

Organizational climate and work-life balance among hotel employees in Bulacan: Basis for strategic plan

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Abstract

This study assessed the organizational climate and work-life balance among the employees of Department of Tourism-accredited Hotels in Bulacan. Descriptive-correlational and quantitative research methods were applied to determine the organizational climate and the degree of work-life balance of the respondents. A total of 183 hotel employees were determined to be qualified and participated in the survey as respondents, and statistics were calculated. Stratified random sampling was used in the study. Pilot testing and expert validation were performed on this instrument. The validity and reliability of the questionnaire were approved for usage. Additionally, using the SPSS software, the results were tallied, encoded, and analyzed. Frequency distribution and percentage were used to describe the profile of the respondents. Mean and rank was used to assess the organizational climate and work-life balance among hotel employees. Independent comparison of groups or t-test and analysis of variance, together with post hoc analysis was also used to test for differences in the variables of the study when compared according to profile, and lastly, Pearson correlation coefficient was used to establish possible relationships between the two variables of this study. Regarding the Data Privacy Act of 2012 and ethical concerns, the researcher made sure that all the data was completely confidential. It has a significant difference in the responses when grouped according to demographic profiles, Generation Z has a higher mean than Generation X in terms of organizational structure. Generation Z has a higher mean than Millennials when compared to length of service. Those who are married have higher ratings compared to single status in the sub-variables of managing oneself, managing leisure, and the overall work-life balance. In the assigned department, housekeeping has a higher mean score compared to the front office in terms of managing leisure. There are significant and direct relationships between organizational climate and all its sub-variables and the work-life balance of all its sub-variables among employees in the small-scale hotels in Bulacan. The organizational climate of the small-scale hotels in Bulacan has a direct impact on the professional responsibilities and personal lives of every employee.

Keywords: organizational climate, work-life balance, organizational structure

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1. Introduction

Workplace pressures have grown over time, significantly affecting the social and personal lives of those in the workforce. The professional and personal lives of working individuals have been profoundly influenced by organizational climate and shifting standards. The challenges faced by employed individuals include balancing time constraints and family responsibilities with satisfying financial obligations and deadlines. Their degree of involvement in job, family, and social life may be affected by role conflict resulting from these circumstances. In the dynamic and fast-paced corporate world of today, finding a work-life balance (WLB) is no easy feat. It's challenging to identify the optimal work-life balance. A large number of individuals gripe about their work, and few people believe they have a good work-life balance (Naig et al., 2021). In the setting of the hotel industry, it relies on its employees' diligence and commitment to maintain smooth operations and extraordinary experiences for customers (Yao et al., 2019).

Hotel staff members play an important part in establishing a friendly and pleasant atmosphere for customers, from making bookings and maintaining cleanliness to planning events and maintaining the hotel's reputation and image (Indeed, 2022). According to the Hotel Industry Statistics 2023 report, an estimated market size of almost one trillion dollars, the global hotel and resort business is a significant driver of growth to the economy, employing a staggering 10.4 million individuals worldwide and playing an important role in the hospitality industry as a whole (Piva, 2023). In addition, the hotel industry's enormous contribution to the global gross domestic product of over 7% emphasizes its significance to the economy, with its staff playing a critical part in delivering excellent services and generating memorable customer experiences (Pearson, 2023). The hotel workforce carries out specific activities in exchange for adequate compensation, making the workforce a key asset for the organization. Individual employee performance is inextricably linked to team success, and maintaining competent and experienced workers could significantly improve the hotel business's achievements (Singh, 2018).

However, the loss of hotel staff in the Philippines during the health crisis has resulted in a significant change, with many finding work overseas in high-paying luxury cruise lines, resorts, and hotels. Furthermore, some hotel employees have moved on to positions in the outsourcing industry and other businesses, mirroring a larger trend in the hotel industry's workforce restructuring (Dagooc, 2023). However, the challenges of keeping good employees in the hospitality industry is that there has been no adequate focus on the improvement of the welfare of the staff. The lack of management oversight has resulted in substandard organizational performance and hampered long-term growth (Ghani et al., 2022).

Organizational climate denotes the influences of practices of work culture and the behavior of the workforce regarding the alteration of the environmental factors of organizations (Madhura, 2020). In addition, the organizational climate is critical in inspiring employees to devote greater efforts and time to their job tasks. This persistent characteristic of an organization's internal environment has a significant influence on the actions and attitudes of its employees. It plays a significant effect in determining how engaged and productive workers are (Waheed et al., 2019). However, the organizational climate in the hospitality industry has also a substantial influence on the work-life balance of its employees (Datta, 2020). In addition, employees who experience a high degree of stress in workplaces with unsupportive climates are considerably less likely to stay with the organization than those who work in positive organizational climates which brings out the vital function of organizational assistance in influencing employee retention and loyalty (Vong et al., 2018). On the subject of work-life balance, hotel employees raised concerns about their productivity, a lack of travel time, and a lack of excitement for their jobs. (Abao et al., 2018). In addition, employees' work-life balance can be negatively

impacted by management obstacles, insufficient incentives, and difficulty with social conduct among colleagues. These concerns can lead to a stressful work environment, making it difficult for individuals to strike a good balance between their professional and personal lives. Furthermore, the problems offered by demanding, untidy, irritable, and demanding customers can worsen employees' work-life balance, as they battle to balance the responsibilities of their employment with their well-being (Kaya et. al., 2020).

According to Ghanem et al. (2019), employees' involvement in the job at a high level inside a business is a real measure of management performance and the effectiveness of their efforts to attain excellence in organizational performance. It is critical for management to actively support decision-making and give guidance to employees to establish an organizational climate conducive to substantial satisfaction with engagement in the workplace. The researchers determined the degree of organizational climate in Egyptian hotels through the following sub-variables: organizational structure, communication pattern, participation in decision-making, leadership, reward, and work environment. Due to a perceived lack of awareness about the working environment conditions in independent hotels in the province of Bulacan, there is an opportunity to assess areas for improvement in terms of organizational climate and an action plan may be proposed. Laguador (2017), determined the degree of work-life balance through the sub-variables managing self, time, stress, and leisure. A healthier work-life balance gives satisfaction to employees which leads to the smooth operation of the business, thus the management gives importance to their employees which can boost their confidence and work ethics in providing quality service. The research findings conducted by Crismundo (2023), reveal that close to 29 percent of Filipino workers are in the process of actively searching for new job opportunities. This shift in behavior is driven by a heightened recognition of the importance of health and family among individuals. Furthermore, employees are expressing a need for increased job security, while others are seeking advancements in terms of pay raises, promotions, and skills development. Additionally, a notable portion of the workforce is open to leaving their current roles even without securing alternative employment, particularly when they perceive a misalignment between their values and those of their employers. Furthermore, there are no published studies conducted to primarily assess the aforementioned variables of hotels in Bulacan. Few studies were made on a provincial level using these variables, however, the research available is not intended for a hotel.

The main purpose of this study is to assess the organizational climate and the degree of work-life balance among employees of the small-scale and DOT-accredited hotels in the province of Bulacan and to examine deeper the organizational climate and work-life balance of employees which is important in providing service quality to the overall operations of hotel business industry in Bulacan. The researcher wanted to assess the professional and personal life balances among hotel employees who are working at least for one year and more in the hotel and they are regular employees. The findings of this study can be used as guidelines for creating an employee development program that will improve the organizational climate and work-life balance of employees in the Province of Bulacan. The primary motivation behind this study is to help the hotel business industry discover and implement solutions to enhance the quality of service it provides to all stakeholders. Also, to create a work environment where employees can improve their job performance and strike a healthier work-life balance. Consequently, this enhances the organization's overall performance and strengthens its bonds with its customers. This may also be beneficial to the academe as the ideas presented may be used as reference data in conducting new research. This study is important as it is widely acknowledged that the organizational climate and work-life balance of employees play a significant role in shaping the overall performance of hotel operations. Thus, the results of the study are very applicable and specific to the need to overcome the existing issues among hotel employees in terms of organizational climate and work-life balance in the hotel industry. This research seeks to contribute to the strategic action plan, making suggestions on the management of small-scale and DOT-accredited hotels in Bulacan. This practical application makes the research relevant and ensures that the findings are useful in enhancing the organizational performance of the hotel organization.

Objectives of the Study - The study assessed the organizational climate and work-life balance of employees among Department of Tourism accredited Hotels in the province of Bulacan. Specifically, it assessed the employees perception of organizational climate in terms of organizational structure, communication pattern,

involvement in decision making, reward, leadership, and work nature; assessed the degree of work-life balance in terms of managing self, managing time, managing stress, and managing leisure; tested the significant relationship between organizational climate and work-life balance of the employees among hotels in Bulacan; and proposed a strategic action plan to improve employee satisfaction, enhance productivity, and create a more supportive and balanced work environment based on the result of the study.

2. Method

Research Design - In the study, a descriptive-correlational method of research is used and applied to gather the needed information. Through exploration and analysis, this method will determine the organizational climate and the degree of work-life balance of employees among DOT accredited hotels in the province of Bulacan. According to (Siedlecki, 2020), quantitative research is placed on unbiased research, which is especially beneficial when it is practicable to draw conclusions from population samples and quantify components. After numerical data has been collected objectively, systematically, and using formal tools, statistical processes are employed to examine the data. The purpose of a descriptive-correlational method of research is to identify any correlations or associations between variables and to describe how they relate to one another. This approach offers useful insights into the relationships and patterns between many variables, assisting researchers in comprehending the fundamental dynamics of the topic under investigation (Canonizado, 2021). Through this method, the demographic profile of the respondents and the level of organizational climate and the degree of work-life balance of employees among DOT accredited hotels in the province of Bulacan will be assessed and analyzed.

Participants of the Study - The participants of the study are the employees of hotels from the Province of Bulacan. The province of Bulacan is composed of three (3) cities and twenty one (21) municipalities which presents a diverse and complex landscape for exploration. The criteria to be used in this study to identify the participating hotels in the Province of Bulacan are the following: The hotel must be registered and accredited by the DOT in the category of “Hotel” and “Mabuhay Accommodations”. In terms of a hotel in classification, it must be a small-scale hotel which has 100 rooms and less. Must have been in operation for more than five years and above. And also the hotel must have restaurant and function room facilities. For the respondents, the criteria used are the following: employees must be at least one year working in the hotel and must be regular employees not on-call. Participants from each hotel are selected through stratified random sampling techniques. Stratified random sampling entails splitting a population into different subgroups, or strata, based on shared features, and then randomly picking samples from each stratum (Simkus, 2023). The researcher used the raosoft calculator to determine sample size, and was able to identify a sample size of 203. A total of 203 respondents out of 346 employees of the hotels are determined as respondents to answer the survey questionnaire.

Data Collection Instrument - In order to obtain necessary information regarding employees’ organizational climate and the degree of work-life balance among Department of Tourism accredited hotels in the province of Bulacan. The draft of the questionnaire was drawn out based on the study conducted by different researchers. The questionnaire for organizational climate variable was adapted and modified from the study titled “The Role of the Organizational Climate on Improving Job Engagement to Egyptian Hotel Workers” by (Ghanem et al., 2019)., the work-life balance variable was adapted based from (Laguador, 2017) titled “Work-Life Balance and Job Performance Among Employees of a Tertiary Hospital in the Philippines.” Moreover, the instrument was validated by one from the academe who is a doctorate degree holder and a full-time professor specializing in research and two hotel industry experts, first being in the hotel operations manager with twelve 12 years managerial experience and the second being a front office manager with four (4) years managerial experience. Pilot testing and a reliability test were conducted to determine the validity and reliability of the instrument used in the study. There were thirty-four (34) respondents participated in the study and all of them were working in hotels outside Bulacan Province. Pilot testing conducted and the result of the reliability statistics showed that the computed Cronbach’s alpha organizational climate 0.946, and work-life balance 0.961 which signifies that the instrument has strong or excellent internal consistency. Thus, the set of questionnaires are considered valid and reliable for use. The researcher also underwent ethical review to ensure that the research upholds the ethical principles and adhered to

the accepted ethical standards.

Data Gathering Procedure - The researcher employed stratified random sampling techniques to gather the data. The researcher collected the needed information using the survey questionnaire through the use of Google Forms Link, and QR codes. The provincial office of the Department of Tourism consulted to get the list of accredited hotels in Bulacan Province and the researcher sought for an endorsement letter from the Department that will help in collecting data for the study. The researcher gathered the data between the first week of December 2023 to the third week of March 2024. The researcher personally visited the selected hotels' locations to request permission from the owners, managers, and supervisors to conduct the research, emphasizing the strict confidentiality of the employees' responses. Additionally, the researcher sought consent from each respondent to participate in the questionnaire, ensuring minimal disruption to their schedule. If they are not available from that day, the researcher can provide a Google form link and QR code for them to answer online. Questionnaires was collected and subsequently transferred to Google Forms for tallying, tabulation, and encoding by the researcher before submission to the statistician for data analysis.

Data Analysis - Several statistical tools were utilized to meet the objectives of this study. Mean and rank was then utilized to assess the organizational climate and work life balance among hotel employees. Pearson correlation coefficient was used to establish possible relationships between the two variables of this study.

Ethical Consideration - The researcher diligently addresses ethical considerations throughout the research process. Initially, the proponent of the study asked permission through sending an email to the authors of organizational climate variable and work-life balance variable for adapting their research instruments to be used for this study. Adherence to the Data Privacy Act of 2012 was ensured, guaranteeing that all data collection methods align with its provisions and that the privacy of respondents is upheld. The personal details of the respondents were kept strictly confidential and not disclosed. In addition, respondents were given the choice to disclose their names in the questionnaire, protecting them from any possible negative consequences that name revelation may cause. The purpose, objectives, and consent of the research were thoroughly discussed and explained to the respondents, and the researcher treated all of their responses with the utmost confidentiality.

3. Results and discussion

Table 1

Summary Table for Assessment of Organizational Climate among Hotel Employees

	Mean	Interpretation	Rank
Organizational Structure	4.28	Agree	3
Communication Pattern	4.26	Agree	5
Involvement in Decision Making	4.24	Agree	6
Rewards	4.30	Agree	2
Leadership	4.34	Agree	1
Work Nature	4.27	Agree	4
Overall	4.28	Agree	

Legend: 5.00-4.50 Strongly Agree, 4.49-3.50 Agree, 3.49-2.50 Neutral, 2.49-1.50 Disagree, 1.49-1.50 Strongly disagree

Table 1 presents a summary table for assessment of organizational climate among employees in small-scale hotels in Bulacan with the composite mean of 4.28, indicating the verbal interpretation of agree. The top indicator is leadership with a mean of 4.34 and is considered the rank one, followed by the ranked two, rewards, (4.30), then the organizational structure (4.28), ranked three. All these three top indicators fall under the verbal interpretation of the agreement. This reveals that hotel employees in Bulacan believe in the positive impact of the leadership styles of their respective managers and supervisors, the rewards system provided by the hotel management like giving incentives and another form of remuneration, and the organizational structure on employee morale, motivation, and performance.

Leadership is considered the top indicator considering that leadership styles of the managers and

supervisors affect the performance and well-being of hotel employees. Leadership styles emphasize the importance of the kind of leadership styles in inspiring and motivating employees to achieve exceptional performance and providing support and encouragement for employees in small-scale hotels in Bulacan. These leadership styles may help foster trust, loyalty, and commitment among employees, leading to organizational growth and success in whatever the business wants to achieve. Fouad (2019) recognized that leadership is the most fundamental aspect of operating hospitality businesses. Without leadership, business entities such as hotels and restaurants would lose direction during their service journey. Moreover, Şeşen et al. (2019) mentioned that there will be a lack of development, innovative thinking autonomy, accountability, and a variety of other strategic mindsets. If this trend continues, it will compromise the hotel and restaurant's capacity to provide outstanding customer service to hotel guests seeking quality service like accommodation, and providing the needs of customers while inside the hotel premises. Furthermore, Rabiul et al. (2022), leadership is a critical component in hospitality management and has a significant positive relationship with hotel employees' job satisfaction.

On the other hand, the lowest indicators are work nature (4.27) ranked fourth, followed by communication pattern (4.26), ranked fifth, and involvement in decision-making (4.24) ranked sixth. All of these lowest indicators received the verbal interpretation of agree. This reveals that employees want to improve their work conditions since they are working in small-scale hotels in Bulacan. Additionally, the employees seek to have a strong employee-manager relationship in communicating the information properly and fostering employee trust and collaboration. Furthermore, employees want to be heard by their employers or the hotel management, especially in participating in decision-making processes that affect their work and when there is a change in the hotel policies and regulations.

Involvement in decision-making turns out to be the lowest indicator among all indicators. It implies that there are problems with hotel employees' involvement in decision-making processes within the small-scale hotels in Bulacan. These hindrances probably affect the relationship of employees to employees relationship which can lead to certain misunderstandings between two parties and also employees' dissatisfaction concerning the new policies of the management being implemented. According to Amarachi (2021), the management wherein they involve their employees in decision-making gives workers or their representatives the ability to participate in and influence decisions that impact their professional lives. It includes employees exerting, opposing, and upward strain on managerial control that defines employee participation as more fundamentally power-oriented, which often involves mutual decision-making or co-determination. Additionally, Nwosu et al. (2020), the management commits to their employees to get things done. Every employee should not be handled isolated, but rather be involved in business decision-making that affects the company in the long run. Furthermore, Hassi (2019) stated that making decisions is an essential part of management in the hospitality sector. Managers must make well-informed judgments that advance their company's objectives, please clients, and adhere to legal requirements. To attain intended results.

Table 2

Summary Table for Assessment of Work Life Balance among Hotel Employees

	Mean	Interpretation	Rank
Managing Oneself	3.98	Agree	3.5
Managing Time	4.00	Agree	1.5
Managing Stress	3.98	Agree	3.5
Managing Leisure	4.00	Agree	1.5
Overall	3.99	Agree	

Legend: 5.00-4.50 Strongly Agree, 4.49-3.50 Agree, 3.49-2.50 Neutral, 2.49-1.50 Disagree, 1.49-1.50 Strongly disagree

Table 2 presents a summary table for the assessment of work-life balance among hotel employees in Bulacan, encompassing the four sub-variables which are Managing Oneself, Managing Time, Managing Stress, and Managing Leisure with a composite mean of 3.99 and verbal interpretation of agree. Among the indicators, the top indicators are Managing Time and Managing Leisure (4.0) both ranked first and with verbal

interpretation of agree. This implies that hotel employees in Bulacan recognize a high level of effectiveness in managing their time and leisure activities alongside work responsibilities.

Based on the result, the two indicators, which are also the top indicators because they receive equal scores from the respondents managing time and managing leisure, indicate that hotel employees recognize being good about managing their time and leisure participation as important factors of their balance between work and personal life. Hotel personnel from Bulacan are capable of allocating time efficiently to fulfill business and personal responsibilities while also engaging in recreational activities to refresh and recover. In the study conducted by Zorec et. al., (2021), they revealed that when employees are overloaded due to their work responsibilities they still have personal matters to attend to. Employees are under more pressure to manage their time and resources efficiently. Managing time will result in better productivity, lower stress levels, and improved general well-being as both work and personal lives are handled smoothly. Employees' ability to prioritize activities, create realistic objectives, and manage time effectively helps to increase job productivity. Individuals who have good time management abilities may experience less stress because they feel more in control of their responsibilities and schedules. This improves their mental and emotional well-being. Setting priorities, planning calendars, practicing mindfulness, and learning to say no are all examined in terms of their potential influence on personal well-being and balance. In terms of managing leisure, Wang et al. (2020), revealed that hotel employees have stressful working conditions, especially handling customers' requests and concerns 24/7 while on duty and they have little time for leisure for themselves or with their family. However, they enjoy having leisure activities during their day off/ rest day and this helps them to recover from stress, and long working hours of duties at the hotel. In addition, Hurd et al. (2023) identified that leisure is taking a break from formal work responsibilities to partake in a pleasurable activity, either on the job or by going somewhere else during working hours. The relevance of this activity to the individual may vary. Leisure is unique in that it does not require carrying out the social obligations connected to a person's professional activities at work, even if it may or may not be productive.

Following the lowest indicators managing oneself and managing stress, (3.98) both ranked as the lowest and with verbal interpretation of agree respectively. This shows that employees want the hotel management in Bulacan to look after their welfare and their well-being, especially coping with the stress in the hotel workplace and physical health. Working in the hospitality industry is a tough job that needs support from the management. The findings of Laguador (2017) revealed that typical employees occasionally have enough time to care for themselves during their work or personal matters, as well as to think about and plan for their daily activities at work. It demonstrates that, even in a hectic workplace, employees can manage themselves as part of their work and personal life. They maintained their timetable, organized and accomplished their tasks. In addition, taking care of oneself is a mindset that must be examined and cultivated by employees working in any business organization. Giving importance to self-development or career advancement is equivalent to spending time in future endeavors that prepare them for more job chances and more responsibility in their chosen field of work. Also, the kind of profession they have affects them. The more worried an employee is, the lower their work performance tends to be. So stress and work performance are linked in every employee if they are stressed out, they may not do as well. In addition, Prasad et al. (2015) suggested that employee engagement in managing their stress may help them cope with stress. Employees must consider proper ways that must be devised when working on flexible hours, interpersonal relationships, and supervision.

Table 3 presents the relationship on the assessment of organizational climate and work life balance among employees in small-scale hotels in Bulacan. The findings revealed that all sub-variables of the organizational climate and work life balance have a significant and direct relationship indicating that as the ratings on the organizational climate increase, the evaluation of work life balance among hotel employees also increases.

Table 3

Relationship of Assessment of Organizational Climate to Work Life Balance of Hotel Employees

	t/F	p-value	Interpretation
Managing Myself			
Organizational Structure	.370**	.000	Significant
Communication Pattern	.431**	.000	Significant
Involvement in Decision Making	.469**	.000	Significant
Rewards	.488**	.000	Significant
Leadership	.517**	.000	Significant
Work Nature	.453**	.000	Significant
Overall Organizational Climate	.567**	.000	Significant
Managing Time			
Organizational Structure	.403**	.000	Significant
Communication Pattern	.458**	.000	Significant
Involvement in Decision Making	.509**	.000	Significant
Rewards	.439**	.000	Significant
Leadership	.471**	.000	Significant
Work Nature	.484**	.000	Significant
Overall Organizational Climate	.575**	.000	Significant
Managing Stress			
Organizational Structure	.413**	.000	Significant
Communication Pattern	.429**	.000	Significant
Involvement in Decision Making	.488**	.000	Significant
Rewards	.392**	.000	Significant
Leadership	.420**	.000	Significant
Work Nature	.457**	.000	Significant
Overall Organizational Climate	.540**	.000	Significant
Managing Leisure			
Organizational Structure	.374**	.000	Significant
Communication Pattern	.419**	.000	Significant
Involvement in Decision Making	.407**	.000	Significant
Rewards	.387**	.000	Significant
Leadership	.364**	.000	Significant
Work Nature	.386**	.000	Significant
Overall Organizational Climate	.487**	.000	Significant
Overall Work Life Balance			
Organizational Structure	.431**	.000	Significant
Communication Pattern	.480**	.000	Significant
Involvement in Decision Making	.517**	.000	Significant
Rewards	.470**	.000	Significant
Leadership	.488**	.000	Significant
Work Nature	.492**	.000	Significant
Overall Organizational Climate	.599**	.000	Significant

Legend: Relationship is significant at 0.05 alpha level

The findings of the study revealed that organizational structure has a significant relationship across all aspects of work-life balance. It implies that the organizational structure of hotels in Bulacan demonstrates an important role in influencing the work-life balance of hotel employees. A holistic approach and supportive organizational structure of every hotel in Bulacan most likely contribute to better management of various aspects of the work and personal life of employees. According to Buyukyilmaz et al. (2016), the organizational climate has a strong relationship with work-life balance, which has a favorable effect on commitment among staff members, adaptability, and effectiveness. Organizational climate is one of the key components to ensuring work-life balance and includes things like employee dedication to the organization's goals, relationships that align with its objectives and practices, and behavior that the organization expects from its members. The work environment that influences employees' behavior is known as the organizational climate, and it varies depending on the specific characteristics of each firm. Organizational climate refers to how people feel about their working environment inside the organization.

In terms of communication patterns, it shows a consistent and significant correlation with work-life balance across all categories. Effective communication in the hotels in Bulacan likely facilitates coordination, especially during peak season or when there are lots of responsibilities that need to be accomplished, reduces ambiguity among employees, and fosters a supportive work environment like helping each other when in need, leading to

better work-life balance. The study identified that employee stress may result from poor communication and coordination between top management and employees, which can cause inefficiencies in employees' job responsibilities. Also, it may be that the patterns of communication are not well-defined, possibly caused by objectives that are at odds, company expansion, and improper responsibility definitions. These factors also contribute to internal disputes and uncertainty (Poutanen et al., 2016).

Concerning employee involvement in decision-making processes also demonstrates a significant association with work-life balance across all categories. It shows that when hotel employees in Bulacan have a say in decisions affecting their work and life, they may feel more empowered and satisfied, leading to better balance. Moreover, it demonstrates that good communication of decision rationale by hotel management in Bulacan builds understanding and trust among employees, allowing them to take ownership of their obligations. Furthermore, a culture of openness in decision-making encourages open communication and cooperation, ensuring that employees are involved in creating goals and making decisions about their positions. As claimed by Singh (2018), the employee's ability to make decisions means an employee's effective performance on the job in a particular way that leads both the business and the employee to achieve their certain responsibilities in handling situations with less supervision. On the other hand, managing employees' performances has become a factor in organizational success in the present context for creating a more loyal and productive workforce. The management perceived their employees about the quantity and quality of their performances, punctuality, and willingness to assist at all times.

The correlation between rewards and work-life balance indicates that the recognition and rewards provided by the hotel management in Bulacan significantly influence the hotel employees' behavior and attitude towards the balance between work obligations and personal lives. This indicates that hotels in Bulacan attributed recognition, rewards, and appreciation for the efforts done by the employees in giving customer satisfaction to their guests. Also, it shows that the management provides well-designed incentive programs for their top employees for the month. The hotel management should provide incentives for employees for their outstanding performance, recognition programs for top employees, or other forms of rewards for achieving the purpose of the management not just only catering to the needs of the customers but also providing better work-life balance among hotel employees in Bulacan. Many study findings revealed that when the business management or the managers and supervisors take care of their employees' personal and professional well-being by providing them with the right compensation and providing them with certain rewards for the achievements they have done at work, employees tend to reciprocate by helping them achieve their goals through improved performance (Campo et al., 2021).

The significant correlation with leadership emphasizes the importance of effective leadership in promoting work-life balance. Supportive and empowering leadership can create a conducive environment where hotel employees in Bulacan feel valued and supported in managing their work and personal responsibilities. Also, this reveals that the hotel management in Bulacan attributed positive support and impact to all employees in terms of their supportive leadership among managers and supervisors. It also shows that hotel employees are motivated and supported by their leaders. They feel valued and part of the hotel family. Based on the study conducted by Katili et al. (2021), the work-life balance of employees and the leadership styles of managers have a relationship. Employee engagement acts as a mediator and favorably influences employee performance. Employees' performances are more effective and efficient, conflict is lessened, constructive communication is fostered between management and employees, and results in accomplishing business goals are improved when employees feel appreciated for their efforts for the organization.

In connection with the nature of work also consistently correlates with work-life balance across all categories. This indicates that a supportive workplace environment enhances employees' productivity and well-being and gives them the impression of a conducive workplace. Hotel employees in Bulacan believe that the management supports their well-being in terms of providing appropriate work conditions. Hotel management that offers flexibility for the welfare of their employees, autonomy to manage their tasks without pressure, and

manageable workloads are likely to contribute to better work-life balance for hotel employees in Bulacan. Joseph (2023) identified how the nature of the work has a substantial impact on the relationship between Work-Life Balance and Quality of Work Life, dealing with employees' job stress, work satisfaction, duties, and responsibilities. Work stress due to various reasons, or pressure from the work environment, along with job satisfaction and obligations, influences how employees manage their personal relationships and professional responsibilities.

Table 4

Proposed Strategic Action Plan for Organizational Climate and Work-life Balance Among Employees in Small-scale Hotels in Bulacan

KEY RESULT AREA OBJECTIVES	ACTIVITIES/ STRATEGIES	OUTCOME
ORGANIZATIONAL CLIMATE		
Organizational Structure To improve the power lines between hotel management and subordinates.	The hotel management may conduct meetings and workshops every month to promote team environment.	Both hotel management and employees have a clear understanding about power lines and reducing confusion.
Communication Pattern To establish open communication with top management levels.	Create an open-door policy for the rank and file position where they can communicate with the top management levels.	Increased transparency, trust and confidence among hotel employees.
Decision-making To implement to hotel employees the autonomy to make decisions and take ownership of their responsibilities.	Implement decentralized decision making among hotel employees by empowering staff at all levels to make decisions that enhance guest experiences and improve operational efficiency.	Empowered employees in making more strategic and operational decisions with less managerial hand-holding.
Rewards To implement reward system to commensurate with the effort done by the hotel employees	Craft a reward system policy and criteria for top employees. Also, to conduct performance evaluations every month to merit the achievement and effort of those employees.	Increased motivation to work, uplifted their satisfaction at work, and high retention rate among hotel employees.
Leadership To provide programs for the administration's fair and equal treatment with others without any discrimination.	Conduct training and workshops on strategic leadership among hotel managers and employees.	Positive work climate for both hotel managers and employees.
Work Nature To provide an opportunity for creativity and innovation for hotel employees.	Implement joint session/ or joint participation every month for rank and file positions and managers with regard to brainstorming sessions and innovation workshops.	Increased the feeling of belongingness, creativity and innovation among hotel employees.
WORK-LIFE BALANCE		
Managing Oneself To create a program that focus on physical exercises for hotel employees	Provide gym membership or organize fitness sessions every week	Improved physical health among hotel employees.
Managing Time To offer flexible working conditions for hotel employees to have family matters to attend.	Offer flexible working hours and schedule for employees	Empowered the employees work-life balance.
Managing Stress To prove a program that can boost the self-confidence/self-esteem of hotel employees	Prepare stress management or anger management seminars and workshops.	Improved mental well-being and enhanced their self confidence in handling customers' concerns and complaints.
Managing Leisure To create a program for employees for them to be able to join extra-curricular events and social activities.	Facilitate team-building programs every year or social events for hotel employees.	Boosted employee's morale and increased teamwork among hotel employees.

4. Conclusions and recommendations

The employees in small-scale hotels in Bulacan are satisfied with their organizational climate, especially with the organizational structure that effectively aligns the function of the workforce, all information is communicated properly to increase employee engagement and knowledge through communication patterns, clear and inclusive decision-making processes, attributed recognition, rewards, and appreciation for the efforts done by the employees, positive support and impact to all employees in terms of their supportive leadership among managers and supervisors, and supportive workplace environment. The employees in small-scale hotels in Bulacan are satisfied with Work-life Balance especially in managing themselves for opportunities and flexibility to invest in their personal and professional growth, satisfaction with their workload in terms of working hours, positive outlook on their ability to cope with different stressors, and the time of leisure they spend for themselves or their loved ones during rest day periods. There are significant and direct relationships between organizational climate and its sub-variables and work-life balance among employees in the small-scale hotels in Bulacan. The Strategic Action Plan was carefully crafted based on the result of the study especially for organizational climate and work-life balance among employees in small-scale hotels in Bulacan.

Hotel management in small-scale hotels in Bulacan may involve the hotel employees in the decision-making process in the creation of new policies, providing solutions that can help the hotel business grow or address the needs of the business. In addition, the management may enhance the culture of open communication and cooperation for both managers and employees. Hotel management may also provide seminars and training in addressing the work-life balance of employees in coping with their stress and providing support for their mental and physical health. Hotel owners and management may use the action plan of this study as a guide for continuously improving their organization climate and work-life balance to improve employees' effectiveness and productivity while at work. The Department of Tourism may use the outcome of this study as a reference to enhance their programs in supporting the Department of Tourism accredited hotel establishment in Bulacan with regard to organizational climate and work-life balance of employees. Future researchers may use this as their reference in conducting the same or related studies focusing on the organizational climate and work-life balance of employees in small-scale hotels. This will help them further gain their knowledge about the hotel industry.

5. References

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