather than hours. Encourage managers to focus on the completion of a specific task rather than the number of hours they work. Hotel Employees under the supervision of their immediate department head may regularly review workloads. Examine job assignments to ensure that everyone has a manageable workload. Organization needs to become familiar with the processes for allocating work. What appears to management to be a minor task could take an individual a day to complete. Hotel Management may promote and provide Childcare Services. Consider setting up an onsite childcare facility with a dependable staff that eliminates the guesswork and frustrations associated with other babysitting and daycare services. If this isn't possible, you could offer a childcare service

discount to your employees to help them cope with the stress of caring for children during the workday and reduce the amount of time they miss. For future study maybe conducted focusing on employee retention and career advancement in the time of pandemic.

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