

## **Blending Personal Health, Family Matters and Personal Time Management for the Best Work-life Balance**

**Mazni Saad**

maznisaad@iium.edu.my

Department of Tourism, Kulliyah of Sustainable Tourism and Contemporary Languages, International Islamic University Malaysia, Edu Hub Pagoh, 84600 Muar, Johor, Malaysia

**Aishah Nawwarah Jaafar**

aishahnawwarahj@gmail.com

Department of Tourism, Kulliyah of Sustainable Tourism and Contemporary Languages, International Islamic University Malaysia, Edu Hub Pagoh, 84600 Muar, Johor, Malaysia

**Mohd Hanafi Azman Ong**

napieong@uitm.edu.my

Department of Statistics and Decision Sciences, Faculty of Computer and Mathematical Sciences, Universiti Teknologi MARA Caw. Johor (Kampus Segamat), 85000 Segamat, Johor, Malaysia

**Eni Yulinda**

eni.yulinda@lecturer.unri.ac.id

Department of Fisheries Socio Economic, Faculty of Fisheries and Marine, University of Riau, Kampus Bina Widya, KM. 12.5 Simpangbaru Tampan, 28293 Pekanbaru, Province of Riau, Indonesia

**Mokana Muthu Kumarasamy**

mokana@ucsiuniversity.edu.my

Faculty of Business and Management, UCSI University Kuala Lumpur, No 1, Jalan Menara Gading, UCSI Heights Cheras, 56000 Kuala Lumpur, Malaysia

**Razmah Mahmud**

\*Corresponding author: razmah@uitm.edu.my

Department of Supply Chain and Technology Management, Faculty of Business and Management, Universiti Teknologi MARA Caw. Selangor (Kampus Puncak Alam), 42300 Bandar Puncak Alam, Selangor, Malaysia

### **ABSTRACT**

**This paper aims to develop a theoretical perspective to better understand hospitality workers' behaviours in blending family life and work for the best work-life balance. The perspective is guided by social exchange theory. It examines**

**hospitality workers' behaviour that has high levels of positive valence to be most influential for their work-life balance due to profitable relationships. We describe these theoretical principles and sub-principles concerning hospitality workers to build a research agenda to encourage future research. A response rate of 28% from food and beverage companies participated in the online survey via the web-based questionnaire design. The results indicate that family matters, time management, and personal health bring 60% of predictions for F&B workers' work-life balance. Three predictors were positive and significantly affected the work-life balance, with personal health being the biggest influence, followed by family matters, and time management. Implications, limitations, and recommendations are also discussed at the end of this paper.**

**Keywords:** Family matters, Hospitality, Millennial workers, Personal health, Time management, Work-life balance.

## INTRODUCTION

Working in the hospitality industry requires specific interest, passion, and dedication with a strong will. Occupation affects a person's life because it's a lifelong journey that instils a sense of responsibility [1]. Hospitality turns out to be one of the industries that work the most hours every year and require the longest work week. For at least two years, the Coronavirus disease COVID-19 pandemic shutdowns most of the hospitality business. The "waking-up" of the sector requires full commitment of their staff in the business operations, hence employers must consider sustaining their business development through a happy working environment. A study uncovered that hospitality workers from restaurants, hotels, and theme parks do not use up their paid vacation days because the ability of the workers to use their vacation is limited [2]. While all hospitality workers are ensuring tourists and travellers enjoy their vacations, these workers are struggling to cope with the work and life balance.

The 2030 Agenda for Sustainable Development introduced by United Nations on 2015 provides the blueprint of peace and prosperity for people and the rest of the nature to a better and sustainable life from now onwards. The Sustainable Development Goals (SDGs) concede the issue of poverty to be overcome cooperatively with strategies through the economic growth. The 17 Goals address a challenge of delivery the tasks efficiently as to inculcate the social needs including education, health, social protection, and job opportunities while tackling climate change and environmental protection. Goals 3rd supporting full and productive employment and in decent work, as well as ensuring the healthy lives among workers at the optimum level and promote well-being for all ages.

The assurance of work-life balances the hospitality workers must be taken seriously by each organization's human resources to sustain the operation of any hospitality sector. There is evidence showed the impact of employee feeling comfortable (both physical and mental) on organizational success and its importance to employee performance [3]. Recent research indicates that the corporate social responsibility (CSR) of hotels was strategically aimed to promote their workers' work-life balance [4]. The research argued that the companies that became stable in their operations due to the well work-life balance workers had significantly impacted the nation's sustainability. Another study on CSR for hospitality and tourism operations also confirmed that the work-life balance of workers has a significant relationship with the sustainable development of companies related to the hospitality and tourism sectors.

Hence, it is crucial to learn the antecedents and consequences present in the hospitality workers' hectic environment and the learned associations they have acquired through previous experiences that made them tough and able to go through the situations in balancing their work-life. [5] and [6] stated the 3rd and 8th goals of SDG2030 attaining full and productive employment and decent work despite gender to protect labour rights, and promote safety and a good workplace for employees' well-being. This study intentions to explore the factors in a family life and work culture that will affect employees' performances while juggling family and work responsibilities among the hospitality workers. Numerous factors could be the reasons, but this paper focuses on personal time management, family matters, and personal health. The main objective of this study is to investigate if hospitality workers' time management, family matters, and personal health influence their work-life balance.

## LITERATURE REVIEW

### Underlying Theory

Social exchange theory is the sociological and psychological study of the social behaviour that interacted between two parties to determine risks and benefits. This study underlies the relationship between time management, family matters, and personal health, where the theory supports the withdrawal behaviours of hospitality workers due to these predictors through the cost-benefit analysis process. The social exchange theory often provides individuals with positive experiences and social connections that lead the hospitality workers, in this case, to feel better as their life is predictable and stable, and also have self-worth, which protects against stressful stimuli [7].

### Personal Time Management and Work-life balance

Time is a non-renewable resource. It will "fly" and never come back again. Therefore, one must manage time well, so that it is efficient. Ideally, a person should work 8 hours a day, and dedicate 8 hours each to sleep and recreation. But very few people live in this ideal scenario. Millennial employees, even spend more than 12 hours at work and have little time for recreation and sleep. A study has linked ground-level workers' health to other business disciplines [8] and the hospitality sector is not excluded. Further, [9] stated that time management is very important in the hospitality industry because work requires efficiency and effectiveness. He found that there was a positive and significant relationship between time management and the 'employee performance' of all five-star hotels in Cairo. Employee time management variables are proven to affect 16.7% of employee performance variables. This happens because of the increasingly fierce competition in human life today so the pressure of time is increasing.

Furthermore, [10] found that time management also has a positive and significant effect on the performance of 200 female workers in Malaysia in various industries. The research uncovered that every 1% change in time management can affect performance by 51.8%. In another research, [11] found that time management and husband-wife interaction had an important positive relationship. Female health workers with stable working hours have higher subjective physical-economic well-being than female health workers with shift systems. Female health workers with shift systems are more likely to experience work-family problems, especially those related to not having time for family events, getting complaints from their husbands, and experiencing work conflicts that interfere with family life compared to female health workers who work with stable working hours. The previous study conducted by [12] proposed for the application of flexible working hour's practices which is positively influence on work-life

balance and overall performance of the employee. It is because the flexible working hours will allow the employees to help those fulfilling work and life responsibilities and achieving work life balance thus will result for better performance in working.

- H1: Time management has a positive and significant influence towards the work-life balance of hospitality workers.

### **Family Matters and Work-life Balance**

A recent study found that a better balance between work and life improves life and family satisfaction as well as job satisfaction, job performance, and organisational commitment [13]. Many researchers have called for an expansion of the work-life balance concept to include non-family matters [14];[15]. Work-life balance was most effective and helpful in the last few decades when the biggest change in the workplace was the rise of women in the workforce. It helped women who worked and couples with two incomes, especially those with children, manage their family and work responsibilities [15];[16]. Also, [17] agreed that making arrangements for childcare helps people balance their work and home lives. When thinking about the work-life balance, it is no longer enough to just focus on the family [18]. [18]'s study also showed that family is more important than the other parts of life when it comes to balancing work and life. Similarly, [19] also found that there is a significant relationship between family matters and work-life balance. [20] also found that women engineers are being negatively affected when it comes to the issues of work-life balance. It is because women assume the majority of childbearing duties and this can influence both role stress and negative attitudes at work. Lady, when she is single, will be completely different when she gets married and becomes a mother. On a similar front, [21] postulated that "life satisfaction" could be understood as satisfaction with family life and work life together.

Furthermore, [22] found that family matters, particularly those related to conflict, can affect work-life balance. "Work interfering with family" partially mediates the relationship between "supervisor support" and work-life balance in public accounting firms in Indonesia. But "family interfering with work" does not mediate the relationship. Besides, supervisor support had no significant effect on work-family conflict (work interfering with family and family interfering with work). This study suggests making a family policy because it can help supervisors maintain the auditor's life.

[23] study also showed employees with good feeling and only small degree of stress at work and at home show more likelihood to experience satisfaction with their work. The findings also showing that individuals who feel that there is interference of work roles with family roles show less likelihood to feel that they possess work-life balance and contributed to the better performance among employees at pharmaceutical companies in Jordan.

In line with that, [24] found that dual role conflict in the family and work-life balance had a very significant effect on the work motivation of female coal mining workers in Indonesia. The dual-role conflict has a negative effect, where the higher the dual-role mining-worker conflict the lower their work motivation. But, work-life balance has a positive effect, where the higher the work-life balance, the higher the female coal mining workers' motivation.

- H2: Family matters have a positive and significant influence towards the work-life balance of hospitality workers

## **Personal Health and Work-Life Balance**

As described under 3rd Goals of SDGs is to ensure healthy lives and promote well-being for all at all ages among world population. The initiatives to promote programs to inculcate the awareness and adaptation with the healthy life style through the dietary intake, social life including physical, emotional and mental health, working environmental and any related activities contributing to the with well-being. It is believed that when the workers are in a good health condition has a relationship to perform as a productive and motivated worker thus will result the economic growth.

This study found reliable and objective prediction models for hospitality workers' work-life balance. Personal health has a close relationship with work-life balance, where if the personal health of a Food & Beverage employee is good, then their work-life balance will be stable. An unstable work-life balance can cause employees to experience mental health problems (stress). Stress can be caused by the density of work activities, the high intensity of radiation exposure from gadgets to the pressures of personal life. It is therefore important to balance personal health with work-life balance. Having a healthy work-life balance facilitates employees in performing her/his entrusted tasks in more effective and efficient method [23]. This is consistent with the findings of [19], who states that health is a fundamental aspect of work-life balance dynamics.

It has the same significance as the family domain. Workers believe that health is as important as a family's in achieving a good work-life balance. The results of this study also conclude that it is very important to take into account the peculiarities of different groups of employees when considering work-life balance. As previously believed, the work-life balance is not related to age, but rather to health conditions. The same thing was also stated by [25], that the personal health of the driest employees in Sidoarjo (Indonesia) has a major impact on work-life balance. Therefore, the company has adequate programs and facilities to encourage workers to adopt a healthy lifestyle. By saying so, this study recommends personal health to improve hospitality workers' work-life balance.

- H3: Personal health has a positive and significant influence towards the work-life balance of hospitality workers.

## **RESEARCH METHODOLOGY**

According to [26], quantitative analysis was suitable to use in this study since this study intends to explore the effect of Personal Health, Personal Time Management, and Family Matters on Work-life balance. The population are the workers from the hospitality sector in Malaysia. The researchers decided to use the [27] formula because the total number of F&B employees is unknown. Thus, 384 participants were selected using purposive convenience sampling, and the web-based questionnaire design was used to collect the data. This study surveyed a total of 108 participants participating in this survey. All participants participating in this survey were selected using purposive convenience sampling and the web-based questionnaire design was used as a method for collecting the data. In terms of questionnaire design, all items that were used for measuring the targeted variables in this study were measured as intervals using a 6-point Likert scale ranging from "1" (i.e., Strongly Disagree) to "6" (i.e., Strongly Agree). Questions were adopted and adapted from [28], and the pre-testing revealed changes in a few questions.

On the other hand, Exploratory Factor Analysis (EFA) will be used for measuring the validity of the items used from the aspect of factor loading and communalities values as well as the items grouped. Since the sample size can be considered relatively small ( $n = 108$ ), the values of factor loading and communalities above 0.40 can be considered to give a significant contribution to respective variables for a practical purpose [29]. Lastly, Cronbach's Alpha reliability test was used to measure the internal consistency of items grouped by the EFA analysis as suggested by [29]. The value of Cronbach's Alpha reliability test above 0.70 can be accepted as having a minimum level of reliability value [30]

As for accessing the effect of more than one independent variable on one dependent variable, a regression analysis was employed in this study as suggested by [29]. Since the sample size can be considered small, bootstrapping analysis was performed for each regression coefficient in the regression model. The reason is to validate the findings from the regression analysis from the aspect of regression coefficient by using the 95% confidence interval of the Bias Corrected method (i.e., 95% BCa Confidence Interval) because this approach does not make any assumption about the data distribution [31].

## RESULTS

### Demographic Profile

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

### Assessment of Validity and Reliability Analysis

Table 1 shows the result of multiple criteria for determining the number of variables that should be extracted from all twenty Likert-scale items. The analysis indicated that only four variables should be grouped since the first four of Kaiser's eigenvalues (i.e., 7.348, 2.167, 1.710, and 1.201) were above one and higher than the first four simulation eigenvalues (i.e., 1.386, 1.297, 1.234, and 1.197) that was obtained from the parallel analysis of Monte-Carlo simulation analysis. Besides that, these four extracted variables exceed 60% of the cumulative percentage of variance explained (i.e., 61.13%). Hence, it can be concluded that out of the twenty items only four variables should be extracted.

**Table 1: Multiple Criterion for Variables to be Extracted.**

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

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

**Table 2: Summary Results of Loading and Communalities Values.**

Variables and Items	Loading	Communalities
<b>Personal Time Management</b>		
TMF1	0.569	0.515
TMF2	0.827	0.737
TMF3	0.740	0.617
TMF4	0.770	0.719
TMF5	0.839	0.743
Eigenvalue = 7.348, Variance Explained Percentage = 17.52%, Cronbach's Alpha = 0.849		
<b>Family Mattes</b>		
FF1	0.656	0.682
FF2	0.720	0.676
FF3	0.778	0.691
FF4	0.772	0.653
FF5	0.661	0.564
Eigenvalue = 2.167, Variance Explained Percentage = 16.58%, Cronbach's Alpha = 0.816		
<b>Personal Health</b>		
HF1	0.711	0.586
HF2	0.718	0.614
HF3	0.818	0.701
HF4	0.619	0.519
HF5	0.697	0.615
Eigenvalue = 1.710, Variance Explained Percentage = 14.18%, Cronbach's Alpha = 0.768		
<b>Work Life Balance</b>		
work-life balance1	0.586	0.610
work-life balance2	0.677	0.623
work-life balance3	0.590	0.631
work-life balance4	0.453	0.504
work-life balance5	0.441	0.425
Eigenvalue = 1.201, Variance Explained Percentage = 13.85%, Cronbach's Alpha = 0.821		

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

Table 2 shows the summary results of loading and communalities values for each grouped item according to their variable's group. By using the Principal Component extraction method with a combination of the Varimax rotation method, all twenty items exceeded the threshold value of 0.40 loading and communalities values. Besides that, all these twenty items were also suitable for performing this EFA analysis since the KMO index was above 0.60 (KMO = 0.83) and Bartlett's Test of Sphericity was significantly large ( $\chi^2(190) = 1125.82, p < .01$ ). Hence, the results of loading and communalities values reported in Table 2 are valid.

In addition, all these twenty items were also grouped in their respective variables and aligned with the suggested literature review findings. Hence, the name of each variable was maintained as Personal Time Management, Family Matters, Personal Health, and Work-life Balance. Besides that, the result of internal reliability also concludes that the reliability level for each extracted variable was at an acceptable level which is above 0.70. Therefore, all these twenty items can be considered valid and reliable for measuring the targeted variables in this study.

### Assessment of Regression Analysis

As shown in Table 3, the regression model indicated that Personal Health ( $\beta = 0.358$ ,  $t = 5.624$ ,  $p < 0.01$ ), Personal Time Management ( $\beta = 0.267$ ,  $t = 4.218$ ,  $p < 0.01$ ) and Family Matters ( $\beta = 0.306$ ,  $t = 4.471$ ,  $p < 0.01$ ) gives a positive significant effect toward Work-life balance. These findings were also aligned with the 95% confidence interval of BCa bootstrapping analysis where all the confidence interval for the regression coefficient does not include zero (Personal Health = (0.234, 0.484); Personal Time Management = (0.124, 0.433); Family Matters = (0.165, 0.437)). Therefore, it is indicated that if the average level of Personal Health, Personal Time Management, or Family Matters increases, then the average level of Work-life balance increases by controlling another variable. The coefficient of determination analysis indicated that the combination of these three independent variables was able to give 59.7% ( $R^2 = 0.597$ ) of variance explains Work-life balance and the model significantly fits the data ( $F(3,104) = 51.26$ ,  $p < 0.01$ ).

**Table 3: Summary results of Regression Analysis.**

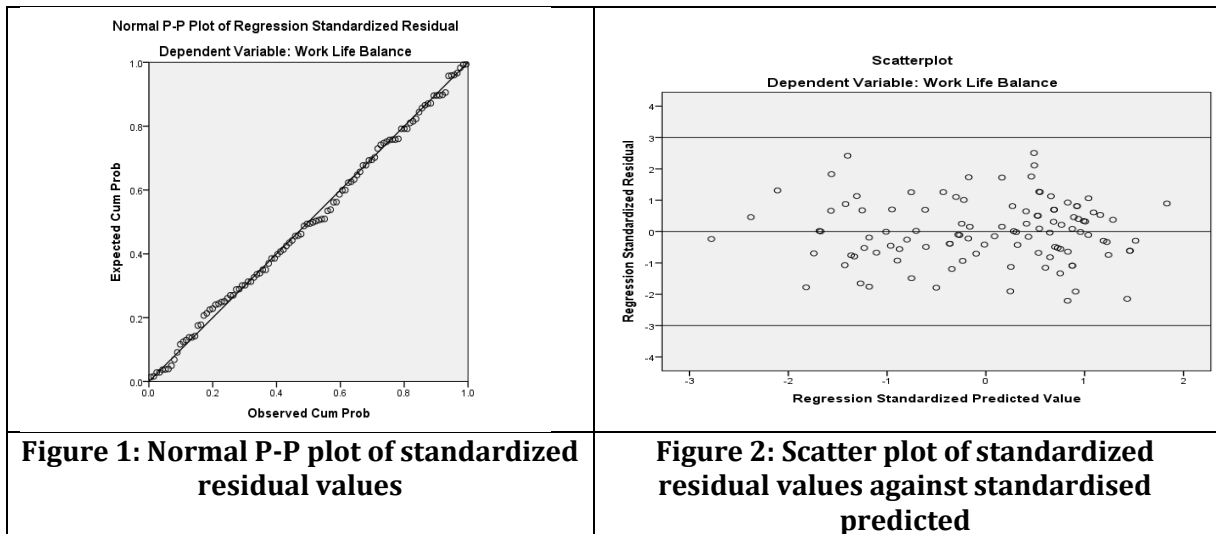
	$\beta$	t-statistic	TOL, VIF	BCa 95% Confidence Interval for $\beta$
Personal Health	0.358	5.264**	0.849, 1.178	(0.234, 0.484)
Personal Time Management	0.267	4.218**	0.739, 1.353	(0.124, 0.433)
Family Matters	0.306	4.471**	0.740, 1.351	(0.165, 0.437)
Summary for Model 3: $R^2 = 0.597$ , $F(3,104) = 5.126$ , $p < 0.01$ .				

Note: Dependent Variable = Work-Life Balance; TOL = Tolerance; VIF = Variance Inflation Factor; BCa = Bias Corrected and Accelerated Bootstrap Method; Number of bootstraps resamples is 5000;  $\beta$  = Regression Coefficient; \*\* $p < 0.01$ .

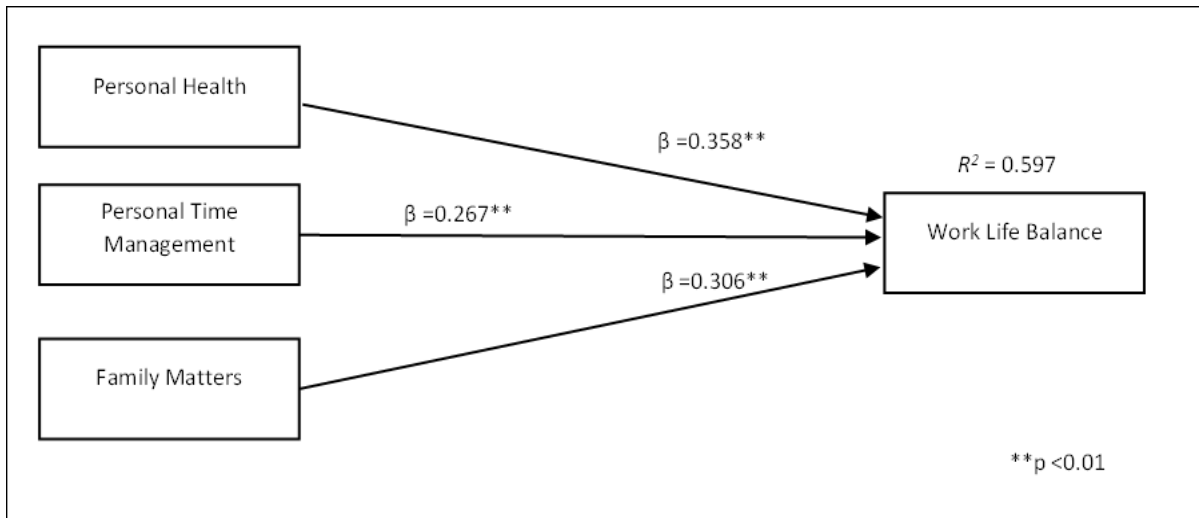
The assumption of the distribution of residuals model normality was also performed for the regression model. According to Figure 1, the Normal Probability plot for the model's residual indicated that the residual of each regression model was normally distributed since a majority of the residual values (i.e., small dots) lie on a diagonal line. Besides that, the assumption of the homoscedasticity of the model's residual was also met because the pattern of the scatter plot between standardized residual and standardized predicted values is random (i.e., Refer to Figure 1).

In addition, by referring to the scatter plot of standardized residual against standardized predicted values, the existence of outliers in these three regression models can be considered to not exist since no residual and predicted values were outside the  $\pm 3.0$  standard deviation boundary. Besides that, the issue of multicollinearity in the model can be considered to not exist since the value of Tolerance was above 0.2 and supported by the VIF value, where the VIF value was below than 10. Therefore, it can be concluded that the regression model produced valid and unbiased results [32].





**Figure 1: The normal probability plot**



**Figure 2: The results of regression analysis**

### DISCUSSION AND CONCLUSIONS

This research study is trying to examine the factors that have an impact on the work-life balance of hospitality sector employees. There are three factors which we examined in this study, such as personal health, family matters and personal time management. The outcome of the research indicates that these three factors have a significant influence on work-life balance.

From the finding, it's determined that personal health and work-life balance were positively related. Furthermore, it's concluded that personal health is essential for work-life balance. Indeed, this study shows that workers are aware of the importance of personal health for achieving a good work-life balance. An unstable work-life balance can cause employees to experience mental health problems, especially stress. This positive result on personal health to work-life balance was aligned with [33]; [28]; [34] and [35]. Therefore, researchers and practitioners should consider health when investigating the work-life balance.

Apart from personal health, this study also exposed that personal time management and work-life balance were positively related. This study suggests that workers must make careful plans to manage their daily activities (volunteering in the community and maintaining physical fitness) before starting their work. Time management reduces stress vulnerability and positively predicts job satisfaction among employees. The concerns of family members are aligned with [36] and [37]. Moreover, time management not only reduces stress but also becomes the main factor for husband-wife interaction and reduces work-family problems. This argument is in line with [11] that female worker with stable working hours has higher subjective physical-economic well-being than female shift workers. Less time interaction between husband and wife also experiences work-family problems such as those do not have time for family events and getting complaints from their husbands. Individuals who can manage their time are less likely to have issues with work-life balance.

Another factor that was found to have a positive effect on work-life balance is family matters. Divorce, relocation, and changes in household composition are examples of family stability. Although they are healthy and able to manage their time wisely, family matters are also equally important to employees to prepare for higher levels of work-life balance. It means that those who are happy in the family domain, especially those with children, manage a higher level of work-life balance. Moreover [38] also supported that generation with good family affairs or receiving support from family members will help them to increase their work-life balance. Aligned with [39] which is an imbalance in work-life will cause a lot of problems in personal satisfaction and workplace satisfaction. Similarly, workplace dissatisfaction tends to have higher stress and higher burnout in managing and finding a balance between work and family. Supported by another study found that their organisations do not take matters concerning mental health and employees' well-being at work [40]. Thus, many organisations need to implement work-life balance programmes to manage their employees' professional and personal life. Supportive organizations understand their employee's needs and will provide the proper support that employees need to succeed on the job and in their personal life, which is in line with [41].

Alternatively, governments may opt to implement specific policies in this regard. Encouraging healthy work practices such as working within regular hours and taking regular breaks will help employees to draw a firm line between work and nonwork activities. Moreover, to attain a work-life balance in the post-coronavirus disease world, employers may need to consider and plan a way forward such as providing clarity to employees and a variety of programs to support employees in their well-being. Furthermore, some employees were able to enhance their work-life balance through a work-from-home (WFH) arrangement, with things such as flexible working hours [12] and having more time to take care of young children and/or elderly parents, and thus were more motivated. Supported by [24] where higher work motivation will lead to lower conflict in the family as well as higher work-life balance. During this WFH period, some employees were able to achieve a good work-life balance while others were not. Policies regulating WFH provide hope for increasing productivity and work-life balance. In future, employers need to come out with more beneficial policies for employees to reduce the imbalance in work-life balance. Moreover, companies have adequate programs and facilities to encourage workers to adopt a healthy lifestyle.

Although the present study drew a broader picture of the work-life balance among hospitality sectors, due to the small number of participants, it is not possible to generalise that personal health, family matters and personal time management are the main factors for work-life balance. Some suggestions for future studies are proposed. First, this study generated about 60% prediction of the work-life balance for hospitality workers. Future researchers may want to investigate additional variables that may affect the work-life balance. Second, future researchers might want to test the variables in other different sectors and populations to find out the consistency of the findings since this study was only interested in those who were working in the hospitality industry. Third, the statistical data could be collected using a combined research method of quantitative and the addition of qualitative method would add more value and produce a more coherent result.

This study also should extend the scope of study to investigate the achievement of Goals 3 program is a predecessor to the implementation of Goals 8 programs. Goals 3 is detailing for the full and productive employment and decent work for all. While the Goals 8 is about to promoting sustained, inclusive, and sustainable economic growth. Theoretically, the productive and good performance employee will have significant impact to the inclusive sustainable employees and generate the sustainable economic growth. This suggestion will facilitate Malaysia to align with the achievement of SDGs by the year of 2030.

To conclude, this article is about the search for the ideal work-life balance in managing family and work. Sustainable humans need better living conditions and developments in meeting the overall SDG 3 as part of promoting well-being for all at all ages. This finding also aligned with the study conducted by [5] and [6] found the full supporting and productive employment and in decent work, as well as ensuring the healthy lives among workers at the optimum level and promote well-being for all ages. Hence, the work-life balance in this study proposes the young generations who are working in the hospitality sector, particularly F&B take care of personal health, time management and family matters because sustainable living beings need better living conditions and developments. Despite its contribution, this study is not free from limitations that would be the next action in future research. The obvious deficiency lies in the sampling techniques that reduced the generalisations of this study. Respondents may snowball the instrument to their friends who are likely to be the same age. However, future research may improve the data collection based on quota samplings, which focus on the generation gaps.

## References

- [1]. Syasyila, K., Gin, L.L., & Mohamad, Z.S. (2022). The meaning in life and courage of Malaysian frontliners during COVID-19. *Pertanika Journal of Social Science and Humanities*, 30 (2), 623-640, [https://doi.org/10.47836/pjssh.30.2.11Kanski, J.J., Clinical ophthalmology. 6th edition ed2007, London: Elsevier Health Sciences \(United Kingdom\). 952](https://doi.org/10.47836/pjssh.30.2.11Kanski, J.J., Clinical ophthalmology. 6th edition ed2007, London: Elsevier Health Sciences (United Kingdom). 952).
- [2]. Torres, E.N., Yost, E., & Ronzoni, G. (2021). No vacation needed: an exploration on why American hospitality workers won't use up their vacation days. *Journal of Human Resources and Hospitality and Tourism*, 20(2), 222-248. Liang, Z., et al., *The detection and quantification of retinopathy using digital angiograms*. *Medical Imaging, IEEE Transactions on*, 1994. 13(4): p. 619-626.
- [3]. Helmle, J. R., Botero, I. C., & Seibold, D. R. (2014). "Factors that influence perceptions of work-life balance in owners of copreneurial firms". *Journal of Family Business Management*, 4(2), 110-132. <https://doi.org/10.1108/JFBM-06-2014-0013>.

- 
- [4]. Aguilar, J.E.R., Zang, L., & Fushimi, S. (2022). Towards sustainability in hospitality operations: how is quality of life and work-life balance related? *Worldwide Hospitality and Tourism Themes*, 14(3), 274-285.
- [5]. Kot, S.; Brzeziński, S. Market Orientation Factors in Sustainable Development and Corporate Social Responsibility. *Asian J. Appl. Sci.* 2015, 8, 101–112. [Google Scholar] [CrossRef][Green Version].
- [6]. Andjarwati, T.; Budiarti, E.; Audah, A.K.; Khouri, S.; Rebilas, R. The impact of green human resource management to gain enterprise sustainability. *Pol. J. Manag. Stud.* 2019, 20, 93–103. [Google Scholar] [CrossRef].
- [7]. Cohen, S. and Wills, T.A. (1985). Stress, social support, and the buffering hypothesis, *Psychological Bulletin*, 98(2), 310-357.
- [8]. Yee, J. K. L., Smith, J., & Robinson, S. (2021). Spiritual Well-being and Work Performance among Ground-level Employees: Unravelling the Connection. *Pertanika Journal of Social Sciences & Humanities*, 29(3).
- [9]. Melad, E., Taleb, M. A., Abbas, J., & Abdelaal, E. (2021). The effects of time management on job performance of employees in hotels. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 5(1/1), 56–70.
- [10]. Kamaruddin, S. N. A. A., Omar, K., & Saputra, J. (2020). The Effect of Time Management Towards Female Job Performance. In K. Omar, S. N. A. A. Kamaruddin, & M. A. S. A. Halim (Eds.), *Job Performance: Issues and Insight* (Issue May, pp. 43–52). Universiti Malaysia Terengganu. <https://www.researchgate.net/publication/339938211%0AThe>
- [11]. Sunarti, E., Kamilah, D., Almas, H., & Pitriani, S. (2021). Family subjective well-being of health workers women during the Covid-19 Pandemic. *Journal of Family Sciences*, 5(2), 103–120. <https://doi.org/10.29244/jfs.v5i2.33152>
- [12]. Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of flexible working hours on work-life balance. *American Journal of Industrial and Business Management*, 2014.
- [13]. Sirgy, M. J., & Lee, D.J. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13(1), 229–254. <https://doi.org/10.1007/s11482-017-9509-8>
- [14]. Haar, J.M., Russo, M., Sunyer, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3) 361-373, doi: 10.1016/j.jvb.2014.08.010
- [15]. Casper, W.J., Vaziri, H., Wayne, J.H., DeHauw, S., & Greenhaus, J. (2017). A jingle-jangle of work-nonwork balance: A comprehensive and meta-analytic review of its meaning and measurement. *Journal of Applied Psychology*, 103(2), doi:10.1037/apl0000259
- [16]. Borelli, J. L., Nelson, S. K., River, L. M., Birken, S. A., & Moss-Racusin, C. (2017). Gender differences in work-family guilt in parents of young children. *Sex Roles: A Journal of Research*, 76(5-6), 356–368. <https://doi.org/10.1007/s11199-016-0579-0>
- [17]. Syed, S., Memon, S.B. & Shah, A.Q. (2022), Want to balance my work-family life today: work-family balance practices in Pakistan, *Journal of Economic and Administrative Sciences*, <https://doi.org/10.1108/JEAS-10-2021-0207>
- [18]. Kelliher, C., Richardson, J., & Boiarintseva, G. (2018). All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human Resource Management Journal*. doi:10.1111/1748-8583.12215
- [19]. Gagnano, A., Simbula, S., & Miglioretti, M. (2020). Work–life balance: weighing the importance of work–family and work–health balance. *International Journal of Environmental Research and Public Health*, 17(3), 9–11. <https://doi.org/10.3390/ijerph17030907>
-

- [20]. Manyuchi, M.M., Rusike, R., & Sukdeo, N. (2021). Evaluation of work-life balance in women engineers: A review. *International Conference on Industrial Engineering and Operations Management*.
- [21]. Kluczyk, M. (2013), The Impact of Work-life balance on the Wellbeing of Employees in the Private Sector in Ireland.
- [22]. Regina, A. D., Yustina, A. I., Mahmudah, H., & Dewi, C. N. (2022). Work life balance auditor influenced by work family conflict and support supervisor. *JFBA: Journal of Financial and Behavioural Accounting*, 1(2), 47-64. <https://doi.org/10.33830/jfba.v1i2.2226.2021>
- [23]. Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99-112.
- [24]. Fauziah, Z. F. (2020). Pengaruh konflik peran ganda dan keseimbangan kehidupan kerja terhadap motivasi kerja pada karyawan tambang batu bara. 8(2), 255-264.
- [25]. Dwicahyaningtyas, R., Rachmayanti, R. D., Sciences, B., & Mulyorejo, C. C. (2021). Healthy workplace through increasing healthy lifestyle and personal health skills in Sidoarjo, East Java, Indonesia. *IJOSH*, 10(2), 188-198. <https://doi.org/10.20473/ijosh.v10i2.2021.188-198>.
- [26]. Creswell, J.W. (2014). *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research* (4th ed.). London: Pearson New International Edition.
- [27]. Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607-610. <https://doi.org/10.1177/001316447003000308>.
- [28]. Husin, N. A., Syafiq, A., Ghazali, M., Abdullah, N., Izzwan, M., & Abdul, B. (2018). Work-life Balance of Malaysian Lecturers, *Australian Academy of Business and Economics Review (AABER)*, 4(1), 43-49.
- [29]. Field, A. (2009). *Discovering Statistics Using SPSS* (3rd Edition). London: SAGE Publications.
- [30]. Hair, J. F., Ringle, C. M., & Sarstedt, M. (2012). Partial least squares: the better approach to structural equation modeling? *Long range planning*, 45(5-6), 312-319.
- [31]. Hair, J.F., Hult, G.T.M., Ringle, C.M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. Thousand Oaks: SAGE Publications.
- [32]. Kurtner, M.H., Nachtsheim, C.J., and Neter, J. (2008). *Applied Linear Regression Models* (4th Edition). New York: McGraw-Hills Publications.
- [33]. Rajeshwari, D., & Chadrika, K.G. (2019). A Conceptual Study on Factors Affecting Work Life Balance of Employees Working in BPO's – a Study of Select BPO's in Hyderabad Region. *International Journal of Engineering Research & Technology*, 8(11). Doi: 10.17577/IJERTV8IS110039
- [34]. Aifha, S. N., & Suwarsi, S. (2018). Pengaruh Lingkungan Kerja dan Stress Kerja Terhadap Work Life Balance di PT. Pos Indonesia (Persero), Bandung. In D. Ahmadi, A.
- [35]. Aifha, S. N., & Suwarsi, S. (2018). Pengaruh Lingkungan Kerja dan Stress Kerja Terhadap Work Life Balance di PT. Pos Indonesia (Persero), Bandung. In D. Ahmadi, A.
- [36]. Liu, T., Gao, J., Zhu, M., & Jin, S. (2021). Women's Work-life balance in Hospitality: Examining Its Impact on Organizational Commitment. *Frontiers in Psychology*, 12(February), 1-12. <https://doi.org/10.3389/fpsyg.2021.625550>

- 
- [37]. Chang, A., & Nguyen, L. T. (2011). The mediating effects of time structure on the relationship between time management behaviour, job satisfaction, and psychological wellbeing. *Australian Journal of Psychology*, 63(4), 187–197. <https://doi.org/10.1111/j.1742-9536.2011.00008.x>
- [38]. Miller, G. E., & Chen, E. (2010). Harsh Family Climate in Early Life Presages the Emergence of a Proinflammatory Phenotype in Adolescence. *Psychological Science*, 21(6), 848-856.\
- [39]. Kumarasamy, M.M., Faizuniah, P., & Mohd Faizal, M. I. (2016). The effect of emotional intelligence on police officers' work-life balance: The moderating role of organizational support. *International Journal of Police Science & Management*, 18(3), 1-11.
- [40]. Kumarasamy, M.M., Hasbolah, F., Hamzah, H., Fazmi, K.N.M., & Omar, S. A. (2022). The moderating role of organisational support towards achieving a good work-life balance in the new normal: A Malaysian lecturers' perspective. *International Journal of Business and Society* 23 (2), 913-930.
- [41]. Kumarasamy, M.M., Faizuniah, P., & Mohd Faizal, M. I. (2015). Individual, organizational and environmental factors affecting work-life balance. *Asian Social Science*, 11(25), 111-123.