

Analysis of Factors Forming Work-Life Balance in Hotel Employees in the Special Regional Province of Yogyakarta

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Abstract: Hospitality has a strategic role in supporting the smooth running of the tourism industry. However, high job demands often cause employees to experience fatigue. So that all activities carried out run harmoniously, employees need to experience work-life balance. This study uses role theory to observe the phenomena of an employee's work and non-work life. The location for primary data collection was the Special Region of Yogyakarta Province, Indonesia. The research respondents were married hotel employees. The questionnaire uses a Likert scale with five choices. The research instrument was adapted from previous studies. The number of questionnaires that can be processed is ninety-six. The data analysis technique uses exploratory factor analysis. Before factor analysis was carried out, the primary data collected was filtered first using KMO and Bartlett's Test of Sphericity. Varimax is used to determine new factors. From the test, six factors shape work-life balance. The names of the new factors include a meaningful career, family obligations, diligent work, a comfortable home, fun at work, and how to be successful. Meanwhile, the most dominant factor is a meaningful career.

Keywords: Work-life balance, exploratory factor analysis, hotel

Introduction

As a form of business operating in the service sector, hotels have a high complexity in providing services to their customers (Naipinit et al., 2019; Al-Omari et al., 2020). Hotel operations that take place 24 hours a day often cause boredom and exhaustion among

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employees. It is not uncommon for the negative effects of high work demands to lead to intentions to change jobs ([Chang et al., 2019](#)). To ensure that employees can continue to provide excellent service to guests, several hotels have adopted policies to implement flexible working hours, optimization of information technology, family recreation, and sufficient rest time ([Akyol and Guler, 2014](#); [Kongchuay and Weerakit, 2015](#); [Kwahaar and Iyortsuun, 2018](#)). This policy is implemented so that hotel employees who are assets to the organization can live a balanced life. Balance between work and personal life is one of the aspects necessary for a company to have a competitive advantage ([Ognjanović & Mitrović, 2022](#)).

Research on work-life balance among hotel employees continues to develop ([Kaya & Karatepe, 2020](#)). Work-life balance has been associated with various positive outcomes in organizations. Some of them are increasing performance, job satisfaction, and organizational commitment ([Tamang, 2010](#); [Duffy et al, 2011](#); [Nilawati et al, 2019](#)). Workers can complete tasks on time. They can also enjoy every activity at work. This situation prevents workers from feeling bored. In general, work-life balance is formed from harmony between work and non-work life ([Bouzari & Karatepe, 2020](#)). If inequality occurs in one aspect of life, it will hurt a person ([Khanna and Bali, 2017](#)). Various problems related to work-family conflict may increase. Therefore, balancing time and energy management in meeting the demands of work and non-work life roles needs to be done wisely ([Liu et al., 2021](#)).

To be successful in work life, a person needs to be aware of whether work activities are by the goals and meaning of his life ([Chandran & Abukhalifeh, 2021](#)). Workers who carry out their work because of a calling will always innovate ([Wrzesniewski et al., 1997](#)). Apart from that, to continue to adapt to the needs of the organization, workers also need to be involved with their work. Dedicated employees will not give up easily when facing difficulties ([Jung and Yoon, 2016](#)). He will show his best commitment to developing the organization. As complete person, employees also need to pay attention to non-work aspects of life. He needs to carry out his obligations as a parent ([Farrell, 2015](#)). The role of a parent is not an easy task. A high level of awareness is needed in supervising, educating, and guiding their children. Apart from that, married couples must also pay attention to household activities and personal needs ([Pathalung and Weerakit, 2018](#)). Processes or activities in household life that run smoothly will influence a person's life satisfaction. By using role theory, this research will analyze the factors that can shape the work-life balance of married hotel employees. The factors used in this research include work and non-work life. In the empirical findings section, a summary of the factor extraction results will be displayed.

Literature Review

This section explains theories and constructs that are related to an employee's work and non-work life.

Role theory

This research uses role theory to observe the phenomenon of a worker's life. Each person plays a different role in each aspect of their life ([Budhiraja et al., 2022](#)). For example, in a family, he plays the role of father, in the office he plays the role of manager, and in society, he plays the role of head of a particular community. Each role has rights and obligations that need to be fulfilled ([Yu et al., 2022](#)). Likewise, other people who interact with the actor (the person playing the role) also hope to benefit from their presence. If actors cannot carry out their duties and obligations well, this can cause conflict ([Kwahaar and Iyortsuun, 2018](#)). Prolonged conflict will certainly hurt a person's life.

Considering the importance of an employee carrying out their role, the next section describes matters related to work and non-work life. Balance in work and non-work life helps a person minimize conflicts that occur ([Jung et al., 2023](#)). In addition, work-life balance has been associated with various positive impacts at both individual and organizational levels ([Talukder et al., 2016](#)). Employees who can live a balanced life are relatively more productive. Organizations that prioritize worker health will be able to create a safe and comfortable work environment.

Working life

There are several constructs related to an employee's work life. The first thing that needs to be considered regarding work-life balance is a person's calling towards their work. Calling is an encouragement and belief from within employees that their profession is by their life values ([Duffy et al., 2011](#); [Wrzesniewski et al., 1997](#)). The life values in question are closely related to the meaningfulness of work ([Wrzesniewski, 2012](#)). If the profession they have been pursuing is in line with their life goals, then employees will be able to enjoy their activities. Someone who pursues their work based on a calling will be able to be patient and enthusiastic in carrying out activities at work. Vocation is one of the determinants of a person's career success ([Oates et al., 2005](#)). Employees who view their work as a means to achieve life goals will be enthusiastic when facing challenges.

Apart from calling, employee involvement in their work will also contribute directly to work-life balance. Several characteristics that often appear in employees who are involved in their work include being able to work for long hours, enjoying work activities, and being able to

focus when thinking ([Bakker and Oerlmans, 2012](#)). Dedicated employees will make every effort to ensure that they have enough time to carry out their roles at home and work. Because they are comfortable at work, employees often feel that time passes quickly. Awareness of the need to fulfill obligations in every aspect of life makes workers open to communicating the problems they are experiencing to their leaders and families ([Munn, 2013](#)). This was intended so that he would not disappoint their expectations.

To be able to achieve work-life balance, employees also need to receive support from supervisors. Some forms of support that can be provided include concern for the opinions and welfare of workers. Employees will feel accepted in an organization if their opinions and ideas are listened to. Supervisors' empathetic attitude towards welfare conditions can encourage workers to experience job satisfaction ([Naipinit et al., 2019](#)). Apart from that, employees also need supervisors who can act as motivators in directing employees when facing pressure and job demands. The supervisor's example inspires workers about the need to manage time wisely.

Non-work life

Apart from work life, the situations and conditions experienced by employees in their non-work life also contribute to the success of achieving work-life balance ([Al-Omari et al., 2020](#)). From the results of literature studies, the gap between work and non-work life can result in increased work-family conflict ([Chaudhuri et al., 2020](#); [Cabaraban & Borbon, 2021](#)). There will be a negative impact from work-family conflict. Some of these adverse consequences include increased health risks, reduced performance, reduced parental participation in guiding children, work stress, and anxiety ([Tamang, 2010](#); [Santhanam et al., 2021](#); [Sun et al., 2020](#)).

Based on the description above, in this section, we will discuss several constructs related to a person's non-work life. The constructs in question include parental responsibilities, household activities, and personal needs ([NZPS, 2005](#); [Nilawati et al, 2019](#)). Success in non-work life domains has a positive effect on improving quality of life and job satisfaction. They will be able to enjoy their lives more fully. Compared to unmarried people, married couples have higher levels of family conflict ([Kongchuay and Weerakit, 2015](#)). The challenges of the times often require the support of women (wives) to get involved in earning additional income. Currently, more and more wives are working as part-time or full-time employees. They do this so that economic continuity in the family continues. In these conditions, if you are not careful, the time and energy that parents have to educate their children will decrease. This is where the important role of parents is to provide sufficient time so that communication between family

members remains smooth and harmonious. Because a person's success begins with the family environment.

Apart from their role as parents, married couples also have the responsibility to carry out household activities ([Tamunomiebi & Oyibo, 2020](#)). Some examples of activities that are often carried out are cooking, cleaning, and neatness ([Tamang, 2010](#)). Even though these activities are considered normal things to do, routines to create a comfortable living environment also need to be prioritized. A clean and healthy home atmosphere can influence a person's quality of life ([NZPS, 2005](#)). Sometimes, employees need more time to relieve fatigue and boredom due to work ([Tamang, 2010](#); [Andrade et al., 2021](#)). Negative effects need to be addressed immediately so that productivity is maintained. There are various options for taking off heavy workloads. Activities that are often used to overcome this are recreation, sports, or hobbies ([NZPS, 2005](#)). Doing fun and entertaining activities makes the mind feel fresher.

Research Methodology

In this research, the research respondents were hotel employees in the Special Region of Yogyakarta Province, Indonesia. The selection criteria are married employees. Married employees need to divide their time and thoughts to fulfill their roles in every aspect of life. On the one hand, his duties and responsibilities at work are going well, while on the other hand, he can fulfill non-work needs. The non-work life in question includes harmony with family and happiness within oneself. The number of hotel employees who were given copies of the questionnaire was one hundred and fifteen people. Before answering questions, they were given an introductory letter regarding their willingness to become research respondents. There are two parts to the questionnaire distributed. The first section contains the respondent's profile. Meanwhile, the second part contains attributes that in theory can play a role in establishing work-life balance.

The instruments in this research were adapted from previous studies. The questions in the questionnaire cover two categories, namely the work life and non-work life of an employee. Constructs related to work-life include supervisor support, work engagement ([Schaufeli et al., 2006](#)), and calling ([Dik et al., 2012](#)). Meanwhile, constructs related to employees' non-work lives include personal care ([Tamang, 2010](#)), parental demands ([Hill et al., 2001](#)), and hours spent in the household ([Huang et al., 2007](#)). The number of attributes to be analyzed is 33. The scale used is a Likert with five choices. The respondent profile section will be analyzed using descriptive statistics. With descriptive statistics, the largest and smallest percentages of the characteristics of respondents who have filled out the questionnaire will be visible. Some of the questions contained in this first section include education, age, gender, and length of time

working at a hotel. Descriptive statistics can summarize diverse data sets into information that is easy to understand.

After using descriptive statistics, validity tests were then carried out for the attributes used in the research. The attribute used will be declared valid if the calculated r value from the data processing results is above the r table. The significance level used is five percent. The r table value used depends on the number of questionnaires analysed. Apart from validity, reliability was also tested. This is useful for seeing the consistency of a respondent's perception. This research uses Cronbach's Alpha to observe the consistency of respondents' perceptions of the questions asked. The general rule for the barometer is above 0.70. To summarize or group the factors that play a role in forming work-life balance, this research uses exploratory factor analysis techniques. Factor analysis techniques can group diverse attributes into several more concise factors. The basis used in this grouping is the correlation between attributes. Strongly correlated attributes will be grouped in one column. The naming of the new factor will refer to the indicator with the highest factor loading value.

The initial step that needs to be done to determine whether or not factor analysis can be carried out is to look at the KMO and Bartlett's Test of Sphericity values. The recommended KMO value is more than 0.50. The Bartlett's Test of Sphericity value must also be significant at 0.05. If the results of data processing can fulfill these two elements, then factor analysis can be continued. However, if the data processing results still cannot produce KMO and Bartlett's Test of Sphericity values as expected, it is necessary to observe the correlation values in the anti-image correlation section. Attributes that have the smallest correlation will be removed from the data processing process. After the attribute with the smallest correlation value is removed, factor analysis testing is then carried out again. This process is carried out until the KMO and Bartlett's Test of Sphericity values are obtained as expected. After the KMO and Bartlett's Test of Sphericity values meet the minimum standards, the attribute extraction results are then observed. Related to this, you can see the resulting eigenvalues. An eigenvalue that is more than 1 can be considered a new factor. Each new factor will show how much variation it can explain.

Because the initial aim of this study was to group existing attributes more concisely, the rotation method used was orthogonal rotation. The process chosen is varimax. In the varimax output, there will be a grouping of attributes that are correlated with each other. Grouping attributes in a column is what is called a new factor. The reference for this grouping is the factor loading value for each factor.

Empirical Findings

The number of questionnaires that can be processed is 96. The number of respondents who were of productive age (21 to 40 years) was 92 people. 53 respondents had completed higher education (diploma and bachelor's degrees). In this study, the majority of respondents had the role of head of family (52 people). In this research, 33 attributes were tested for validity. In the first stage of validity testing, there are several attributes whose calculated r values are below the r table. The r table value for 96 questionnaires is 0.201. The attributes declared invalid are KSB2, KSB6, KSB10, KSB11, KSB13, KSB15, KSB17, KSB29, KSB31, and KSB33. Because the attribute is invalid, it will be excluded from the testing process. After invalid attributes are removed and validity testing is carried out again, now all the attributes are valid. The calculated r value is more than the table r. The number of attributes declared valid was 23. Table 1 displays the calculated r value from the results of retesting attribute validity.

Table 1 Phase 2 Validity Test

Attribute	Calculated r value
KSB1	0.560
KSB3	0.457
KSB4	0.527
KSB5	0.267
KSB7	0.283
KSB8	0.515
KSB9	0.477
KSB12	0.460
KSB14	0.515
KSB16	0.492
KSB18	0.455
KSB19	0.325
KSB20	0.743
KSB21	0.666
KSB22	0.705
KSB23	0.332
KSB24	0.580
KSB25	0.495
KSB26	0.213
KSB27	0.616
KSB28	0.384
KSB30	0.383
KSB32	0.456

The attributes that were declared valid (see Table 1) were also tested for reliability. The Cronbach's Alpha value on retesting was 0.860 (see table 2). Because the value is above 0.70, it can be said to be reliable. Respondents' answers have been consistent.

Table 2 Reliability Test

Cronbach's Alpha
0.860

The initial stage for determining the feasibility of using the exploratory factor analysis technique is to look at the KMO and Bartlett's Test scores. From the processing results, a KMO value of 0.763 was obtained. The significance of Bartlett's Test of Sphericity is 0.000. This value meets the requirements for factor analysis. Complete values related to KMO and Bartlett's Test can be seen in Table 3.

Table 3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.763
Bartlett's Test of Sphericity	Approx. Chi-Square	951.665
	Df	253
	Sig.	0.000

To see the number of factors (extraction results) for the 23 attributes, you can look at the eigenvalues. In this research, 6 new factors were obtained. This is based on an eigenvalue that is above 1.0. The largest variation is explained by factor 1 (28.76%). Meanwhile, factor 6 is only able to explain 5.11% of the variation. Cumulatively, the six new factors obtained were able to explain 63.54% of the variation. Complete details regarding eigenvalues can be seen in Table 4.

Table 4 Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	6.616	28.765	28.765
2	2.637	11.465	40.230
3	1.657	7.206	47.437
4	1.310	5.696	53.133
5	1.220	5.305	58.437
6	1.176	5.111	63.549

Even though the 23 attributes are suitable for factor analysis, in the new factor grouping there are still attributes whose factor loading value is less than 0.50 (KSB27). Therefore, the KSB27 attribute was not included in the analysis. The attributes that form factor 1 are KSB8, KSB1, KSB12, KSB9, and KSB4. The attributes that form factor 2 are KSB3, KSB26, KSB18, and KSB25. The attributes that form factor 3 are KSB14, KSB16, KSB7, and KSB20. The attributes that form factor 4 are KSB30, KSB28, KSB19, and KSB32. The attributes that form factor 5 are KSB21 and KSB23. The attributes that form factor 6 are KSB5, KSB22, and KSB24. Naming a

new factor refers to the attribute with the highest factor loading value. Details regarding the results of factor rotation can be seen in Table 5.

Table 5 Rotated Component Matrix

	Component						New Factor
	1	2	3	4	5	6	
KSB8 (Meaningful Career)	0.814						Factor 1 (Meaningful Career)
KSB1 (Supervisor Empathy)	0.705						
KSB12 (Want to work)	0.672						
KSB9 (To live)	0.664						
KSB4 (Role Model Supervisor)	0.504						
KSB3 (Family Obligations)		0.794					Factor 2 (Family Obligations)
KSB26 (Children's Learning)		0.787					
KSB18 (Job Goals)		0.713					
KSB25 (Parenting)		0.559					
KSB14 (Work diligently)			0.743				Factor 3 (Working diligently)
KSB16 (Work Inspiration)			0.676				
KSB7 (Way of life)			0.600				
KSB20 (Working hard)			0.530				
KSB30 (Comfortable Home)				0.794			Factor 4 (Comfortable Home)
KSB28 (Homework)				0.608			
KSB19 (Job Challenges)				0.582			
KSB32 (Channeling Hobbies)				0.532			
KSB21 (Fun to Work)					0.737		Factor 5 (Happy Work)
KSB23 (Time Flies)					0.705		
KSB5 (How to Succeed)						0.784	Factor 6 (How to Succeed)
KSB22 (Enjoy Working)						0.602	
KSB24 (Have Focus)						0.598	

Discussion

In this section, a discussion is carried out regarding the new factors obtained. From the results of data processing, it appears that 6 new factors can shape work-life balance. Factor 1 is a meaningful career. A meaningful career is the basis for achieving a work-life balance. The results of this research support research conducted by Akyol and Guler (2014) and Kwahar and Iyortsuun (2018). In addition, someone who experiences meaningfulness in their career also tends to feel satisfaction in their work and non-work life. From the research results, several attributes that are close to meaningfulness in an employee's career include the supervisor's empathy for family conditions, the desire to work in the morning, the compatibility between life goals and work activities, and the supervisor's example in practicing work-life balance.

Factor 2 is family obligations. To achieve harmony in life, a person needs to carry out obligations within his family. As the smallest unit in the social structure, the family has a large role in supporting a person's successful life ([Farrell, 2015](#); [Khanna and Bali, 2017](#)). From the research results, several attributes that are closely related to employee obligations in the family are controlling children's learning activities and the availability of sufficient time to care for children. Parental love and affection are very necessary for the growth and development process of a child. Children need guidance, education, and direction from their parents to become quality individuals.

Factor 3 is diligent work. In practice, people often experience difficulties and challenges at work. However, armed with perseverance, work that was previously difficult will feel easier to complete. The results of this research are in line with those carried out by Chang et al (2019) and Naipinit et al (2019). Several indicators that are closely related to diligent work are feeling happy when working diligently and remaining diligent at work when everything related to work is going well. Diligent workers will be able to show maximum performance ([Putra et al., 2019](#)). Apart from that, they will also be more thorough and skilled in completing a job.

Factor 4 is a comfortable home. As a resting place after a day's work, the house has an important role in physical and psychological recovery ([Kongchuay and Weerakit, 2015](#)). Someone who lives in a neat and clean house will be able to reduce stress levels due to work. To be able to create a healthy residence, employees need to have time to carry out household work activities ([Tamang, 2010](#)). Housekeeping activities also have a positive impact on the body, because they indirectly increase physical activity (light exercise). Apart from that, being together in doing household work can also provide additional benefits, for example, improving communication between family members.

Factor 5 is having fun working. An employee who enjoys all his activities at work will be enthusiastic ([Jung and Yoon, 2016](#)). These conditions make work feel light and enjoyable. Apart from that, the research results also show that there is a perception that time passes quickly when working. In contrast to people who are not comfortable, employees who feel suited to their profession can work for long periods ([Pathalung and Weerakit, 2018](#)). Enthusiasm when completing a task can overcome boredom caused by routine.

Factor 6 is the way to success. To experience success in work and non-work life, employees need guidance from supervisors ([Al-Omari et al., 2020](#)). In this case, the supervisor can act as a mentor for employees. Directions given by supervisors regarding the importance of implementing a priority scale and being responsible for every aspect of life will be able to motivate employees to achieve work-life balance ([Talukder et al, 2016](#)). These productive life

habits will have a positive impact on employee attitudes and behavior. The level of focus when working increases.

Conclusion

The results of this research found six factors that shape work-life balance in married hotel employees. The names of the factors found in this research include a meaningful career, family obligations, diligent work, a comfortable home, fun at work, and how to be successful. Cumulatively, these six factors were able to explain 63.54% of the variation. Meanwhile, the most dominant factor in work-life balance is a meaningful career (variance value 28.76%). From the research results, it appears that factor 1 (meaningful career) has the largest percentage of variance.

Therefore, organizations need to pay greater attention so that employees can feel a meaningful career in their work. Supervisors have an important role in realizing a meaningful career for a worker. Supervisors need to demonstrate exemplary life balance practices and empathy for the problems experienced by employees. Factor 2 (family obligations) also needs attention. This is because the variance value is quite large (above ten percent). To ensure a sustainable work-life balance, parents need to improve the quality of their relationship with their children. Some forms of attention that can be given to children include providing sufficient time to care for and control the child's learning activities. The approach used in this research is cross-sectional. However, cumulatively, of the six factors found, the resulting variance percentage was still 63.54%. To obtain other factors that have the potential to shape work-life balance, future studies can use longitudinal studies. The use of longitudinal studies allows researchers to obtain more complete and consistent information according to conditions in the field.

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