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**An Exploratory Study of Work-Family Conflicts and Enrichment of Front-line
Hotel Employees in the Philippines**



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Abstract

This study aims to explore and identify the front-line hotel employees' issues and perceptions of work-life balance in the Philippine context. The respondents were front-line hotel personnel assigned to various departments of selected top luxury hotels in the Philippines. Self-administered questionnaires were used to collect the data. Factor analysis discovered five factors: (1) time-based conflict; (2) strain-based conflict; (3) behaviour-based conflict; (4) causes and consequences of work-family conflicts (WFCs); and (5) work-family enrichment (WFE). The front-line hotel employees had experienced time-based, strain-based and behaviour-based WFCs in their workplaces with consequent negative impacts on their work, family, physical and psychological health outcomes. The employees generally perceived that their work and life are not balanced in their jobs. The findings suggest that time-based conflict, strain-based conflict and causes and consequences of WFCs are negatively correlated with the overall perception of work-life balance among employees while work-life enrichment is positively correlated with work-life balance. Thus, WFCs have not spared the Philippine hotel industry and the employees need work-family enrichment (WFE). Work-life initiatives are recommended to increase work-life balance, improve the position of hotels as an employer of choice, and retain and attract better quality workers.

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Foreword

This master thesis is centred on the themes of Work-Family Conflicts, and Work-Family Enrichment in the hospitality sector to answer to the need of conducting further studies towards work and family issues and contribute to enhancing the body of literature within the hospitality and tourism (Cleveland et al., 2007). Given that that the entire hospitality sector is facing serious challenges, such as the high turnover rate, the different actors within the sector as called upon how to minimize work and family conflicts, or better yet harmonize these. Management recommendations will be presented for consideration with respect to the need of putting into place family-friendly policies that will create an impact on reducing work stress, maximizing working hours, developing better suited recruitment and training processes, and instituting family support, among others, with a view to making the hospitality industry an attractive employer in terms of recruiting and retaining the right candidates that possess the talent and skills, and who thus provide an important value to the achievement of business success.

Front-line hotel employees coming from the different departments have been specifically selected as the target subject respondents of the research considering the characteristics of their respective job functions and responsibilities, which are primarily and frequently involved with direct experiences such as clientele contacts and colleague interactions in comparison with that of the middle and senior managers. They are considered to be face (Audhesh et al, 2005; Daniel et al, 1996; & Tansik, 1990) of the hotel, being the ones offering and providing services to the clients and are in effect the bridge between clients' expectations and the management's service promise. The high

turnover rate in the hospitality industry is influenced by the magnitude of challenges involved in hotel management in the lives of the people off the job (Cleveland, et al., 2007). This research intends to bring into foray and highlight the target respondents' experiences of work and life conflicts and work and life enrichments, and how these contribute to enriching these perspectives. As of writing this research, the researcher has not found any specific and/or recent study about the foregoing themes within the Philippine hotel setting. It is notably mentioning though that there has been a recent study by Lovhoiden et al (2011) on Work-Family Conflicts and Enrichment in the Norwegian Hotel Industry that was focused on middle managers. Moreover, this research aims to respond to the recommendations of the previously mentioned study, in terms of conducting more exploratory researches on the corresponding themes.

Aside from the newness or novelty of bringing the study on Work-Life Conflicts and Work-Life Enrichment into the Philippine context, it the researcher's desire to examine hotel employees' work experience through this perspective. The researcher hopes that with the results gained from this research, hotel managers in the Philippines and elsewhere will gain realizations on their colleagues' perception if there exists a balance between the latter's work and life. Without any doubt, the researcher is interested in the Asian and Philippine contexts, owing to his cultural and career backgrounds. Aside from rising up to the call of Lovhoiden et al (2011) to expand these themes beyond the Scandinavian setting, this research also take inspiration from the insights from Wong & Ko (2009) that significantly directed the course of this research, in terms of the treatment of data gathered.

The researcher is particularly indebted to the academic tutelage of Åse-Helene Bakkevig Dagsland for her invaluable feedbacks in the course of the accomplishment of this research project. Worth mentioning also are the contributions of the team members in the Philippines, for their efforts in the distribution and collection of the questionnaires in the respondent hotels.

Introduction

Hotel employees are being faced with long working hours and heavy workload and this has a consequential impact on their individual lives, as well as on their respective families. Would there be a possibility of having a life and career together? Could a hotel employee possibly balance his or work and life? These questions are not only posed by the employees, but rather more importantly to the employers. Hotel managements have the responsibility to ensure that their employees' work-life balance is improved, not only for the mere compliance of laws and statutes but rather to mitigate the pitfalls of high turnover and high health care costs associated with work-family conflicts, which are proven to be financially disadvantageous over putting into place a healthy human resources recruitment and retention strategy (Cleveland, et al., 2007).

The resultant stress that hotel employees experience is associated to work and family conflicts (Wong & Ko, 2009). The issue of work-life balance has received much attention, and the different actors and participants in different industries are gradually becoming aware of practices for balancing work and life (Wong & Ko, 2009). Based on the research of Thompson & Prottas (2006) as cited in Cleveland, et al (2007), minimizing voluntary turnover will translate to lower costs in training and recruitment, and will cultivate a vast pool of managers with more years of experience who can be

groomed to be the next tier of future hotel leaders. Moreover, the Cleveland et al (2007) suggested that there is a trickle-down effect on the hourly employees when managerial stress and health-related problems are addressed, because the overall workplace climate may improve and this can be done via rolling out strategic programmes with the use of technology. Furthermore, the aforesaid research suggests that new entrants to the hotel industry may have not carefully thought of the ways to attain balance between family and work and this is notably precarious when hotel workers start to have children during which there is a demand for long and unpredictable hours.

This master thesis is intended to probe work and family issues in the hospitality sector in the Philippine context in order to gain a better picture and understanding thereof; and subsequently provide invaluable suggestions in creating a comprehensive work-life balance approach to improve the position of the hotels as an employer of choice. On a larger scale, the results of this research are aimed at clarifying and enriching the concept of work and life balance in the hotel industry and simultaneously to providing insights into the decision-making processes, in bringing about a sustainable approach to boost productivity among hotel employees through a comprehensive strategy on work-life balance.

In particular, this study aims to accomplish the following:

1. To find out bottom-line hotel employees' experiences that are attributable to work-family conflicts in accordance with the respective types or classification outlined in the study of Lovhoiden et al (2011);
2. To probe target respondents' attitudes towards the importance of work-life balance;

3. To investigate the target respondents' perceptions on the causes of work-life conflicts;
4. To identify the consequences of work-life conflicts faced by the target respondents' work, family, and health (both physical and psychological) outcomes;
5. To examine target respondents' experiences, which are ascribable to work-family enrichment;
6. To generalize target respondents' perception whether their work and life are balanced;

Lovhoiden et al. (2011) conducted a qualitative study to identify and examine work-family conflict and enrichment issues and pointed out the need of quantitative data on work-life balance issues in the Norwegian hospitality sector. This paper intends complement the findings obtained in their study as well as to provide empirical and statistical evidence by employing quantitative research methods.

Research problem

To recapitulate, the main problem of this master thesis is to explore the frontline hotel employees' perception of Work-Life Balance in the Philippine context. Moreover, this study has also sought to find out experience of Work-Family Conflicts, namely: Time-based Conflicts, Strain-based Conflicts, and Behaviour-based Conflicts. The cause and consequences of Work-Family Conflicts as well as experiences of Work-Life Enrichment will also be examined. In a larger picture, this research seeks to look into whether frontline hotel employees' work and life are balanced.

Methods and Data Collection

This study will use a quantitative approach in order to gather empirical evidence as well as an insight into the Philippine hospitality industry's existing Work-Family Conflicts and Work-Family Enrichment.

Review of Related Literature and Studies

21st Century Workplace

The hospitality industry has confronted vital economic and workforce challenges since bursting into the 21st century. Success in braving these challenges will depend on the ability of the industry's stakeholders to come together and solve their common problems (Bernhardt, Dresser & Hatton, 2003).

Lowe (2007) explained that meeting of stimulating trends in the early 21st century has enabled employers to re-think their human resources strategies. As such, it is not merely coincidence to transform work-life balance strategies as strategic focus in business and public policy priority. The trends and challenges, to mention a few, are as follows: the aging workforce, increased labour market competition, advancement in information technology, and rising costs associated with employee benefits. These have created new frontiers for employers to attain organizational performance aims without setting aside workers' personal aspirations. Lowe (2007)

As indicated and reported in The Human Solutions Report (Lowe, 2007), a sizeable number of employees are suffering from an imbalanced and sunken work-life quality. The same report has documented that dual-earner families have escalated over the course of time while the job performance expectations have also increased. Thus, work-life balance has become both a dream and a mission to achieve. In this vein, both

parties – the employers and employees – have to meet midway and together and explore ways under which work and life quality can be addressed.

Work-Life Balance

The term work-life balance has now evolved to encompass not only what can be described as ‘family-friendly policies’ but including those policies which take into account the wide implications of family responsibilities. Nowadays, work-life balance pertains to policies such as flexible working arrangements that bestow upon the employees working provisions that will be able to strike a balance in both responsibilities at work and at home. (Redmond, Valiulis, & Drew, 2006)

In this light, work-life balance is defined as “a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life,” and it linked with the concept of equilibrium, that “maintaining an overall sense of harmony in life” (Clarke, Koch & Hill, 2004). Furthermore, it concerns about the analysis of the capability of the employees for instance, to “manage simultaneously the multi-faceted demands of life” (Hill, Hawkins, Ferris & Weitzman, 2001; Marks, Huston, Johnson & MacDermid, 2001; Tausig & Fenwick, 2001).

Moreover, it refers to “the stability characterized by the balancing of an individual’s life complexity and dynamism with environmental and personal resources such as family, community, employer, profession, geography, information, economics, personality, or values” (Crooker et al, 2002: 389).

Pillinger (as cited in Redmond et al., 2006) declared that the term ‘work-life balance’ is more favoured because both parents and non-parents are given due consideration, with respect to their needs and experiences. Furthermore, Pillinger

elucidated theoretical framework is more progressive or an ‘out-of-the box’ approach because it considered a whole new interpretation and description of the phenomenon of living and working, and the different actors have come to an agreement that in reality, work-life balance encompasses “adjusting work patterns so that everyone, regardless of age, race or gender can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations.”

Different authors have attempted to explain and emphasized the interconnection of work and personal life in the organization setting, namely: (1) “the *compensation effect* implies that employees tend to compensate for low work or personal life satisfaction by seeking contentment in the other domain”; and (2) “the *spill-over view* that indicates that job satisfaction spills over into one’s work life and vice versa.” (Bruck Allen & Spector, 2002; Gibson, Ivancevich, Donnelly & Konopaske, 2006). Gibson et al. (2006: 197-198).

The study of Greenhaus, Collins & Shaw in 2003 (as cited in “The Case for Work/Life Balance”, 2005) explored and measured three aspects of work-life balance namely: (1) Time balance, which concerns the amount of time given to work and non-work roles; (2) Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles; and (3) satisfaction balance, or the level of satisfaction with work and non-work roles.

Work-Life Conflict

Work-family conflict has been the focal point of the bulk of researches that looks into the meeting points between work and family (Barnett, 1998; Greenhaus & Parasuraman, 1999). Work-family conflict is denoted as an inter-role conflict which

arises due to the incompatibility or absence of fit, in terms of roles at work and family. It is yet defined as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus and Beutell, 1985 p. 77). They (as cited in Aslam, Shumaila, Azhar & Sadaqat, 2011) stated that work-family conflicts occur when contribution in work role creates problems in contribution of family role. Furthermore, work-family conflicts are borne out from situations of tough time demands and stress, which can be traced back in a particular role that spilled-over to other role, which results in the disturbance of the quality of life, and behaviours that were suitable in one domain (such as work) but are seen as inappropriate in other domain (such as in the home) when “demands from family and work were equally mismatched and meeting demands of one field created difficulties in meeting demands of other field, it led to work-family conflict” (as cited in Aslam, Shumaila, Azhar & Sadaqat, 2011).

Greenhaus and Beutell (1985) (as cited in Gahan and Abeysekera, “How do Couples Experience Work-Family Conflict?”) have done a generative review of work and family literature and have consequently, identified three major *types* of work-family conflict: (a) time-based conflict, (b) strain-based conflict, and (c) behaviour-based conflict.

Time-Based Conflict. “The ascendancy of conflict between work and family domains is entrenched in scarcity theory, where personal resources such as time, energy, and attention are deemed to be finite, and that exertion of greater resources in one domain (i.e. work) inevitably results in reducing the amount of resources left for the other domain (i.e. family)” (Edwards & Rothbard, 2000; Greenhaus & Powell, 2003). In

one of the earlier studies made on the framework of the work and family, Staines and O'Connor (1980) found that the competing requirements for time is one of the most commonly cited hindrance between work and family domains. Consistent with the work of Staines and O'Connor (1980), Greenhaus and Beutell (1985), advocated two forms in which time-based conflicts are manifested: (1) "where it is physically impossible to satisfy time demands of one role due to time pressures involved with another role;" (2) "where one is mentally preoccupied with one domain despite being physically present and attempting to meet the demands of another."

Strain-Based Conflict. Researches on inter-role conflict had expressed that uncurbed demands from one role deprive the performance of the other role by creating strain for the individual in the form of dissatisfaction, tension, anxiety, and fatigue (Greenhaus & Beutell, 1985; Edwards & Rothbard, 2000). In examining Greenhaus and Beutell's (1985) explanation of strain-based conflict, Edwards and Rothbard (2000) "emphasize the depletion of personal resources as a result of physical and psychological strain, which in turn is needed for role performance." Therefore, strain-based conflict does not mean competing demands in itself, but a situation wherein participation in one domain resulting in either physical or psychological strain that hinders role performance in the other domain (Edwards & Rothbard, 2000). In a latter study done by the same authors it was found that individuals invested greater amounts of time in painful / dissatisfying role domains to overcome unpleasant experiences (Rothbard & Edwards, 2003). Moreover, the studies pointed out that a negative psychological strain will result in extensive time involvement in one domain reducing the amount of time available for role performance in the other potentially satisfying domain resulting in conflict.

Therefore, competing time demands will lead to both strain-based as well as time-based conflict. “Despite being conceptually distinct, both time-based and strain-based conflicts are found to share a number of sources within the work and family domains” (Greenhaus & Beutell, 1985).

Behaviour-Based Conflict. The last kind of work-family conflict is behaviour-based conflict. “When certain patterns of in-role behaviour become incompatible with expectations regarding behaviour in another role, behaviour-based conflict is said to occur” (Greenhaus and Beutell, 1985). To demonstrate this as an example, an aggressive, confrontational and assertive approach to problem-solving in a work environment may be considered out of place in the family setting wherein ‘a warm, nurturing and collaborative approach is more desired’ (Greenhaus & Beutell, 1985; Edwards & Rothbard, 2000).

Behaviour-based conflicts, like strain-based conflict, illustrate a ‘negative spill-over’ from one domain to another, “where behaviour desired and developed in one domain influences behaviour in the other domain whilst simultaneously inhibiting role performance in that latter domain (Edwards & Rothbard, 2000).”

The amount of working time is the most powerful and enduring predictor in terms of job factors that influences work–life conflicts. In other words, longer working hours receive the highest incidence of work-family conflicts. Moreover, organizational culture plays a very important role in supporting work-life balance (Lowe, 2005). As an example, if a company encourages working excessively beyond the normal working hours, this has something to say about the company’s organizational culture whether it prioritized and promotes work-life balance.

Effects of Work-Family Conflicts

The opposite of work-life balance is work-life conflicts and the latter occurs when the pressures experienced in fulfilling one role makes the fulfilment of the other role impossible (Greenhaus & Beutell, 1985). Moreover, other authors have described it as when an individual does not feel that there is an excellent union of work and family roles and that this condition will result in the experience of negative outcomes because of interference between work and family duties (Frone, Russell & Barnes, 1996; Frone, Yardley & Markel, 1997; Frone & Carlson, 1999).

Duxbury and Higgins (2001) countered that all stakeholders must work towards work and family balance. Moreover, the following authors proceeded to explain that work-family conflict negatively affect the different members of the work organization as well as members of the family. Furthermore, the upshots of work-family conflicts are poor work performance and decrease in productivity due to tardiness, absenteeism, excessive use of the telephone, absence in meetings, difficulty in concentrating and all these will result in higher turnover, lower commitment, and poorer work morale.

The research of Duxbury and Higgins in 2001 has shown that work and family conflicts are both an issue for the employer and the employee and that the inability to have this resolved will lead to outcomes of marital problems, reduced family and life satisfaction, and as such will affect the general health and wellbeing of the employees due to stress, burnout, and depression. The authors have clearly pointed out that should employees prioritize their responsibilities at home, they may ruin to their career chances and conversely, if these employees experience fatigue due to work-related stress, primarily due to unabated and long working hours, they may not be able to perform

their responsibilities with their families. Moreover, as highlighted in the preceding paragraphs, employees who experience work-life conflicts are stressed because they have perceived that they do not have ascendancy in the fulfilment of the roles that they are supposed to assume and as such, they will be more likely to be absent from work or leave the organization later on because they lack the commitment and the motivation (Adams, 1996; Boles & Babin, 1996; Boles, Howard & Donofrio, 2001; Frye & Breugh, 2004; Netemeyer et al, 1996).

According to Thomas and Herson (2002) (as cited in Cleveland, O'Neill, Himelright, Harrison, Crouter & Drago, 2007), evidence from the organizational stress literature suggests five major categories of sources of job stress and these are: First, stress associated with the job itself, including work overload, the hours of working, decision-making latitude, and the physical work environment; second, role-based stress that includes role conflict, role ambiguity, and job responsibility; third, stress associated with the changing nature of interpersonal relationships, including those with managers, supervisors, subordinates, and co-workers; fourth, career stress identified with the lack of opportunity for career development and promotion and job insecurity; fourthly, there are stressors associated with the work–family interface, including conflicts of loyalty, spill-over of demands from one domain to the other, and life events.

Consistent with stressors associated with the job itself and work demands, shift work (which has been defined as work during nonstandard hours) and the number of hours worked have a significant effect on the physical, psychological, and emotional well-being of employees. Shift work and work schedules falling on the weekends and holidays which is a characteristic of the hotel industry have been somewhat blamed for

marriage and childcare problems (Presser, 2004, Almeida, 2004) and this has proven to be very difficult to resolve, in order to bring about work-life balance.

Based on the theoretical models put forth by previous and recent studies, work-family conflicts affect individual health and well-being, and this this will ultimately modify a person's performance of work and family roles in a negative way. Thus, as explained by these models that workers who are struggling to balance their life and work, are likely to report chronic job stress. (Lowe, 2007)

Work-family conflict, job autonomy, and workload were found to be associated with work exhaustion and job satisfaction. Exhaustion was negatively related to job satisfaction, as predicted, and job satisfaction was positively related to organizational commitment and negatively related to turnover intention, as predicted in both cases. (Ahuja et al., 2002). Aside from these associations, work-family conflicts have been found to be generally negatively associated with various satisfaction measures such as life satisfaction, marital satisfaction, family satisfaction and leisure satisfaction. The meta-analyses of Allen et al. (2000) and Kossek and Ozeki, (1998) found a negative relationship between work-family conflict and marital satisfaction, family satisfaction and life satisfaction.

Finally, previous researched have suggested that one of the major reasons of employee intention to leave the organization is work family conflict. In this same vein, hotel management must address the issue of minimizing work-life conflicts if it was to solve one major problem that is haunting hotels, which is partly due to the nature of the industry itself, and that is employee turnover; this in turn will translate to substantial cost savings for hotel organizations. (Lucas et al., 1987; Soon et al., 2005).

Studies: Work-Life Balance

Work and family issues have not been thoroughly studied within the hospitality and tourism sectors as against the rich literature that can be found in contemporary organizational research (Mulvaney, O'Neill, Cleveland, & Crouter, 2006). Cleveland et al (2007) has furthered explained that this, notwithstanding the scarcity of studies on work-family conflicts within the hotel and tourism sectors, a number of job characteristics in the hospitality industry have been linked for a longer time with the available literature in work-family conflicts and stress managements in other sectors and as mentioned these are long hours scheduled at nonstandard times, on-call hours, emphasis on face time and geographic mobility for career advancement, among others. On this regard, these constructs and ideas of work-life conflicts have been brought into and applied in the hotel and tourism sector.

Duxbury and Higgins' report, *Work-life Balance in the New Millennium*, (as cited in Lowe, 2007) has been credited for finding out that stress has increased during the 1990s after comparative studies on the data gathered from 1991 to 2001 were made and these yielded conclusions that role overload increased substantially because of rising work demands. A historical study in 1970s from the thee Michigan Quality of Employment Survey (Quinn & Staines, 1979) revealed that 38% of married working men and 43% of married working women who have children reported that job and family are in conflict in "somewhat" or "a lot" degrees.

The tourism industry is also haunted with the concept of 'presenteeism,' which does not lead to the achievement of work-life balance (McLaughlin, 2006). Cooper (as cited in Deery, Jago & Stewart, 2008) suggested that presenteeism is 'an overwhelming

need to put in more hours or, at the very least, appear to be working very long hours'. If hotels were to promote closing the gap between work-life conflicts and work-life balance, it must exert efforts within its human resources spectrum to minimize presenteeism. In relation to this, Doherty (2004) examined work-life balance for women in the hospitality industry and discovered that the principal deterrents to these women from exploring career advancement opportunities are the very long hours and the lack of flexibility.

In the Philippines setting, 80% of Filipino professionals reported dissatisfaction with their jobs and expressed willingness to seek better opportunities elsewhere, according to a recent international research. This particular study surveying more than 3,400 professionals in 29 countries was conducted by Accenture, and found that 43% of women and 42% of men are satisfied with their current jobs, but 70% plan to stay with their companies. Specific to the Philippines, the Filipino work force is in search for better compensation, benefits and work-life balance. Cited as the top reasons for the respondents' dissatisfaction on a global scale were situation of being underpaid, lack of growth opportunities, and absence of opportunities for career advancement. (Alimario, 2011). To reinforce this, a study made by Manuel and Ramos (2008) on work-life balance among workers in the Business Processing Outsourcing (BPO) in the Philippines, most of the respondents have encountered difficulties to balance their work and life at the same time. Moreover, the study revealed that work schedules affect or obstruct appointments for studies and family time.

According to Hechanova (2008) in her article "Work-Life Balance: The Philippine Experience in Male and Female Roles and Leadership," there is a growing

parallelism between the changes in the structure and nature of the family with that found in the workplace. Technological advancement, job loss, mergers and acquisitions, cut-throat competition are putting pressure on both organisations and their workers to work efficiently and effectively. The foregoing study also points out that a large portion of the lives of the Filipino workers are now occupied with work demands compared to family and social life because of the new demands, expectations, and roles. Hechanova (2008) counters further that work-life balance is dependent or contingent upon two salient concepts and these are flexibility and choice, regardless of how each one would define work-life balance. Flexibility has something to do with a person's ability to meet the demands of both his or her work and family responsibilities. Choice, meanwhile, is related with a person's control over work and family arrangements.

Work-Family Enrichment

As defined by Greenhaus & Powell (2006), work-family enrichment refers to “the extent to which experiences in one role improve the quality of life in the other role” and is the direct contrast or opposite of work-life conflicts.

According to Carlson et. al. (2006) (as cited in Stoddard & Madsen, 2007), work-family enrichment occurs in two ways: First, it is *instrumental* when resources gained in one role either directly improve performance in the other role; Second, *affective* when work-family enrichment occurs indirectly through the influence on positive affect (Carlson et al., 2006). As pointed by Carlson (2006), when resources are directly transferred from one role to another and that is instrumental work-family enrichment. On the other hand, the affective pathway is aimed at positive moods and emotions derived from experiences obtained through work and family roles.

There are three main components in the theoretical perspective of work-family enrichment: 1) work-family enrichment directions and dimensions, 2) resources generated in work and family roles, and 3) paths that promote work-family enrichment in each role (Greenhaus & Powell, 2006). First, work-family enrichment is conceptualized as being multidimensional wherein work can provide resource gains that enhance performance in the family domain or conversely speaking, family can provide resources gains that improve performance in the work domain (Carlson et al., 2006). The author has specifically identified in details as in below:

1. Work-to-family direction:

- a. *Development* occurs “when involvement in work leads to the acquisition or refinement of skills, knowledge, behaviours, or ways of viewing things that help and individual be a better family member”;
- b. *Affect* is defined as “a positive emotional state or attitude which results when involvement in work helps the individual be a better family member”;
- c. *Capital* occurs “when involvement in work promotes levels of psychosocial resources such as a sense of security, confidence, accomplishment, or self-fulfilment that helps the individual be a better family member.”

2. Family-to-work direction:

- a. *Development* occurs when “involvement in family leads to the acquisition or refinement of skills, knowledge, behaviours or ways of viewing things that help an individual be a better worker”;

b. *Affect* occurs “when involvement in family results in a positive emotional state or attitude which helps the individual be a better worker.”

c. *Efficiency* occurs “when involvement with family provides a sense of focus or urgency which helps the individual be a better worker.”

Secondly, Greenhaus and Powell (2006) have categorized the five types of resources that have the ability to promote work-family enrichment and these are (1) skills and perspectives, (2) psychological and physical resources, (3) social-capital resources, (4) flexibility, and (5) material resources. Thirdly, Greenhaus and Powell (2006) found that resources that promote work-family enrichment can be achieved through two different paths: 1). “The instrumental pathway is illustrated by means of prior research revealing that employees believe their family involvement has prepared them with resources necessary to handle co-workers or that these resources have increased their ability to perform on the job (Carlson et al., 2006; Crouter, 1984).” 2). “The affective path promotes work-family enrichment indirectly through influence on moods and emotions resulting from role participation (Carlson et al., 2006; Greenhaus & Powell, 2006).” Moreover, as individuals gain greater resources through ongoing participation in one role (i.e., work or family) their mood or emotional state in that role has increased. This can aid their performance in the other role (Greenhaus & Powell, 2006)

The solution offered to by Bernhardt, Dresser & Hatton (2003) to achieve higher productivity and higher workforce quality is to reconnect the interests of firms and their employees. As cited by the authors, a win-win solution can be made by offering good

jobs to achieve increased worker retention and properly coordinating the assignments of employees within the hotel.

The creation and implementation of work-life balance policies can bear fruition that the organization is going to be identified as an employer of choice thereby ensuring that the company will be able attract and retain employees on a long-term basis (Redmond et al., 2006). One of the strategies mentioned to attaining work-life balance is flextime and compressed workweeks, which would assist employees to maximize greater enrichment at home, and these would spell higher job satisfaction and lower turnover intentions (McNall, Masuda & Nicklin, 2010; Redmond et al., 2006; Drew et al., 2003; Byron, 2005; Mesmer-Magnus & Viswesvaran, 2006; Shockley & Allen, 2007). Moreover, these researches recommended that society in general will gain benefits if employees will be given the chance to fulfil their roles in at home and in the community. As the Vanier Institute (as cited in Duxbury & Higgins, 2001) states:

“Each person in the labour force, when considered as a family member, is a vital strand in the web of relationships that sustain not just the economy but also our families, our communities and our nation.

The analysis of Duxbury and Higgins (2001) was able to come up with three employer strategies so that all three dimensions of work-life conflicts are abated and these are: perceived flexibility, ability to refuse overtime, and supportive management, as given in the following:

Increase Flexibility

Employees with more flexibility are able to work longer. Moreover, perceived flexibility possesses a great positive effect on work to family interference by enabling employees to better co-ordinate their work and non-work activities.

Increasing the Number of Supportive Managers

A supportive manager must be a good communicator who focuses on output rather than hours, generates goodwill and respect from employees. The latter feels that the management is supporting them in career development and will in effect, capacitate the employees to balance work and family responsibilities.

Making It Possible for Employees to Refuse Overtime

Management must give leeway for employees to refuse overtime so that they are able to balance work and family demands.

Making the Work Environment More Supportive

An organizational culture is instrumental and effective in providing the employee the ability to balance work and family. Employees will report a lower role overload and lower work-family conflicts if they perceive that their organization is supportive in the achievement of work-life balance.

Lowe (2007) has also affirmed that the individual employee has the capability to reduce work-life conflicts through perceived control and attitudes toward work. Moreover, Drew, Humphreys and Murphy (as cited in Redmond et al., 2006) suggested “that personal fulfilment is important inside work and that satisfaction *outside work may enhance employees'* contribution to work” (2003:13). Likewise, Rashid, Nordin , Omar & Ismail (2011) theorized that if an employee’s work role is bettering his or her family

role, it may be cognate to an increase in satisfaction in one's family role. In relation to this, Grzywacz (2000) stated that work and family enrichment may help to strengthen social relationships and consequentially become an excellent buffer against negative events and will emanate into positive health results for the employees. Worth mentioning and in relation with the preceding, Hayward, Fong & Thornton (2007) found out employers possess a positive attitude towards work-life balance and the benefits it bring forth in the workplace and in the homes of the employees, however implementation of working practices relating to flexibility is a major challenge for employers if minimum business disruptions are to be considered.

Lowe (2005) also underscores the importance of strong employment relationships in the achievement of work-life balance. As such, individuals that have solid employment relationships exhibit the tendency of being helpful and friendly to colleagues and perceive their work stations as both healthy and safe and would therefore contribute to productivity. Moreover, the same author has highlighted the current approaches adopted by employers to respond to employees' work-family needs: substitute services of the family caregiver, and giving employees more control over their work time through leave provisions, and flexibility over work schedules or location. In the same study, purported evidences were presented that suggest that revisiting human resource strategies on work flexibility, and the development of "supportive managers," have contributed in the incremented work-life balance (Lowe, 2005).

Based on *Work-life Balance - Negotiators' Guidelines* (2006), employers who are deemed good admit that it is sound business practice to offer work-family

enrichment to their employees and the benefits it furnishes to the management are as follows:

- Improved employee morale
- Increased productivity
- Staff retention
- Employee flexibility
- Loyal and motivated employees in a less stressful environment
- Reduction of absenteeism, sickness and stress.

Likewise, a well-managed work-life balance will bring multiple benefits for employees and this includes:

- Greater control over their working lives
- The ability to strike a balance with life outside work
- Improved self-esteem, health, concentration and confidence
- Better relationships with colleagues and management.

Grzywacz (as cited in Washington, 2006) also looked into the outcomes of work-family enrichment. The research found out that “higher work-to-family enrichment and family-to-work enrichment were positively associated with better mental health; work-to-family enrichment was positively associated with self-reported physical health; and family-to-work enrichment was negatively associated with chronic health problems, and positively associated with well-being.” According to Mc-croskey (as cited in Aslam et al., 2011), the successful discharging of family roles is made possible by organizational culture that has put into place work-family enrichment

policies, supervisor support and family-oriented benefits were predictive of work-family conflict (Frye & Breugh, 2004 as cited in Aslam et al., 2011).

Work-family issues, including workplace flexibility, turnover, knowledge management, and career advancement are influenced by hotel culture and the GM's management style; and when human resources are perceived as a competitive advantage by the hotel GMs, the work-family issues are indeed related to the hotel GM's perceived strategic issues (Xiao and O-Neill, 2008).

Work-Life Initiatives

Thompson (as cited in Manuel and Ramos, 2008) classified work-life initiatives into five (5) categories namely, (1) Time-based strategies like flexi-time, telecommuting and job sharing; (2) Information-based strategies like relocation assistance, elder care resources, company work/life balance intranet; (3) Money-based strategies like leave with pay, scholarships for dependents; (4) Direct services like onsite childcare, concierge services and takeout dinners; and (5) Culture-change strategies like training or focus on employees' performance not office face time.

In the article of Hechanova (2008) entitled "Work-Life Balance: The Philippine Experience in Male and Female Roles and Leadership," work-life initiatives are clustered in three general categories those related to providing 1) flexibility in time and space 2) family-related needs, and 3) personal development and well-being. There are a series of initiatives to increase the flexibility of workers to balance the needs of work and family. These include the following.

- Telecommuting or work at home arrangements

- Special Leave such as family care leave, death of a family member leave, and emergency leave
- Flexitime that allows workers to adjust their work schedules
- Compressed work week where workers spend longer hours in a day but less working days a week
- Job sharing

On the other hand, as discussed in the same article, organisations have the tendency to categorize family-benefits among work-life balance initiatives. These may include the following.

- Housing loan
- Educational assistance for dependents
- Summer workshops for kids
- Food allowance
- Day care services
- Car loan
- Calamity loan
- Transportation service or allowance
- Salary loan

Finally, the following cluster of work-life balance initiatives seek to establish that the continued growth and well-being of the individual worker are going to be sustained and these initiatives are as follows:

- Career planning/mentoring
- Career counselling

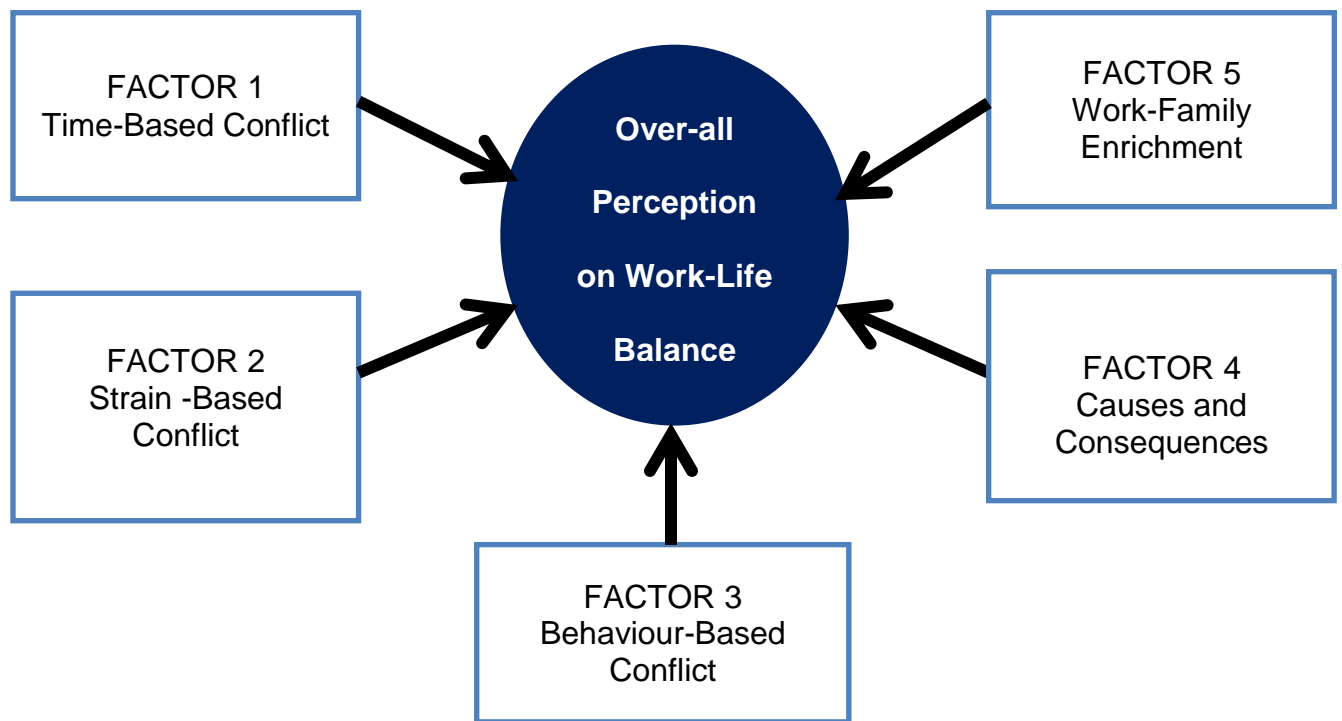
- Health & wellness programs and facilities
- Educational assistance for employees
- Stress management courses
- Study leave
- Personal interest seminars
- Resource library
- Personal counselling
- Outreach programs
- Family counselling
- Worship facilities
- Work-related seminars

Model

Based on the research thrust, which is exploratory in nature and according to extensive literature review conducting in the previous chapter, this master thesis will utilise the following model of work-family conflicts.

Figure 1

Working Model on the Over-all Perception on Work-Life Balance



The model illustrates what this study intends to explore and that is overall perception of the frontline hotel employees on Work-Life Balance. This factor will be dependent variable.

The independent variables will be time-based conflict, strain-based conflicts, behaviour-based conflicts, and causes and consequences of work-life conflicts, and work-family enrichment.

Methods and research designs

The researcher has utilized an exploratory research approach for this study as it will give significant and relevant results considering the exploratory nature of the study being that no similar and/or recent study has been made in the Philippine context (Neuman, 2009). It is hoped that the results of this study will lead to further and extensive researches on the field of Work-Life Balance and Work-Life Enrichment in the Philippine context. Furthermore, a quantitative data collection technique has been adopted in order to gather empirical evidence as well as an insight into the Philippine hospitality industry's existing Work-Family Conflicts and Work-Family Enrichment. After careful evaluation on the time and resource constraints, a mixed study which includes qualitative study in the form of interviews and focused group discussions will be recommended approach to further the studies in the future. Additionally, the selected research approach also aims to achieve representativeness of the whole hospitality workers population in the Philippines, in terms of the selected target respondent population, which are the frontline hotel employees.

The author also intends to build on the findings from the qualitative study on Work-Family Conflicts and Enrichment by Lovhoiden et al (2011) on middle managers in the Norwegian hotel industry. A research questionnaire has been distributed to top luxury hotels in the Philippines. The researcher has adopted a questionnaire based from the findings of the study by Lovhoiden et al (2001) on Work-Family Conflicts and

Work-Life Enrichment. The researcher has replicated this study alongside incorporating the results of the research of Wong & Ko (2009), with modifications.

Limitations

Limitations on the methodology will be considered in terms of the current situation of the hotel industry in the Philippines context, the representativeness of the sample taken and the season during which the survey will be conducted. These considerations are contained in the study of Wong & Ko (2009). Moreover, sampling is only limited to front-line hotel employees in the luxury tier category in Makati City, Philippines. The sample population neither represents the other tiers of hotel employees nor part-time hotel employees.

Explanation of the measurements

The main research instrument that has been employed in this research is the questionnaire. The author has mainly based the instrument on the qualitative studies of Lovhoiden et al (2011) and Wong & Ko (2009). The different statements included in the survey are, therefore, adapted from previous research or developed specifically for the study.

The questionnaire is divided into three different parts. The introductory part includes short information explaining the background and purpose of the research, confidentiality clause, and the token of appreciation for the participants in the form of a gift voucher upon completion of the questionnaire. The first part is the demographic section that includes gender, highest educational attainment, marital status, city address, birthday, total number of children under the support of the respondent, the total number of extended family members who are currently living with the respondent, current

position or job assignment, department or workstation, regular and daily working hours or shifts, total number of years that the respondent has been working in the current hotel, and the total number of years that the respondent has been working in the hotel industry.

The second part of the questionnaires is about Work-Family Conflicts and this section covers the (1) experience, (2) perceptions on the causes, and (3) consequences of Work-Family Conflicts. The third and final part is about experiences encountered that form part of Work-Family Enrichment.

The second part of the questionnaire aims to explore which kind of Work-Family Conflicts do the bottom line employees' experience. Lovhoiden et al (2011) have defined three different categories of possible Work-Family Conflicts. These are: Time-based, Strain-based, and Behaviour-based Work-Family Conflicts. Question 1 and 2 seek to find evidence on Time-based Work-Family Conflicts while questions 3 and 4 refer to Strain-based Work-Family Conflicts. Questions 5, 6, and 7 refer to Behaviour – based Work-Family Conflicts.

The questionnaire's second part also looks into what do bottom line employees perceive as to be the main causes for their Work-Family Conflicts. According to Lovhoiden et al (2011), the causes pointed out by the managers that were asked in their study were: time constraints, the different demands of colleagues and guests and the nature of the hotel industry itself. The statement in question 8 aims to find out if frontline hotel employees perceive time constraints, specifically long daily and weekly working hours, as to be one of the causes of their Work-Family Conflicts. Questions 9 and 10 intend to discover if frontline hotel employees identify the different demands of

guests and colleagues as one of the causes of Work-Family Conflicts. Question 11 aims to determine if bottom line workers recognize the nature of the hotel industry itself as a cause for the experienced of Work-Family Conflicts. Question 12 aims to find out if limited childcare provision offer in the respondent's hotel affects the latter's job performance.

The second part of the questionnaire also looks into what do bottom line employees perceive as to be the main consequences from Work-Family Conflicts. The qualitative study of Lovhoiden et al (2011) revealed that Work-Family Conflicts have negative outcomes on work, family, and physical and psychological health. Questions 13, 14, and 15 delve into if Work-Family Conflicts have a negative impact on frontline employees' work and family outcomes. In addition to the foregoing objective, these questions seek to find evidence on physical and psychological health negative outcomes due to Work-Family Conflicts.

The third part of the questionnaire looks into the different Work-Family Enrichment experiences encountered by the bottom-line employees. The study of Lovhoiden et al (2011) found evidence of instrumental and affective Work-Family Enrichment. Wong & Ko (2009) discovered seven factors on hotel employee perception on work and life balance issues and these are (1) enough time-off from work; (2) workplace support on work-life balance; (3) allegiance to work; (4) flexibility on work schedule; (5) life orientation; (6) voluntary reduction of contracted hours to cater for personal needs; and (7) upkeep the work and career—the determinants perceived by employees to attain “better” work-life balance in the dynamic hotel environment. The

researcher considered that some of these can be easily related with Work-Family Enrichment.

For the purpose of this study, the researcher has elaborated and classified the Work-Family Enrichment into different categories by combining the previous studies of Lovhoiden et al (2011), and Wong & Ko (2009). Therefore, the researcher established that Affective Work-Family Enrichment will be divided into workplace support on work life balance issues and adherence to work and others. On the other hand, Instrumental Work-Family Enrichment will be classified into flexibility on work schedule and technological resources. Regarding Affective Work-Family Enrichment, questions 16, 17, 18 and 19 intend to find supported evidence on workplace support on work-life balance issues. Regarding Instrumental Work-Family Enrichment, statements 20, 21, and 22 look into evidence on flexibility on work schedule. Additionally, question 23 and 24 explore whether resources such as family support and technological, were extended by the workplace. Moreover, questions 25 and 26 look into other Affective Work-Family Enrichment such are team-building and extra-curricular activities. Finally, the researcher has decided to include a final statement, statement 27, from the study of Wong & Ko (2009) whereby the participants were asked if they consider their work and life as to be balanced with their current job.

Sample

The questionnaire will be distributed among frontline hotel employees from different administrative and operational departments in the hotels in Makati City, the financial centre within the Philippine National Capital Region (Makati, 2012).

A purposive sampling approach has been employed as the author sought for a group of individuals from both genders that meet several requirements to facilitate the discussion of Work-Family Conflicts and Work-Family Enrichment. These requirements were as follows: (1) The respondents should be frontline employees and that (2) they should have childcare or family responsibilities.

Distribution

The questionnaires were in printed form, which contain informed consent stating the privacy and confidentiality of all the personal data gathered from the participants. The researcher found this format to be the most suitable and convenient method to collect data in consideration of salient issues on the availability of computer and internet accesses of the target respondents, either in their workplaces or at their homes, and to minimize any possible disruption on their respective time availabilities, among others, opposite to the internet distribution of an electronic format of the questionnaire. In the planning stage, an initial contact via telephone and site visits were coordinated with the prospective hotel participants and an overwhelming consensus favoured the printed questionnaires, to be manually distributed and collected over the electronic format distributed via email or URL link to ensure that the participants would answer the questionnaires upon receipt from the human resources personnel, within an allowable time period, when they have availability at their respective work stations or during their work breaks. Moreover, the less preferred strategy of electronic distribution will involve collecting personal information, such as the email addresses of the target respondents, which the hotel administration will need extended consideration time as necessary

approval from the hotel director will be required and this may prove to be taxing and may lead to unnecessary delays.

In the process of seeking the cooperation of the hotels in order to get hold of target respondents, the human resources directors, and managers from the different hotels have been contacted via face-to-face meeting, email or phone, in order to provide clear explanations on the nature and the purpose of the research, the roles that they are supposed to assume for the proper administration of the procedures in the distribution and collection of the questionnaires. Official communications have also been previously sent to human resources directors and managers, who were considered as co-operators of this research, were given a reasonable amount of time to respond. Each hotel was given a specific equal number of printed questionnaires, with respect to the total number of hotels participating in the research with a view of maximizing the participation of the respondents from different top luxury hotels, which impacts on representativeness of the derived sample and the generalizability of the results thereof (Locke et al, 2004 & Neuman, 2009).

Each hotel who has positively responded to take part in the research will appoint one of its human resources staff to distribute the questionnaires on a random basis to frontline employees who will cover as much departments as possible, whereby there is a presence of frontline hotel employees. The former will monitor the status of the questionnaires and ensure that these are handed over to the researcher. Pens and envelopes were provided for the participant use. After the questionnaires will have been answered, the participant will enclose it in an envelope and seal it for submission to the

assigned human resources staff that will turn these over to the researcher assistant who will collect the same.

Research Methodology

Determining the Target Respondents

The study is intended to probe work and family issues in the hospitality sector in the Philippine context in order to gain a better picture and understanding thereof; and subsequently provide invaluable suggestions in creating a comprehensive work-life balance approach to improve the position of hotels as an employer of choice.

The required target respondents of this study are the Filipino front-line hotel employees assigned at the administrative and operational departments such as but not limited to front desk, concierge, restaurant, kitchen, conferences, and housekeeping. A recent study of front-line hotel employees in Taiwan has cited a study by Maslach (1998) that front-line hotel employees' stress and burnout will eventuate to a high turnover rate (Ying-Wen, 2012)

Service organisations, such as hotels, are concerned of the relationship between the customers and the frontline employees wherein the latter is delegated to handle customer transactions and deliver service quality (Audhesh, Lou, & Sheb, 2005). Furthermore, as cited in the study of Audhesh et al (2005), Tansik (1990) and Daniel et al (1996), frontline employees are regarded as the people who represent the face of the service organisations. More importantly, the aforementioned studies highlighted that the type and degree of contact wielded by frontline employees with the customers is considered to be direct and influential and have direct bearings in shaping the latter's perceptions of service quality.

Furthermore, these employees must not be supervising or managing any other employee, and are reporting to a higher authority. They must be working on regular basis and status and have stayed for two years in their respective hotels or within the hotel industry. Thus, this research did not cover part-time hotel employees.

Specifically, the targeted respondents must have family and/or childcare responsibilities, in various capacities such as married or cohabiting (such as live-in partnerships), have children and/or are living with relatives. Owing to the contribution of the hotel industry in the Philippine Gross Domestic Product (GDP) and labour market as well as in the overall service industry, the Philippines has been chosen to be the setting of this exploratory study and the implications of this study will seek to furnish insights seeing potential growth and development of the hotel industry in the Philippines (Edralin & Castillo, 2001). The study will utilise the definition of the Philippine Standard Industrial Classification, which has been patterned after the United Nations International Standard Industrial Classification, in figuring out which hotels among in hotel industry sector. In general, hotels offer two major types of services and these are (a) accommodation and (b) dining services. A further stratification is employed in terms of the quality and extent of services and thus hotels in the Philippines are classified as Deluxe or Luxury, First Class, Standard, and Economy (Edralin & Castillo, 2001).

The selected respondents are frontline employees who are working hotels in this research are those belonging to the highest tier, namely the Deluxe or Luxury category. As per listing accessed via telephone enquiry with the Department of Tourism, the primary government agency that oversees and tourism in the Philippines including the rating, classification and accreditation of hotels (DOT, 2012), these luxury hotels offer a

complex and diverse range of products and services. These 5-star luxury hotels are situated in the Makati Central Business District located in Makati City, the financial centre and important metropolitan area for international affairs of the Philippines. Moreover, these hotels are part of an international chain or network of hotels and resorts.

From the list obtained from the Department of Tourism, ten luxury hotels were identified. A population size of 320 frontline hotel employees were documented after a series of phone interviews with the different Human Resource Managers of these hotels. Of the ten luxury hotels, only five have favourably responded to willingly take participate in the study. The study then employs the stratified simple random sampling method to proportionately extract sample sizes (Neuman, 2009) for each hotel that has collaborated in this study.

Development (Pre-testing) of the Survey Instrument

At the early part of this study, it was indispensable to establish the reliability, validity, accuracy, and ease-of-use of the survey instrument, which is the questionnaire. Moreover, in order to determine the scope and outlook of this study, the research goals and objectives were defined and subsequently studied to confirm that there is a fit between the survey instrument made and the intention of this research (Neuman, 2009), with an extensive underpinning of previous related studies on Work-Life Conflicts and Work-Life Enrichment. Moreover, the conceptualization and development of survey instrument are as crucial as identifying the target respondents of the study. Locke et al (2004) & Neuman (2009).

An initial survey instrument has been created after thorough examination of the research requirements and tackling of issues that were generated from the various Work-Life Conflicts and Work-Life Balance literature and its corresponding theoretical framework and research results. The independent and dependent variables and factors were also identified. The dependent variable was the overall perception of frontline hotel employees on work-life balance and there are five independent variables, namely: (1) Time-based conflicts, (2) Strain-based conflicts, (3) Behaviour-based conflicts, (4) Causes and consequences of Work-Family Conflicts, and (5) Work-Family Enrichment.

Majority of the work-life balance issues and statements incorporated in the research instrument were taken from the study of Wong & Ko in 2009, entitled “Exploratory Study of Understanding Hotel Employees’ Perception on Work-Life Balance Issues,” which was done in the Hong Kong context. The study suggested thirty (30) issue-statements which constitute seven work-life factors. Twenty (20) of those statements were subjected to further statistical tests after conducting reduction test and in turn, these were given due attention in the course of the development of the instrument.

Given the diverse workplace and cultural sensitivity of hotel employees in the Philippines, the researcher came up with 27 issues which constitute the six (6) major factor dimensions; namely, (1) Factor 1–Time-based conflicts; (2) Factor 2–Strained-based conflicts; (3) Factor 3–Behaviour-based conflicts; (4) Factor 4–Causes and consequences of Work-Family Conflicts; (5) Factor 5–Work-Family Enrichment; and, (6) Factor 6–Over-all Perception Work-Family Conflicts.

The draft survey instrument was subjected to a series of validity exercise. The first validity exercise carried out was engaging a panel of experts. The experts include university professors, human resource professionals, hospitality management graduate students, hotel front-line staff and employees. The main objective of the exercise is to examine and review the content, constructs and criterion used in the instrument, in order to establish validity of the instrument. After this, a readability test has been conducted to enhance the validity of the instrument considering that the target respondents are non-native speakers of the English language. This is also in light of a study conducted by the Social Weather Station in 2006 on the English Proficiency in the Philippines, which found out that despite the fact that English is a medium of instruction in most universities and colleges in the Philippines, the English proficiency level among Filipino working adults has declined in recent years (Sunstar, 2011). A team of English as a Secondary Language (ESL) trainers and linguists were commissioned to examine the structural and operational language used in the purported instrument. Most of the questions suggested in the Hong Kong study of Wong & Ko (2009) were restructured and re-examined to aide and accommodate the targeted respondents' English proficiency and language facility.

The succeeding stage of the development of the survey instrument then turned to establishing accuracy or precision of the measuring instrument. A reliability test was administered by pilot-testing the survey instrument to 25 subject respondents. However, these were not included and treated as part of the achieved sample. After a battery of reliability and validity exercises, a final survey instrument was created. The final instrument used in the survey consisted of two main sections. The first section,

consisting of 27 statements, was designed to measure the perception of hotel employees on work and family issues. Respondents were asked to rate their level of agreement on each statement, using the Likert scale, from “1” which represents “strongly disagree” to “5” which represents “strongly agree.” The last statement “I feel my work–life is balanced in this job” was designed to obtain an overall perception and treated as a dependent variable for the multiple regression analysis for determining the predictors (underlying dimensions) for work–life balance.

The preceding section was that of the demographic information of respondents namely; gender, age, marital status, number of children, education level, income level, department, position, years of service in the respective hotel and the hotel industry, among others.

Administration of the Survey Instrument

Ten luxury hotels were contacted by formally inviting them to participate in the survey. Only five signified have their interest to participate in the study. A letter of invitation was sent through courier to the human resource managers of the identified hotels. The guidelines in facilitating the survey and the questionnaires were enclosed in the letter. As part of the guidelines, the human resource managers were acknowledged as research partners or co-operators. Each human resource manager contact was gifted with a voucher worth five hundred Philippine pesos. Correspondingly, the front-line hotel personnel as respondents were provided with vouchers upon submission of each completed questionnaire as a token of appreciation for their participation. Upon collection of the fully accomplished questionnaires, the gift vouchers were turned over to the human resources officer who in turn distributed the vouchers to the frontline hotel

employees who took part in the survey. These strategies were applied to maximize the cooperation of the research partners as well as the level of participation in the survey by the target respondents. Studies have shown that incentives will generally stimulate response rates and in some case, on a significant level (Stoop, Billiet & Koch, 2010).

Coordinative strategies were also put into place such making telephone calls, setting up meetings, and conducting hotel visit, among other, during numerous occasions together with the assigned human resource personnel to discuss arising question regarding the study and address concerns to ensure the smooth administration of the survey. The research assistants aided in distributing the questionnaires in some hotels as the duly appointed human resource staff required assistance.

Description of the achieved sample

A total of 192 questionnaires were collected. Therefore, the researchers obtained a response rate of 60 per cent out of the documented population size of 320.

Discussions and Findings

Profile of the respondents

One hundred ninety-two valid respondents were taken from the different top luxury hotels in the Philippines who are in full-time employment for a minimum of more than a year. Employees are assigned in different departments such as front desk, concierge, restaurant, kitchen, conferences, housekeeping, and others. A summary of the demographic profile of respondents is presented in tables in the following paragraphs.

Gender

Table 1
Gender profile of respondents

	Frequency	Percentage
Male	86	44.8%
Female	106	55.2%
Total	192	100%

The above result shows that 55.2 per cent of the respondents are female while 44.8 per cent are male. Thus, majority of the respondents are female.

The ardent and persistent search for striking a balance between life and work has been dominated with discussion about the insufficient time to perform and manage personal responsibilities and work commitments together. Friedman and Greenhaus (2000) brought forth new ideas on work and life balance to equip employers with a better understanding in the decisions involving work and family. Moreover, work and family are the two dominant roles carried out by both men and women in modern society and according to the results from a study of 800 business professionals, these roles can either complement on or clash against each other (Lockwood, 2003). The third millennia epitomize a demographical shift in terms of the representation of family structures within the workforce making work and life balance a concern for both men and women (Miller, 2006).

As shown in the results, there are more women who are working as front-line hotel employees than men by six per cent. This proportion agrees to the point that the increased participation of women in the workforce is strongly considered as a key factor in the formulation of work-life balance policies in various organization as substantiated in the report of the International Labour Organization (ILO) in 2005 which states that

women represent over 40 per cent of the global labour force, with approximately 70% of women in developed countries, and 60 per cent in developing countries, engaged in paid employment. The same report from the ILO emphasise that on a global perspective, men are directly engaged in the labour force at significantly higher rates than women, which conversely means that women are more directly involved in non-labour market activity. Additionally, the same report suggests that single parents, regardless of their gender, experience difficulties in attaining work-life balance such that in Europe, work-life balance policies are more focused on aiding women meet their childcare responsibilities and lesser on fathers (ILO, 2005 & Redmond et al, 2006).

In the historical and current make-up of the Philippine society, there is an equal sharing of responsibilities and decision-making as highlighted in the book, “Transforming Government to Think and Act Gender and Development (GAD): A Handbook on Gender and Development Training,” by Mansilungan (2003). Moreover, there are more women who are now joining the workforce because of the prevailing economic realities in the Philippines and at the same time continue to fulfil the traditional role expected of them by the Philippine society such as house and childcare and community activities. This suggests that work-life balance policies in the hotel sector should be tilted to women with the childcare benefits and flexibility benefits (Cleveland et al, 2007) in recognition of the multiple roles they undertake as against that by men and to continually address this marginalization of social roles.

In relation to this, the Philippine Constitution guarantees the fundamental equality before the law of women and men. A number of laws have been passed to protect the welfare of women but the challenge is religiously implement these

programmes. To illustrate this case, the hotel's human resources department, must for example, ensure that women can fully take advantage of their maternity and childcare benefits such as maternity leave or pay. A future research direction is to tackle compliance of these benefits and how the perception of hotel employees of the same. Worth mentioning, there is an unprecedented law in the Philippines that has been passed by the Philippine Legislature in 1996, which is called the Paternity Leave Act of 1996, which entitles all male married employees in the public and private sectors to seven days of full salary payment for the first four babies. (DOLE, 2012) This is a significant step for working fathers in the Philippines to be able to realize their roles as this will give them the opportunity to spend time with their children at home, while still enjoying the economic benefit from their respective employers and addresses the call to abate inequalities experienced by men as cited in the study of Redmond, et al (2006) that argues that men that belong to the lower socioeconomic strata possess less opportunities to take advantage of work-life balance policies that will not lead to a reduction of pay or benefits.

Moreover, it will be an interesting topic for the future research as to whether this provision in the law has been perceived as beneficial by male hotel employees and its impact on reducing Work-Family Conflicts and its contribution to Work-Family Enrichment. However, work and life balance should be applied to both women and men considering that the numbers of female and male frontline employees were almost the same in number.

Education

Table 2
Educational background of the respondents

	Frequency	Percentage
Elementary	0	0
High School	8	4.2%
Vocational	42	21.9%
Bachelor’s Degree	121	63%
Master’s Degree	21	10.9%
Others	0	0
Total	192	100%

The above result shows that 4.2 per cent of the respondents were high school graduates; 21.9 per cent were graduates of vocational courses; 63% were bachelor’s degree holder; and the remaining 10.9 per cent were master’s degree holder. Majority of the respondents are bachelor’s degree holders while minority of the respondents are high school graduates.

In the Philippines, the luxury hotels usually require prospective candidates who possess tertiary education and underwent training in the hotel industry (Edralin & Castillo, 2001) and the results clearly show that 74 per cent of the respondents have higher education, which indicates the that hotels in the Philippines are looking at or into individuals who have a background of shown competence in terms of education and/or training received. In relation to this, Cleveland et al (2004) have underscored that there is a need for orientation and enculturation programmes among the new entrants to the

hospitality sector, in order that the management can communicate to the former the demanding nature of the hotel industry and what kind of support they can expect from management.

The subject frontline employees' base of educational training is the educational institutions such as universities that offer courses in hotel and restaurant management (Edralin & Castillo, 2001). Moreover, these educational institutions maintain close linkages with the industry for the provision of training experiences that are aimed at furnishing hospitality students, who are future entrants in the hospitality industry, with practical experiences in the form of on-the-job and management training, internships, apprenticeships, career enhancement trainings, among others. From the researcher's personal educational experience during his senior year while taking up a bachelor's degree in the Philippines, all senior students were required to apply for internship to be able to gain first-hand knowledge and job experience. There are luxury hotels that are part of an international chain of hotels and resorts that have established hotel training schools like Dusit Thani Hotel (Edralin & Castillo, 2001). In today's global marketplace, the human resource professionals are challenged to comprehend the critical work and family issues, and formulate and implement a viable work and life programs for the organisation (Lockwood, 2003) but this will require management support, especially from the higher hierarchy (Cleveland et al, 2004) owing to the fact that as companies are at the same time confronted to reduce costs to achieve profitability. On this, an ideal future research direction on the role of educational and training institutions in the Philippines in addressing the legitimate concerns among the different players in the hotel industry on achieving work-life balance. Corollary to this,

questions can be raised on the need to revitalize and transform education in terms of the needs and future direction of the twenty-first century workplace.

A study by the University of Phoenix and the United States Chamber of Commerce in 2011 recommend that employers and employees must be orientated towards the same direction in terms of putting into place a mechanism that will lead to mutual benefit such as setting up continuing education programs which are meant at enhancing the interpersonal abilities and critical problem-solving skills of the employees. This suggests that hotels have to put an effective human resources strategy to address work-family conflicts and enrichment that will include continuing education.

Marital status

Table 3
Marital status of respondents

	Frequency	Percentage
Single	28	14.6%
Married	149	77.6%
Cohabitant	8	4.2%
Widowed	0	0%
Separated	7	3.6%
Total	192	100%

The above table, Table 3, shows that summary of the marital statuses of the respondents. The results constitute that of 77.6 per cent of respondents are married while 14.6 per cent are single; 4.2 per cent are in cohabitation; and 3.6 per cent are

separated. Thus, majority of the respondents are married while minority of the respondents are separated.

Work and life balance has important consequences for employee attitudes towards their organizations as well as for the lives of employees and this has imposed a challenge to employers on how to retain and attract employees (Scholarios & Marks, 2004). The results suggest the finding that majority of the respondents are married which highlights that the number of dual-career couples continuous are continually increasing and as such, work and family issues have become areas of concern not just for employers but in society in general (Wentling, 1998). Without any doubt, work-family balance is one of the major challenges facing employees and employers in this century (Lovhoiden et al, 2011, Wong & Ko, 2009). Moreover, studies have shown that conflicts due to work and family demands affect satisfaction with one's career as well as happiness in one's fulfilment of marital role (Butler, Grzywacz, Bass, & Linney, 2005).

Wives customarily discharge more household responsibilities than their husbands in a situation whereby both partners are working and these are called dual-career families (Catherine, 1997). As cited in David & Catherine (2004), this inter-role conflict occurs when participation in one role hinders participation in another role. Inter-role conflict or work-family conflicts among dual career families have been a focus of various studies such as that of Greenhaus & Beutell (1985), Smith (1992) and Smith & Pike (1994) and thus defined the three express categories of Work-Family Conflicts, which are time-based conflicts, strain-based conflicts and behaviour-based conflicts. The antecedents of these conflicts are namely time needed due to one role impedes an individual to dedicate enough time for other roles; the strain of a particular

role making it hard to accomplish the requisites of the other; and particular behaviours required to be allotted one role that make it arduous for the achievement of the other roles.

Moreover, these studies in the 1990s along with the most recent ones accentuate the need for organization to be flexible by offering policies and practices for the provision of support brought about by the demands at work and in the family as these conflicts may affect employee perception on work-life balance (David & Catherine, 2004). As mentioned in the same research, these support work practices, in the long run will reduce labour turnover, increase productivity, and reduce absenteeism. Among the practices suggested in this research are flexible work options, childcare assistance, employee counselling, mentoring to mention a few strategies. All these aforementioned policies are meant to lessen the negative impact of Work-Life Conflicts. However, as David & Catherine (2004) pointed out, there is a pressing need to inter-link the value of Work-Life Enrichment and strategic business needs (Bardoel et al, 2000 & Russel & Brownman, 2000). In other words and in relation to the hotel industry in the Philippines, hotel managers must realise the importance of addressing the issue of Work-Life Conflicts and the need to realise Work-Life Enrichment.

Age

Table 4
Age of the respondents

	FREQUENCY	PERCENTAGE
20 or below	18	9.4%
21-25	46	24%

26-30	23	12%
31-35	61	31.8%
36-40	19	9.9%
41 or above	25	13%
Total	192	100%

The above result shows that 9.4 per cent of the respondents are 20 years old and/or below; 24 per cent belong to 21-25 age bracket; 12 per cent are 26-30 years old; 31.8 per cent have the ages from 31 to 35 years; 9.9 per cent are 36 to 40 years old; and 13 per cent of the respondents are 41 years old or above. Majority of the respondents are 31-35 years old while minority of the respondents are 20 or below.

Attaining work and life balance is transcendent and crosses over to all generations but attaining it spells difference to different people. A person’s age, lifestyle, ability to prioritize tasks, and manage time all affect the definition of work-life balance (Butera, 2010). In a Radcliffe Public Policy Center Report on Work, the characteristic which has been ranked frequently as very important among men and women with ages between 21 to 39 is “having a work schedule that allows for time with family,” the percentages of which are 79 per cent for men and 83 per cent for women, respectively. Moreover, most workers (81 per cent) work for employers that do not have programs that help them balance work and life (Miller, 2006). Thus, it is very important that hotel employers take an active and prominent role in formulating, instituting, and implementing policies that favour of resolving Work-Life Conflicts and promote foster Work-Life Enrichment and through this manner, turnover rates will be avoided and

ultimately costs associated to the latter as well as to absenteeism will be brought down in significant terms and in turn, employees will enjoy a healthier and more balanced life (Lovhoiden et al, 2011, Mulvaney et al, 2006, Wong & Ko, 2009).

Children

Table 5
Number of Children of the respondents

	Frequency	Percentage
1-5	176	91.7%
6-10	16	8.3%
11 or above	0	0%
Total	192	100%

The above result shows that 91.7 per cent of the respondents have 1 to 5 children and 8.3 per cent have 6 to 10 children. Majority of the respondents have 1 to 5 children and minority of the respondents have 6 to 10 children.

Williams & Boushey (2010) indicated that inflexible workplaces that have unpredictable schedules make accessing quality and affordable childcare nearly impossible. Considering the nature of the hospitality industry in terms of demands associated with the job (Lovhoiden et al, 2011), hotel management must advance assistance programmes for child and dependent care to lower instances of job satisfaction among employees (Catherine, 2004).

Work–family issues have imparted on us the role and the context of the industry can assume in playing that industry context plays a critical role in shaping the relationships among the different actors in the work-family interface, namely

employees, their jobs, and their families (H. Harris, 2004). The product of previous have saliently pointed out the foregoing must be addressed in a multiple approach to avoid or lessen having responsible workers who could be irresponsible parents, and vice versa (Williams & Boushey, 2010), as family obligations and work responsibilities interfere on each other due to reasons such as childcare responsibilities for example and the results of this research’s demographics shows that majority of the respondents have children.

Keith and Schafer’s (1980) stated that sources of work-family conflicts among employees are the amount working hours per week, number and ages of children and at the same time, the larger the family, the more time is demanded from the parents (Ahmad, Zainab, & Jalil, 2011). Moreover, an increase in role brought about by the aforementioned sources will likely result in role conflict, overload and negative repercussions (Youngcourt & Huffman, 1998). In this case, this is where supervisor support mentoring can come into the picture.

Work Shifts

Table 6
Working Shifts of the respondents

	Frequency	Percentage
Day Shifts	151	78.6%
Night Shifts	41	21.4%
Total	192	100%

The above result shows that 78.6 per cent of the respondents are reporting to work on a day shift while 21.4 per cent attend to work on a night shift basis. The majority of the respondents work on a day shift, while minority of the respondents report on a night shift.

Shift work has been considered a norm in the hospitality business (Wong & Ko, 2009) and in the study by Presser (2000), partners or couples working on evening, night, or rotating shifts, and that covers weekends, notably leads to a significant and increased chance that marriage or partnership will end up in separation or divorce in 5 years (Xiao & O'Neill, 2010). Moreover, shift work has been considered as intruding to family time and the arrangement of childcare has been a delicate issue to availability of slots for example (Williams & Boushey, 2010). According to Youngcourt & Huffman (1998), time conflict occurs when employees do not have ample time to successfully and comfortably complete all tasks and responsibilities relating with their work and their family and this has important ramifications on the role that hotel must take in order to help address the problem for example on child care.

Miller (2008) has suggests that employers must cease thinking that all employees will make work as their chief concern, regardless of their commitments and responsibilities outside work. Companies need to increase and sustain productivity by allocating resources related to communication, mentoring and support to better prepare the employees deal with dual roles at work and at home, thereby reducing work-life conflicts (Butera, 2010). One of the concrete first steps to achieve this aim, is to institute orientation and enculturation programmes, on a regular basis as suggested by Cleveland (2004) and this will require leader in the hotel who is able to see and appreciate Work-

Life Enrichment as part of the hotel’s strategic issue perceptions (SIP) in order to gain competitive advantage ((Xiao & O’Neill, 2010) or a salient part in the hotel’s overall recruitment strategy (Cleveland, 2004).

Extended Family Members

Table 7
Number of extended family members of the respondents

	Frequency	Percentage
1-5	187	97.4%
6-10	5	2.6%
11 or above	0	0%
Total	192	100%

The above result shows that 97.4 per cent of the respondents have 1-5 extended family members who are living with them and 2.6 per cent of the respondents have 6-10 extended family members. Majority of the respondents have 1-5 extended family members while minority of the respondents have 6-10 family members.

Aside from the childcare responsibilities of the respondents, majority of the respondents have extended family members that fall upon and are considered an added responsibility. Undoubtedly, the results suggest that having extended family members cast an additional burden or constraint in the fulfilment of the roles of the employees as couples at home and in the family and they will have to pay and provide for other household services. Several studies – Lovhoiden et al (2011), Wong & Ko (2009) and Cleveland et al (2004) – suggest for example that internal and external assistances be

furnished by companies to augment the inter-support that spouses must give to each other (H. Harris, 2004). Thus, hotel management must explore what types and forms of assistance it can furnish to its employees to exemplify its desire to implement Work-Life Enrichment Policies.

Duration of Current Work Experience

Table 8
The Duration of Work Experience in the Respondents’ Current Hotel

	Frequency	Percentage
1-5	54	28.1%
6-10	93	48.5%
11 or above	45	23.4%
Total	192	100%

The above result shows that 28.1 per cent of the respondents are working in their current hotel for 1 to 5 years; 48.5 per cent of the respondents are working in their current hotel for 6 to 10 years; and 23.4 per cent of the respondents are working in their current hotel for 11 or more years. Majority of the respondents are working in their current hotel for 6-10 years while minority of the respondents are working in their current hotels for 11 or above years.

Employers are confronted with the challenge of attract and retaining people who possess the right skills and personal attitudes who can deliver a quality experience to the guests (Lovhoiden et al, 2011; Wong & Ko, 2009). However, as pointed out by Service Skills Australia (2009) and Cleveland et al (2007), the tourism and hospitality industry experience staff shortages, inadequate skills and knowledge, and high turnover can

hamper the capability of hotels to deliver quality service, which is a key in gaining competitive advantage. Thus, in order to avert these scenarios, hotels must formulate and implement work-life enrichment policies and this can be done through putting into place a continuing education and training system within the hotel to aid full-time front-line hotel workers achieve career growth (Service Skills Australia, 2009) and by word-of-mouth to friends and schoolmates of these candidates, the hotel will be able to attract new and more talents.

Finally, Bloom, Kretschmer & Reenen, (2006) suggested government intervention and assistance in the implementation of work-life balance practices in the hotel industry as some firms may not find this strategy as productive. However, based on the previous researches discussed in the preceding paragraphs, work-life balance policies will have an overall positive financial impact to hotels in long run as high turnover rates will be brought down by significant levels and the high healthcare associated with employees who are stressed or injured due to prolong working hours maybe contained (Lovhoiden, 2011). As such, the non-profitability argument of some hotels should be considered somewhat misplaced and should be treated is out of the picture and the government must necessarily enjoin the hotels to do the ‘right thing’ (Bloom, Kretschmer & Reenen, 2006).

Duration of Work Experience in the Hotel Industry

Table 9

Duration of Work Experience in the Hotel Industry of the Respondents

	Frequency	Percentage
1-5	49	25.5%
6-10	88	45.8%
11 or above	55	28.7%
Total	192	100%

The above result shows that 25.5 per cent of the respondents have been working in the industry for 1-5 years while 45.8 per cent and 28.7 per cent of the respondents have been in the industry for 6-10 years and 11 years or above, respectively. Majority of the respondents are working in the industry for 6-10 years while minority of the respondents are working in the industry for 1-5 years.

As per to a study conducted by Smith Travel Research (2003), turnover rates average 50% for hotel hourly employees and 21% for hotel managers. Furthermore, the results of the study indicate that the problem for the hotel industry is that employees leaving the industry altogether, rather than employees leaving one hotel company for another. As cited in the literature in the preceding paragraphs, participants in Stalcup and Pearson's (2001) study confirmed that long hours is the major reason for quitting the hotel industry which deeply characterized under a "turnover culture" (Deery & Shaw 1997, p. 377). The implementation of work-life enrichment policies and it sound administration on a daily operational basis will institute a positive work-family culture (Santos & Cabral-Cardoso, 2008; Swanberg, 2004).

The challenge therefore for the hotel industry is to formulate, implement, and maintain work-life enrichment policies and make it part of the management strategy if hotels would like to gain competitive advantage and reduce the pitfalls caused by high turnover and instead move forward to the achievement of better retention and productivity of employees (Crouter et al., 2004; Harris et al., 2007; Xiao & O'Neill, 2010).

Departments

Table 10
Departments the Respondents are Assigned at

	Frequency	Percentage
Restaurant	27	14.1%
Kitchen	47	24.5%
Conferences	12	6.3%
Housekeeping	54	28.1%
Sales	18	9.4%
Front Desk/ Concierge	25	13%
Others	9	4.7%
Total	192	100%

The above result shows that 14.1 per cent of the respondents are assigned in the hotel restaurants; 24.5 per cent are working in the kitchen; 6.3 per cent are working in the conferences; 28.1 per cent are under the housekeeping department; 9.4 per cent are assigned in the sales department; 13 per cent are in the front desk / concierge; and 4.7 per cent of the respondents are working among other departments. Majority of the

respondents are under the housekeeping department and minority of the respondents are working among other (not indicated) departments.

Mean Statistic of the Various Work–Life Balance Issues

Table 11

Mean and Standard Deviation Statistic of Issues and Perceptions on Work-Life Balance

WORK-LIFE BALANCE: ISSUES	Mean	S.D.**
I have experienced mental distraction at work caused by non-fulfilment of family obligations.	3.59	1.18
I have experienced conflicts in schedule when it comes to family events and work.	3.60	0.99
I have experienced that my work performance is affected by stress and anxiety over childcare.	3.16	1.24
I have a tendency to worry a lot about my job when I am at home.	3.39	1.20
I have a tendency to worry a lot about my job.	3.52	1.21
My helpfulness behaviour or inability to say "no" to tasks given to me at work has caused family disharmony.	2.91	1.12
My inability to reject my co-workers and managers' request to help at work has caused family disharmony.	3.11	1.25
I tend to discuss work issues and problems with family members when I am at home.	3.34	1.24
I am overworked and have neglected my family responsibilities due to inability to reject my co-workers and managers.	3.06	1.39
I experience difficulties in shifting my behaviour from work to home.	3.17	1.60
I believe that long daily and weekly working hours causes conflicts between my work and my relationships with my family.	3.49	1.23
I believe that the high expectations of my supervisors cause conflicts between my work and my relationships at home.	3.55	1.21
I believe that the excessive demands of the clients or hotel guests interfere with my work and family.	3.96	1.37
I believe that the hotel industry is very labour intensive (24 /7 a week) and promotes conflicts between my work and my family.	4.03 ^a	1.29
I believe that the limited child care centre provision in my hotel greatly affects my performance at work	3.55	1.22

My supervisor understands when I talk about personal or family issues that affect my work.	2.30	1.24
I do my work diligently to facilitate a smooth turn-over for the next officer/employee-on-duty.	2.25	1.34
I look forward to being with the people I work with each day.	2.28	1.38
I find it easy to concentrate at work because of family support.	2.49	1.47
I have the possibility to personally decide over my starting and finishing time.	2.63	1.32
I can change my list if the daily working hours are not consistent.	2.86	1.16
I can schedule my preferred day-offs supported by my co-workers or supervisor.	2.39	1.41
My manager or supervisor extends resources to help me with my family responsibilities.	2.16	1.27
My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.	2.53	1.47
My workplace organizes team-building activities that promote positive working relationships and camaraderie.	2.03	1.29
My workplace organizes extra-curricular activities, such as: sports tournaments, musical contests, health and wellness programs and the like.	1.75 ^b	1.02
WORK-LIFE BALANCE: OVER-ALL PERCEPTION		
I feel that my work and life are balanced in this job.	Mean	S.D.
	2.11	1.04

* The study used a 5-point Likert scale to measure level of perceptions among targeted respondents ranging from 5 to 1, where 5 = "Strongly Agree" to 1 = "Strongly Disagree". N = 192. ** Standard Deviation

^a Highest mean among all work-life balance issues and/or conflicts.

^b Lowest mean among all work-life balance issues and/or conflicts.

As presented in Table 11, the statement, "I believe that the hotel industry is very labour intensive (24/7 a week) and promotes conflicts between my work and my family," scored the highest with a mean rating of 4.03. The statement, "My workplace organizes extra-curricular activities, such as: sports tournaments, musical contests, health and wellness programs and the like," scored the lowest with mean score of 1.75.

The statement "I believe that the hotel industry is very labour intensive (24/7 a week) and promotes conflicts between my work and my family," which scored the highest with a mean rating of 4.03, has been highlighted by the frontline hotel

employees as their major perception that they are experiencing work-family conflicts and the underlying cause if the nature of the hotel industry. Furthermore, the results strongly suggest that the hotel management must strive to address this concern of long and uncontrolled working hours to be able to promote work-life balance to promote the physical, mental, and emotional health of its employees. In doing so, this will avert future labour turnover scenarios, which as research has shown proves to be costly to the hotels in the long run. This also indicates that the human resource teams must call the attention of the management on how to change this perception and thereafter take an aggressive role in putting into place a reliable, credible, and comprehensive plan to address legitimate concerns of the employees and investigate what type of support can be offered to the latter to resolve the work-family conflicts after finding those out.

As regarding to the lowest mean rating of the statement, “My workplace organizes extra-curricular activities, such as: sports tournaments, musical contests, health and wellness programs and the like,” this significantly suggests the employees need work-life enrichment in these aforementioned areas. The second lowest mean rating on the other hand of 2.03 is on the statement “My workplace organizes team-building activities that promote positive working relationships and camaraderie.” These results notably suggest that there is a need to increase instrumental work-life enrichment as to a buffer to the perception and experience of work-life conflicts among the front-line hotel employees.

The over-all perception of the respondents, “I feel that my work and life are balanced in this job,” registered a score of 2.11 which suggests that there is a perceived imbalance between work and life. This result is consistent with the results on the highest

and lowest means. Therefore, these results conclude that the hotels have to formulate strategies that are meant to reduce work-family conflicts and accordingly administer such policies that should promote work-life enrichment.

Table 12

Mean Ratings of the Five (5) Dimensions of Work-Life Balance Issues

Dimensions	Work-Life Balance Issues	Factor Mean	Rank (Highest to Lowest Mean)
Factor 4	Causes and Consequences of WFCs	3.77	1
Factor 1	Time-Based Conflicts	3.73	2
Factor 2	Strain-Based Conflicts	3.37	3
Factor 3	Behaviour-Based Conflicts	3.13	4
Factor 5	Work-Family Enrichment	2.31	5

Table 13

Factor Loading of the 27 Work-Life Balance Issues

WORK-LIFE BALANCE: ISSUES	FACTOR LOADING
I have experienced mental distraction at work caused by non-fulfilment of family obligations.	0.885
I have experienced conflicts in schedule when it comes to family events and work.	0.885
I have experienced that my work performance is affected by stress and anxiety over childcare.	0.872
I have a tendency to worry a lot about my job when I am at home.	0.896
I have a tendency to worry a lot about my job.	0.855
My helpfulness behaviour or inability to say "no" to tasks given to me at work has caused family disharmony.	0.519
My inability to reject my co-workers and managers' request to help at work has caused	0.738

family disharmony.	
I tend to discuss work issues and problems with family members when I am at home.	0.303
I am overworked and have neglected my family responsibilities due to inability to reject my co-workers and managers.	0.686
I experience difficulties in shifting my behaviour from work to home.	0.674
I believe that long daily and weekly working hours causes conflicts between my work and my relationships with my family.	0.901
I believe that the high expectations of my supervisors cause conflicts between my work and my relationships at home.	0.896
I believe that the excessive demands of the clients or hotel guests interfere with my work and family.	0.711
I believe that the hotel industry is very labour intensive (24 /7 a week) and promotes conflicts between my work and my family.	0.695
I believe that the limited child care centre provision in my hotel greatly affects my performance at work	0.894
My supervisor understands when I talk about personal or family issues that affect my work.	0.697
I do my work diligently to facilitate a smooth turn-over for the next officer/employee-on-duty.	0.778
I look forward to being with the people I work with each day.	0.833
I find it easy to concentrate at work because of family support.	0.816
I have the possibility to personally decide over my starting and finishing time.	0.408
I can change my list if the daily working hours are not consistent.	0.678
I can schedule my preferred day-offs supported by my co-workers or supervisor.	0.691
My manager or supervisor extends resources to help me with my family responsibilities.	0.859
My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.	0.745
My workplace organizes team-building activities that promote positive working relationships and camaraderie.	0.894
My workplace organizes extra-curricular activities, such as: sports tournaments, musical contests, health and wellness programs and the like.	0.818
WORK-LIFE BALANCE: OVER-ALL PERCEPTION	
	FACTOR LOADING
I feel that my work and life are balanced in this job.	0.785

*Data analysis and Discussions***Principal Component (Factor) Analysis**

The study has employed principal component analysis or factor analysis with varimax rotation method to factor-analyse the 27 work-life balance issues and factor dimensions. In order to prepare the dataset for factor analysis at different stages of test exercise, Kaiser-Meyer-Olkin and Bartlett's test of sphericity were principally considered. Taken together, these tests provide a minimum standard which should be passed before a principal components analysis (or a factor analysis) should be conducted.

The Kaiser-Meyer-Olkin (KMO) is used to measure of sampling adequacy tests and see whether the partial correlations among variables are small. Large values for the KMO measure indicate that a factor analysis of the variables is a good idea. The KMO measure of sampling adequacy is an index for comparing the magnitudes of the observed correlation coefficients to the magnitudes of the partial correlation coefficients. (Bryman & Cramer, 2011) (Muijs, 2011) (Pallant, 2010) (Wong & Ko, 2009)

In order to proceed for a satisfactory factor analysis, sampling adequacy should vary between 0 and 1, and values closer to 1 are better. A value of .5 is a suggested minimum (Danao, 2010). In this study, the KMO registered a 0.705 sampling adequacy. This value strongly suggests that the use of factor analysis is appropriate.

Bartlett's test of sphericity tests whether the correlation matrix is an identity matrix and the variables in the population correlation matrix are uncorrelated. These

however indicate that the factor model is inappropriate, since it indicate the strength of the relationship among variables (Bryman & Cramer, 2011) (Muijs, 2011) (Pallant, 2010). In order for factor model to be an appropriate analysis of a particular study, the observed significance level must be 0.0000, which is small enough to reject the hypothesis. This also concludes that the strength of the relationship among variables is strong.

In this study, the Bartlett's test of sphericity was found to be 435.110 with a 0.0000 significance level. This obviously suggests that the use of a factor analysis for the dataset is appropriate.

The factors derived following Hair et al. (2005) suggestions that eigenvalue must be higher than 1.0 and factor loading should be greater than 0.5. As shown in Table 13, the statement "I believe that long daily and weekly working hours causes conflicts between my work and my relationships with my family" registered the highest factor loading value of 0.901.

Two statements were deleted as factor loading values are less than 0.5. The statements "I tend to discuss work issues and problems with family members when I am at home" and "I have the possibility to personally decide over my starting and finishing time" recorded factor loadings of 0.303 and 0.408, respectively.

Since Cronbach's alpha has a theoretical relation with factor analysis, the study used this reliability test. As shown in (Zinbarg, Revelle, Yovel, & Li, 2005), alpha may be expressed as a function of the parameters of the hierarchical factor analysis model which allows for a general factor that is common to all of the items of a measure in addition to group factors that are common to some but not all of the items of a measure.

A commonly accepted rule of thumb for describing internal consistency using Cronbach's alpha indicating α is ≥ 0.9 as “Excellent”, ≥ 0.8 as “Good”, ≥ 0.7 as “Acceptable”, ≥ 0.6 as “Questionable”, and if $\alpha \geq 0.5$ as “Unacceptable” (Cronbach, 2004).

Theoretically, alpha varies from zero to 1, since it is the ratio of two variances (Cronbach, 1951). Empirically, however, alpha can take on any value less than or equal to 1), including negative values, although only positive values make sense (Cronbach, 2004). Higher values of alpha are more desirable. Some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they will use an instrument. Obviously, this rule should be applied with caution when α has been computed from items that systematically violate its assumption

Based on the reliability statistics, the Cronbach’s Alpha values of the different factors scored positive in internal consistency. With verbal description of “Acceptable” for Factor 4 ($\alpha = 0.725$), “Good” for both Factor 3 ($\alpha = 0.814$) and Factor 1 ($\alpha = 0.725$), and “Excellent” for both Factor 2 ($\alpha = 0.928$) and Factor 5 ($\alpha = 0.943$).

Table 14

Reliability Statistics of the Five Dimensions of Work-Life Balance Issues

Dimensions	Work-Life Balance Issues	Cronbach’s Alpha	No. of Items
Factor 1	Time-Based Conflicts	0.863	2
Factor 2	Strain-Based Conflicts	0.928	3
Factor 3	Behavior-Based Conflicts	0.814	5
Factor 4	Causes & Consequence of WFCs	0.725	5
Factor 5	Work-Family Enrichment	0.943	11

Table 15

Principal Component Analysis with Othogonal Varimax Rotation of Work-Life Balance Issues (N=192)

Work-Life Balance Issues		Factor Mean	Eigenvalue	Variance (%)	Cumulative Variance
Factor 1	Time-Based Conflicts	3.73	1.77	49.034	49.034
Factor 2	Strain-Based Conflicts	3.37	2.62	21.351	70.355
Factor 3	Behavior-Based Conflicts	3.13	2.92	12.064	82.449
Factor 4	Causes & Consequence of WFCs	3.77	1.35	8.500	90.949
Factor 5	Work-Family Enrichment	2.31	1.14	5.367	96.316

1.1. Factor 1: Time-Based Conflicts

Two statements were loaded in this factor with reliability alpha score of 0.863 and overall mean value of 3.73. This factor is positively pressed with a mean value more than 2.5. This clearly suggests that hotel employees are experiencing mental distraction at work caused by non-fulfilment of family obligations. Further, these employees agreed that they are experiencing conflicts in schedule when it comes to

family events and work. Thus, time-based conflicts were experienced by these employees.

Long working hours and a physically demanding work nature is a fact of life in the hotel field (Wong & Ko, 2009). Lu et al.(2010) (as cited in Lovhoiden et al., 2011) stated that Time-based Work-Life Conflicts can coerce employees to work for longer hours and it will result in a difficulty to make up for insufficient resources. Hence, hotel employees have the willingness to leave their current company to protect their scarce resources (Hsieh et al., 2009; Karatepe & Uludag, 2007 as cited in as cited in Lovhoiden et al., 2011).

Work-life balance strategies improve the independence of workers in being able to coordinate and integrate the work and family aspects of their lives. Three general strategies can be implemented and these are flexible work options, specialised leave policies and dependent-care benefits. The purpose of these interventions is aimed at extricating flexibility, supporting employees with childcare and eldercare responsibilities and mitigating negative impact of work-life conflicts. (“The Case for Work/Life Balance”, 2005). Moreover, Bernhardt, Dresser & Hatton (2003) elucidates that work-life balance program should take into account employer’s need for flexibility and the worker’s need for reasonable workload and job security.

1.2. Factor 2: Strain-Based Conflicts

With reliability alpha of 0.928 and total mean value of 3.37, three issues were loaded into the strain-based conflict factor. The factor is positively pursued. Hotel employees agreed that their work performance is affected by stress and anxiety over

childcare. They also agreed that they have the tendency to worry a lot about their job when they are at home.

Based on the study of Kinman (2009) (as cited in Lovhoiden et al., 2011), strain-based Work-Family Conflicts instigate negative health outcomes such as sleeping difficulties, exhaustion, irritability, or social withdrawal. The work-family conflicts experienced by employees will result in the latter to undergo various strains such as dissatisfaction, tension, anxiety, and fatigue (Greenhaus & Beutell, 1985; Edwards & Rothbard, 2000).

Grzywacz (as cited in Washington, 2006) explained that higher work-to-family enrichment and family-to-work enrichment are affiliated with better mental health; work-to-family enrichment with positive association to self-reported physical health; and family-to-work enrichment with negative association with chronic health problems but positive association with well-being.

1.3. Factor 3: Behavior-Based Conflicts

Five statements were taken into the third factor. The alpha registered 0.814 value and the factor mean recorded a 3.37 value. Employees agreed that their helpfulness behavior or inability to say "no" to tasks given to them at work and their inability to reject their co-workers and managers' request to help at work have caused family disharmony. They also agreed that they tend to discuss work issues and problems with family members when they are at home. They were overworked and had neglected their family responsibilities due to inability to reject their co-workers and managers. They

also acknowledged that they experienced difficulties in shifting their behaviour from work to home.

This result confirms Greenhaus and Beutell's claim (1985) that behaviour-based WFCs can create disharmony between family members or colleagues. Similar to strain-based conflict, behaviour-based conflict depicts a 'negative spill-over' from one domain to another where behaviour desired and developed in one domain influences behaviour in the other domain whilst simultaneously inhibiting role performance in that latter domain (Edwards & Rothbard, 2000).

The analysis of Duxbury and Higgins (2001) identified three ways that the employer can intervene to reduce all three dimensions of work-life conflict: perceived flexibility, ability to refuse overtime, and supportive management. These strategies can be applied by the hotels in their work-family enrichment programme. Cognizant of conclusions of cited studies, improvements in people management practices, especially work time and work location flexibility, and the development of "supportive managers," contribute to increased work-life balance (Lowe, 2005).

1.4. Factor 4: Causes and Consequences of WFCs

Five statements were loaded into this factor. The alpha value is 0.725 and the highest mean of 3.77 among all factors. They all agreed on the following statements:

- I believe that long daily and weekly working hours causes conflicts between my work and my relationships with my family.
- I believe that the high expectations of my supervisors cause conflicts between my work and my relationships at home.

- I believe that the excessive demands of the clients or hotel guests interfere with my work and family.
- I believe that the hotel industry is very labour intensive (24 hours/7 days a week) and promotes conflicts between my work and my family.
- I believe that the limited child care centre provision in my hotel greatly affects my performance at work.

Work-to-family conflict has been negatively associated with life satisfaction, marital satisfaction, family satisfaction and leisure satisfaction. Allen et al. (2000) and Kossek and Ozeki, (1998). These results exhibit the need for hotels to take action in those areas of work-family conflicts.

1.5. Factor 5: Work-Family Enrichment

Eleven (11) statements with alpha value of 0.943 and an overall mean value of 2.31 were loaded in the last factor. The factor is negatively pursued since the mean value is less than 2.5. They **do not agree or accept** the following statements.

- My supervisor understands when I talk about personal or family issues that affect my work.
- I do my work diligently to facilitate a smooth turn-over for the next officer/employee-on-duty.
- I look forward to being with the people I work with each day.
- I find it easy to concentrate at work because of family support.
- I have the possibility to personally decide over my starting and finishing time.

- I can change my list if the daily working hours are not consistent.
- I can schedule my preferred day-offs supported by my co-workers or supervisor.
- My manager or supervisor extends resources to help me with my family responsibilities.
- My workplace organizes team-building activities that promote positive working relationships and camaraderie.
- My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.
- My workplace organizes extra-curricular activities, such as: sports tournaments, musical contests, health and wellness programs and the like.

The data results show that the front-line hotel employees need work-family enrichment. Carlson et al, Greenhaus and Powell stated that work-family enrichment (WFE) combines experience and resources in one role to enhance the quality of life in the other role (as cited in Lovhoiden et al., 2011). Similar to WFCs, WFE can be bidirectional (Frone, 2003) and this characteristic requires simultaneous supportive contributions from the organization and the family, each in formal and informal ways (Wayne, Randel & Stevens, 2006).

Regression Analysis on All Factors Affecting Work-Life Balance

Table 16

Multiple Regressions on Work-Life Balance Issues

Work-Life Balance Issues		Beta (β)	Sig.	Correlation
Factor 1	Time-Based Conflicts	-0.015	0.848	Negative

Factor 2	Strain-Based Conflicts	-0.041	0.654	Negative
Factor 3	Behavior-Based Conflicts	+0.010	0.869	No Correlation
Factor 4	Causes & Consequence of WFCs	-0.210	0.006	Negative
Factor 5	Work-Family Enrichment	+0.582	0.000	Positive

To examine the relationship between several independent or predictor variables and a dependent or criterion variable, a multiple regression is conducted (Pearson, 1908). As a rule, the degree to which two or more predictors (independent or *X* variables) are related to the dependent (*Y*) variable is expressed in the correlation coefficient *R*, which is the square root of *R-square*. In multiple regressions, *R* can assume values between 0 and 1. In order to interpret the direction of the relationship between variables, look at the signs (plus or minus) of the regression or *B* coefficients. If a *B* coefficient is positive, then the relationship of this variable with the dependent variable is positive; alternatively, if the *B* coefficient is negative then the relationship is negative (e.g., the lower the class size the better the average test scores). Naturally, if the *B* coefficient is equal to 0 then there is no relationship between the variables. (Bryman & Cramer, 2011) (Muijs, 2011) (Pallant, 2010)

Table 16 shows the Beta (β) values as well as its correlation among identified variables. Factors 1 to 5 were taken as independent variables while Factor 6, the Overall Perception on Work-Life Balance Issues and Conflicts, as dependent variable.

Factor 1(Time-Based Conflicts), Factor 2 (Strain-Based Conflict) and Factor 4 (Causes and Consequences of Work-Life Conflicts) exerted negative correlation with the dependent variable.

Staines and O'Connor (1980) argues that competition for the availability and allocation of time has been recognized as interferences between work and family domains. Moreover, Greenhaus and Beutell (1985), supports forms in which time-based conflict shows: "(1) where it is physically impossible to satisfy time demands of one role due to time pressures involved with another role; (2) where one is mentally preoccupied with one domain despite being physically present and attempting to meet the demands of another."

With the study conducted by Rothbard and Edwards (2003), it was found that individuals allocated (or wasted) much time in "painful /dissatisfying role domains to overcome unpleasant experiences," such that competition in time demands results in both strain-based as well as time-based conflict.

Due the foregoing, Duxbury and Higgins (2001) opines that overcoming work and life conflicts is the major concern of all stakeholder as high work-life conflict negatively impacts the workplace. It is worth mentioning that Peeters et al. (2009) (as cited in Lovhoiden, et al., 2011) proposed that hotel management should promote work-family culture to mitigate Work-Family Conflicts and at the same time encouraged mentors to intervene in Work-Family Conflicts and this can form part of the recommended action that hotel management in the Philippines can undertake. In addition, it has also been raised in Lovhoiden et al, 2011 from De Cieri et al. (2005) that "businesses must understand the causes, consequences and seriousness of Work-Family Conflicts so as to attract and retain the best employees and candidates."

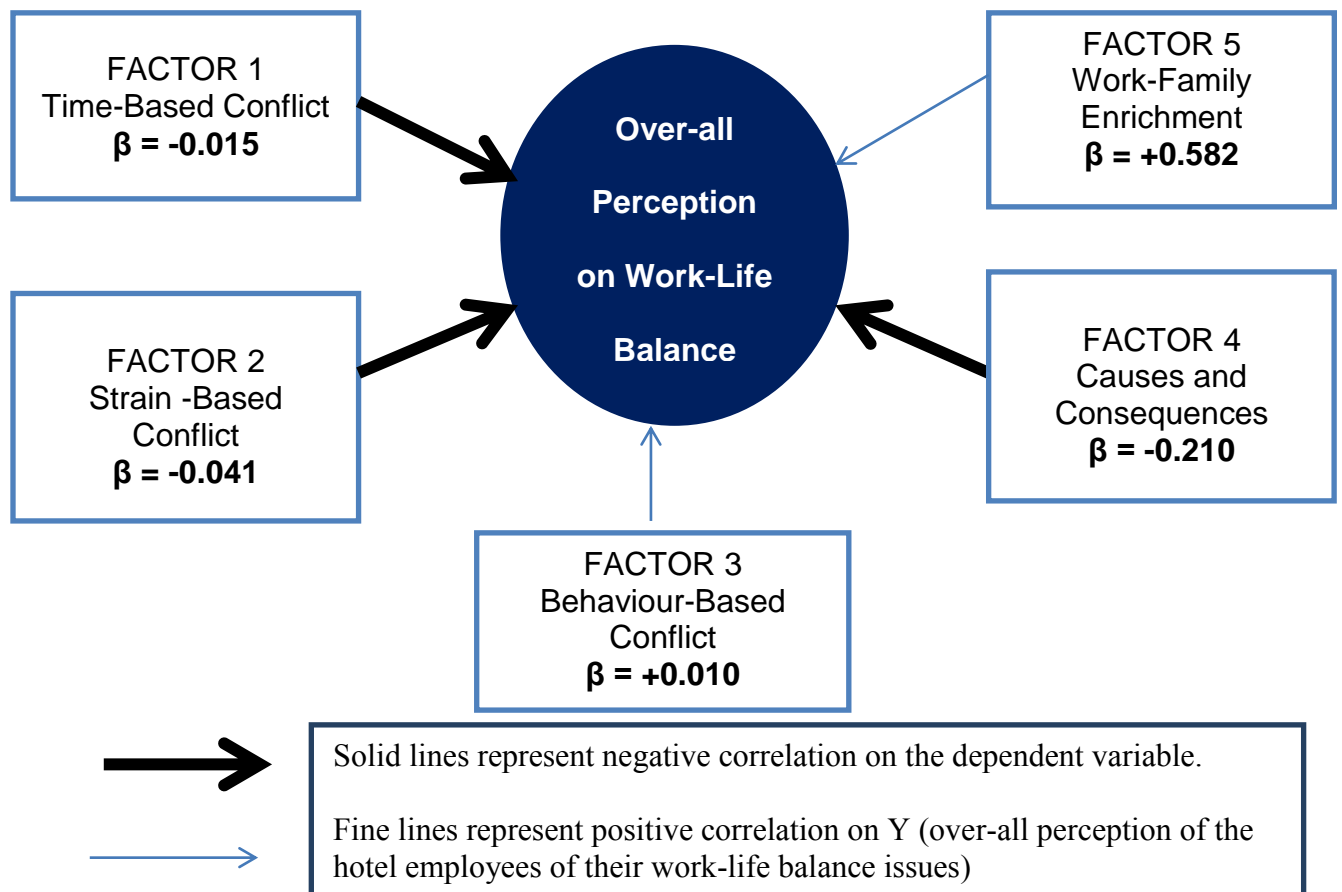
Factor 5 (Work-Family Enrichment) showed positive correlation with the dependent variable. Researchers (e.g. Carlson et al., 2009 as cited in Lovhoiden, et al.,

2011) have asserted that work-family balance is tantamount to the “absence of Work-Family Conflict or alternatively, the presence of Work Family Enrichment.

As such, there is a need to implement work-family enrichment in the following general categories those related to providing 1) flexibility in time and space 2) family-related needs, 4) money-based strategies, 4) personal development and well-being, 5) direct services, and 6) organizational culture change as per Hechanova (2008) and Thompson (as cited in Manuel and Ramos, 2008).

Figure 2

Relationships between Dependent Variables and Independent Variables



Conclusions and Recommendations

The results of this exploratory research as summarized in Figure 2 above, suggest that frontline hotel employees assigned in various departments in selected top luxury hotels in the Philippines had experiences of time-based conflicts, strain-based conflicts, and behaviour-based conflicts in their workplaces, which impacted negatively on their work, family, and health.

Moreover, the frontline hotel employees have perceived on a general basis that their work and life are not balanced in with their current jobs. Furthermore, the findings suggest that time-based conflicts, strain-based conflicts, and causes and consequences of work-family conflicts are negatively correlated to the overall perception of work-life balance among employees. On the other hand, work-life enrichment is positively correlated with work-life balance.

In other words, the frontline hotel employees who were from top luxury hotels were neither saved nor spared from work-life conflicts and these employees are in need of work-life enrichment.

It is recommended that hotel management tackle and implement work-life enrichment initiatives, both affective and instrumental, to improve the market position of hotels as preferred employer of choice and thereby it will enjoy significant cost savings related to human resources because it will be able to attract and retain a crop of quality front-line employees. It is further recommended that the hotel's human resource department conduct orientation and enculturation programmes (Cleveland, 2007) to open dialogue and communication between management and the frontline employees to clarify needs and issues to address work-life conflicts, achieve cooperation and

understanding of current and future work-life enrichment plans. For this particular instance, supervisors and line managers should be trained to provide work-life support to their colleagues who are at the forefront of providing quality service to the guest (L. Harris, 2003). Wong & Ko (2009) also pointed out on the need frank, candid, and straightforward communication procedures in order that the best solution will emerge and the unique and particular needs or situation in every workplace are addressed.

The results suggest on whether there is a need for government and labour regulatory agencies to intervene and ensure that the physical and psychological health of the hotel workers, especially the frontline employees, are within the permissible levels in accordance with the current laws and statues, and determine for themselves if there is a need for strict enforcement and following up of the implementation of the childcare, maternity leave, and paternity leave provisions under the law so that the hotel employees are fully able to enjoy their privileges under the law, considering the nature of the industry itself, which is characterizes by stress and time constraints.

Future research directions include validating the results gained from the survey via qualitative data collection with the respondents and conducting parallel interviews with the hotel management to examine and explore the examine conflicts, tensions, perception, cultural mediators, implications, and so on, to further broaden and strengthen the horizon and the understanding of work-family conflicts in Philippine perspective and augment this research as well as the whole body of literature in work family conflicts and work family enrichment in the hospitality and tourism industries and in the Philippine and Asian perspectives. Moreover, a larger scale research can also be conducted for frontline employees across various hotel tiers or categories and can

also include part-time workers and those who are non-parents and do not have childcare or family obligations. The thrusts of these research future directions, to mention among others, is to triangulate the results with researches of various countries with other countries and enliven the research of work-life balance in the hotel sector (Lovhoiden et al, 2011; Cleveland, 2007).

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Appendices

Copy of the poster presented during the commencement day on 15th of June 2012 at the

University of Stavanger, Norwegian School of Hotel Management

“Work-Family Conflicts and Enrichment of Front-line Hotel Employees in the Philippines”



Is your Work and Life balanced?

The study aims to explore and identify the front-line hotel employees' issues and perceptions of work-life balance in the Philippine context. The respondents were front-line hotel personnel assigned to various departments of selected top luxury hotels in the Philippines. The front-line hotel employees had experienced time-based, strain-based and behavior-based WFCs in their workplaces with consequent negative impacts on their work, family, physical and psychological health outcomes. The employees generally perceived that their work and life are not balanced in their jobs. The findings suggest that time-based conflict, strain-based conflict and causes and consequences of WFCs are negatively correlated with the overall perception of work-life balance among employees while work-life enrichment is positively correlated with work-life balance. Thus, WFCs have not spared the Philippine hotel industry and the employees need work-life enrichment (WFE). Work-life initiatives are recommended to increase work-life balance, improve the position of hotels as an employer of choice, and retain and attract better quality workers.



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Letter to the Hotel's Human Resource Mangers & Guidelines for the administration of the questionnaire

Questionnaire