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(AIJBES)**[www.aijbess.com](http://www.aijbess.com)**THE ASSOCIATION BETWEEN TIME MANAGEMENT,  
SALARY, AND WORKLOAD ON EMPLOYEE WORK-LIFE  
BALANCE IN THE HOTEL INDUSTRY**Shahinah Shah Jahan<sup>\*1</sup>, Rosmawati Deraman<sup>2</sup>, Noor Azura Ahmad Shauri<sup>3</sup><sup>1,2,3</sup> Institute of Graduate Studies, Universiti Poly-Tech Malaysia, Malaysia.

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**DOI:** 10.35631/AIJBES.622001This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)**Abstract:**

The hospitality sector's challenging work environment significantly affects employees' work-life balance. Key issues include flexible, around-the-clock shifts, leading to poor time management and increased stress, which decreases job satisfaction. Salary disparities and insufficient compensation also contribute, forcing employees to work longer hours or take additional jobs, further complicating work-life conflict. High work pressure and long hours in the hotel industry exacerbate stress and health problems, negatively impacting employees' ability to balance work and personal life. Addressing these challenges through targeted policies and programs is crucial to improving employee satisfaction, reducing turnover, and enhancing the overall performance of the hotel industry. This study uses a quantitative research design to explore how time management, salary, and workload affect work-life balance among hotel employees in Kuala Lumpur, Malaysia. A structured questionnaire will gather data from a sample of 291 employees working in five-star hotels, selected through stratified random sampling to ensure diverse representation. Online surveys will be distributed via email and social media, with reminders to boost participation. Ethical guidelines, including informed consent and confidentiality, will be followed. Data will be analyzed using regression analysis to assess the individual and combined effects of the variables on work-life balance, with results interpreted through statistical tests.

**Keywords:**

Time Management, Salary, Workload, Employee Work-Life Balance, Work-Life Balance

## Introduction

Based on the results of the investigation, it is possible to note that the contemporary work milieu in the context of Malaysian firms reflects noticeable changes owing to the incorporation of innovations into firms' activities. The latter have entailed a change in the knowledge and skills needed for a workforce in the present times (Bakker & Demerouti, 2017). Therefore, employees have called for more WLB which remains a significant issue for the state and human beings in the undertaking in general and the demanding context of the hotel industry in particular. In a study done by Sinar Daily in March, it was identified that out of 173 countries, Malaysia falls only second to the worst in the list for work-life imbalance with a rating of 27.51 out of 100. In addition, on average, the working time of people in Malaysia was also established to be 40 hours in a week, 8 hours (Shahirah, 2024). These statistics show that there exists a need and a real urgency to resolve the difficulties that workers experience when trying to balance their work and personal lives. The concern of this research study is to establish the relationship between workload, time management, and salary among the hotel employees and their work-life balance. Such dynamics need to be addressed to improve the employees' health, satisfaction, and organizational productivity (S. Thilagavathy & Geetha S. N, 2021) (Cvenkel, 2020).

## Problem Statement

The hospitality sector is one of the industries where the work environment is quite challenging, which influences a number of factors in employees' work-life conflict. The following factors have been identified as some of the causes of this difficulty, the nature of the hotel industry mostly operating under flexible shifts, especially being a 24/7 operation, and this accounts for the main difficulties employees experience in time management efficiently. Challenges in work and personal time often increase stress and decrease job satisfaction (Deery, 2008).

Also, differences or disparities in the remunerations of the employees or salary scales and compensation packages in the hotel business can have an impact on work balance. Lack of, or increase in, pay can lead to higher working hours or taking up extra jobs which can complicate ways they deal with work-family conflict (Karatepe, 2006) (Namasivayam & Zhao, 2005; Ahmad Azam *et al.*, 2022).

Moreover, the human resources in the hotel sector tend to develop high work pressure and long working hours; thus, work conflict and stress (Deery & Jago, 2015) (Karatepe, 2013). Looking at the employee side, it contributes to health problems resulting from workload and working overtime, and thus human beings balance work and life responsibilities (Namasivayam & Zhao, 2007).

Thus, these factors which disrupt time management, distinct levels of salaries, and high working pressure cause certain difficulties in the work environment of the hotels that negatively affect the staff and their working-life balance. It is therefore imperative to address these issues through specific policies and programs to increase the level of contentedness amongst the employees, decrease the rates of turnover, and thereby improve the performance of the hotel industry.

## Research Objectives

This research seeks to answer the following research objectives:

- a) To determine the relationship between time management on employee work-life balance in the hotel industry.
- b) To determine the relationship between salary on employee work-life balance in the hotel industry.
- c) To determine the relationship between workload on employee work-life balance in the hotel industry.
- d) To determine the combined effect of time management, salary, and workload on employee work-life balance in the hotel industry.

## Research Questions

This research seeks to answer the following research questions:

- a) What is the relationship between time management and employee work-life balance in the hotel industry?
- b) What is the relationship between salary and employee work-life balance in the hotel industry?
- c) What is the relationship between workload and employee work-life balance in the hotel industry?
- d) What is the combined effect of time management, salary, and workload on employee work-life balance in the hotel industry?

## Significance of Study

On the academic level, this study is important and closely relates to the literature in the following ways, in scholarly terms, it shall advance the knowledge base on work-life balance in the hotel industry offering what is currently a blank area of research attention special emphasis to time management, salary and workload. In terms of application, the results will be useful to hotel management in their implementation of appropriate measures and procedures that promote the health, happiness, and continued tenure of employees. Higher levels of work-life balance can result in both happier and more efficient staff, which is advantageous to the company.

## Scope of Study

The study will be continued with the employees of five-star hotels in Kuala Lumpur. It will include various positions in the hotel industry for the purpose of having a comprehensive approach to work to the-life balance aspects. Regarding research method, the study will be conducted quantitatively, and the authors will administer questionnaires to the employees of the hotels. It will also use literature from the Scopus database in the analysis and discussions of the various findings that will be made in the study.

## Literature Review

The nature of the hotel industry involves meeting customer needs and unending challenges that constantly present themselves like working and balancing between careers and family. This literature review aims to examine the relationship between time management, salary, and workload and the resulting implications for the employees' quality of life. Concerning the literature that has been published in the last few years and considering contemporary research theories, this chapter aims to provide a detailed view of the factors that press on work life in

the framework of the hotel industry. This is because subsequent sections will dissect the nature of dependent and independent variables, discuss theories about them, and generate research hypotheses. As for the case of work-life balance, the hospitality industry is a challenging area to achieve as this field operates 24/7 (Othman *et al.*, 2021). There is a need to balance for efficient use of time since an employee who is supposed to perform certain organizational tasks is also faced with other family or personal issues to manage. Moreover, salaries can be an issue affecting their ideas about the workload and job satisfaction which, in turn, can influence their quality of work-life balance. These relations review the impact of the relationships on the well-being of the employees and the organization's efficiency in the context of the hotel industry, (Priskila, 2024; Kidd & Eller, 2012).

### ***Work-Life Balance***

Work-life balance is the dynamic state that allows employees to balance between working hours and the hours spent with the family, with themselves, and with rest (Greenhaus & D Allen, 2011). In the context of the hotel sector, the issue of work-life balance is of relevance because the work in most of the hotels implies working hours that are long and can be irregular. Some prior research work has also been focused on the notion of work-life balance, in the context of the hospitality industry. For instance, Page & Tolmie (2024) discovered that the maintenance of a correct balance between work and personal or family life dramatically decreases stress levels and increases job satisfaction among hotel workers. Likewise, (Abukhalifeh Alaa, 2019) stressed that the concern for the balance between work and personal life is crucial for ensuring stakeholders' psychological health and vacation' effectiveness in the context of hospitality companies. By emphasizing work-life balance issues affecting hotel employees, these studies emphasize the need to enhance the employees' satisfaction levels and productivity.

### ***Time Management***

The management of time is a process by which an individual schedules and organizes claims to control the time he or she spends on certain activities to enhance efficiency and productivity (Claessens *et al.*, 2007). Time management makes the working people have a proper schedule of working times and other daily activities. According to the study conducted by Adamson *et al.*, (2022), work time management is important to balance the time that one uses in work and other aspects of life, especially in the hotel business where human resource attendants are rumored always to have either fixed, irregular, stable, or vulnerable schedules. Moreover, Bataineh (2019) showed the relationship between proper time management and positive effects on work-life balance among hotel employees. Based on these findings, the improvement of employees' time management practices in hotels can result in positive changes in work-life balance.

### ***Salary***

Salary on the other hand is the agreed amount paid per employee by an employer periodically and this can be monthly or bi-weekly though expressed yearly (Mahdy *et al.*, 2023). According to this study, pay or remuneration is commonly recognized as an important determinant of the employee's well-being and quality of life at the workplace. It is in this light that previous research on salaries and work-life balance has been conducted. For example, Udin (2023) showed that higher-paid workers report lower levels of work-to-family conflict and higher levels of family-to-work facilitation because they can better afford quality childcare and other assistance services on the home front. Furthermore, the research undertaken by Salama *et al.* (2022) confirmed that high wages paid to the employees of the hotel cause a positive

correlation between the level of employee satisfaction and their turnover rate. These papers reveal the necessity of reasonable wages which will help to balance work and family and personal life.

### ***Workload***

Workload may be defined as the total activity load that is given to an employee or in other words, the load that an employee is expected to manage in each period Zulkarnain Zulkarnain *et al.*, (2024). Because of competition and the suspense of demand, lots of working hours in the hotel sector can be heavier at one time or another season, an event, or simply a period of high demand. In prior research focusing on the impact of WLB, workload was identified as a major predictor of work-to-family conflict. For instance, Wu *et al.*, (2018) revealed that working pressure significantly contributes to burnout as well as poor work-life balance of hotel employees. In line with this, Irfan *et al.*, (2021) found out that relating to workload, lower measured workloads were associated with higher job satisfaction and healthy work-life balance. It is therefore recommended that other research highlight workload management so that employees in the hotel industry can have a balanced time between work and other activities.

### ***Underpinning Theory***

The employment of the theoretical framework for this study will be anchored on the JD-R model. The JD-R model assumes that demanding and resource characteristics of the job such as workload and time pressure affect the health and performance of workers as do aspects of reward such as salary and time management skills. According to the JD-R model, job demands result in strain and negative consequences, including burnout if they overwhelm an individual's resources (Scholze & Hecker, 2024). On the other hand, job resources may counteract, moderate, or shield the adverse impact of job demands on the engagement and well-being of the employees. Thus, effectively managing working demands and resources is vital to protect the health and productivity of hotel employees. The JD-R model was adopted in this study to determine the impact of time management, salary, and workload as the antecedents of work-life balance (Jamaludin *et al.*, 2022).

### ***Hypothesis Development***

#### ***Relationship Between Time Management and Work-Life Balance***

Based on the existing literature, there is a solid foundation to hypothesize that effective time management positively influences work-life balance among hotel employees (Jamaludin *et al.*, 2022). Claessens *et al.* (2007) define time management as the process of scheduling and organizing activities to enhance efficiency and productivity. This structured approach to managing time allows individuals to allocate their hours effectively, leading to a better balance between work responsibilities and personal life. Adamson *et al.* (2022) emphasize the significance of work-time management in achieving a balance between work and other life aspects, particularly in the hotel industry, where employees often face varying schedules. The irregular and demanding nature of work hours in this sector can lead to challenges in maintaining a healthy work-life balance. Therefore, it can be posited that employees who practice effective time management are likely to experience less stress and greater satisfaction in both their professional and personal lives. Furthermore, Bataineh (2019) highlights a positive relationship between proper time management practices and improved work-life



balance among hotel employees. This suggests that enhancing time management skills can lead to significant improvements in employees' overall well-being.

*H1: There is a positive relationship between time management and work-life balance among employees in the hotel industry.*

### ***Relationship Between Salary and Work-Life Balance***

The relationship between salary and work-life balance (WLB) has been a focal point in research, particularly in the hospitality industry. Salary, defined as the agreed amount paid to employees by employers, is a critical determinant of employee well-being and quality of life at work (Mahdy et al., 2023; Jamaludin, Abdullah Hashim, & Mahmood, 2014). Higher compensation levels can significantly influence an employee's ability to manage their work and personal life effectively. Research by Udin (2023) indicates that employees with higher salaries report lower levels of work-to-family conflict and higher levels of family-to-work facilitation. This is attributed to their increased capacity to afford quality childcare and other support services that help them balance their professional and personal responsibilities. Furthermore, Salama et al. (2022) found that higher wages correlate positively with employee satisfaction and lower turnover rates in the hotel sector. This suggests that reasonable compensation not only enhances job satisfaction but also facilitates a better balance between work and personal life.

*H2: There is a positive relationship between salary and work-life balance among employees in the hotel industry.*

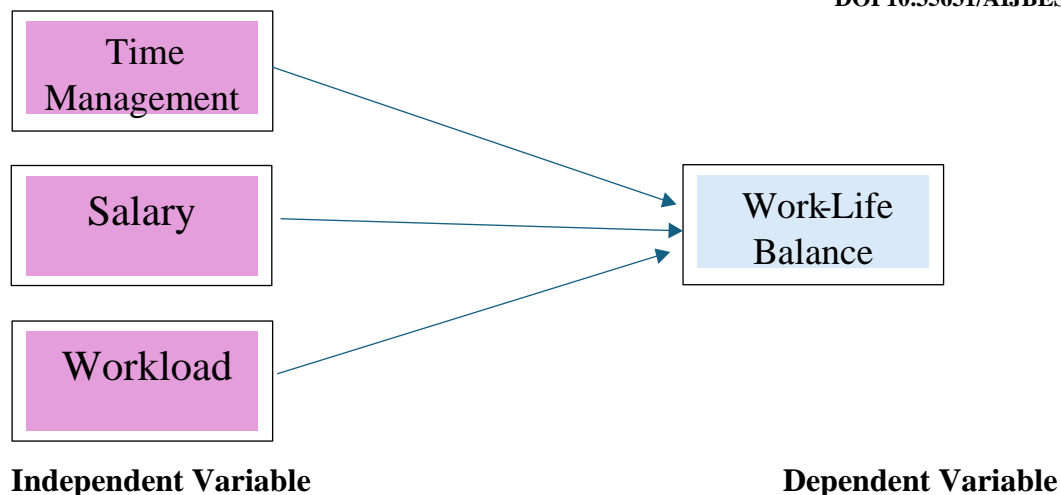
### ***Relationship Between Workload and Work-Life Balance***

Workload, defined as the total activity load assigned to an employee within a specific period, plays a crucial role in determining work-life balance (WLB) in the hotel industry (Zulkarnain et al., 2024; Jamaludin, et al., 2018). The nature of the hospitality sector often leads to fluctuating workloads due to competition and seasonal demand, resulting in periods of heightened working hours that can strain employees' ability to balance their professional and personal lives. Previous research has identified workload as a significant predictor of work-to-family conflict. Wu et al. (2018) found that increased working pressure contributes to employee burnout and negatively impacts work-life balance among hotel staff. Similarly, Irfan et al. (2021) established that lower workloads are associated with higher job satisfaction and healthier worklife balance. These findings suggest that managing workload effectively is essential for promoting a balanced lifestyle for employees in the hotel industry (Azmi et al., 2022).

*H3: There is a positive relationship between workload and work-life balance among employees in the hotel industry.*

### **Research Framework**

Based on a review of the literature, here is the proposed theoretical framework; Figure 1 shows that work-life balance is the dependent variable, while time management, salary, and workload are the independent variables.



**Figure 1: Proposed Research Framework (Hashim et al., 2022)**

### ***Research Hypotheses***

The research hypotheses are as follows:

**H1:** There is a positive relationship between time management and work-life balance among employees in the hotel industry.

**H2:** There is a positive relationship between salary and work-life balance among employees in the hotel industry.

**H3:** There is a positive relationship between workload and work-life balance among employees in the hotel industry.

**H4:** There is a positive relationship between time management, salary, workload, and work-life balance among employees in the hotel industry.

### **Three: Methodology**

This section introduces the methodology employed in this study to explore the relationships between time management, salary, workload, and work-life balance (WLB) within the hospitality industry. The research aims to provide a comprehensive understanding of how these variables influence employees' quality of life and job satisfaction. A quantitative approach will be adopted, utilizing structured questionnaires to gather data from a diverse sample of hospitality workers. This methodology will allow for the statistical analysis of correlations and the testing of formulated hypotheses, ensuring that the findings are both reliable and valid. Ethical considerations, including informed consent and confidentiality, will be prioritized throughout the research process. By establishing a clear methodological framework, this chapter sets the stage for a thorough investigation into the dynamics affecting work-life balance in the hospitality sector.

### ***Research Design***

Accordingly, this investigation employs an experiential research approach which elicits quantitative information from the human subjects, hotel employees in this case. Qualitative research strategies aim at using numerical indicators and analyzing the results from an academic perspective. Statistics methods are used numerically to find solutions to questions such as: who, how many, what, where, when, and how amongst others (Apuke, O. D. 2017). Quantitative research helps to determine the correlation between the variables of time

management, salary, and workload to the variable of work-life balance. Qualitative design is suitable when it comes to working through data to detect patterns and relations which will help the researcher arrive at generalizable conclusions regarding factors resulting in imbalances in the work and non-work life domains among workers in the hotel industry.

### ***Population and Sampling***

The study focuses on a population of 1200 people, and the sample used is 291 employees in five-star hotels in the Kuala Lumpur region of Malaysia. This population comprises all categories of employees in the hotel industry such as the receptionists, cleaners, managers, and stewards in the hotel's restaurants and cafeterias. The purpose of the research is to have a clear insight into the concerns influencing work-life balance and use them to relate time management, salary, and workload according to the categorizations in and around the hotel industry. This unveils the fact that to have various employee groups covering different industries represented in the study, a kind of random sampling technique known as stratified random sampling shall be used. This method involves the breakdown of the totality of the population of the organization into various categories (strata) that could include organizational position, experience, or department. Random samples will then be taken from each of the above strata such that all subgroups of the hotel workforce will be represented. This approach is more beneficial than the previous one because it enables the examination of the extent to which numerous factors affect WLB across distinct groups of workers. In this vein, the inclusion of workers from distinct roles and departments will enable the study to provide details that may be peculiar to certain groups of hotel employees, hence adding to the validity and generalizability of the results.

### ***Research Instrument***

The study questionnaire as the research instrument for this sort of study, shall be structured in a quantitative method about the factors affecting work-life balance among employees in the hotel sector. This instrument will consist of several sections, each targeting specific variables identified in the research objectives organization as time management, salary, workload, and work-life balance. Since the present study will involve the use of self-report questionnaires, there is a need to establish the reliability and validity of the measures employed in this research. For example, standard time management scales will evaluate the current tendencies towards time management in the workplace, as well as focus on the employees' ability to prioritize tasks and the general organization of their work schedule; the questions regarding the salary will prompt the employees to compare the current rate of payment they receive with the actual amount of work and the extent of responsibilities within the given role.

However, to make the instrument more comprehensive, demographic questions will also be included in the instrument, which will require the respondents to indicate their age, gender, position in the hotel, and number of years of experience in the hotel industry, among other qualities. The demographic data will produce a better understanding of the effects of various characteristics of employees on the work-life balance results. As for the data gathering tool, the use of the online questionnaire is most appropriate as it can easily be accessed even with the peculiar working hours provided in the hotel business. Therefore, using a structured and well-designed questionnaire as the research instrument the study seeks to answer the research questions through statistical data and make input into the established Work-Life balance literature, especially within the hotel industry.



### ***Data Collection Technique***

Data collection techniques play a vital role in the success of any research study, as they significantly impact the quality and reliability of the data obtained. In this research, which examines the relationship between time management, salary, workload, and work-life balance in the hotel sector, a structured questionnaire will be the main tool for gathering data. This questionnaire will be crafted to collect quantitative information from hotel employees about their experiences and views on these key factors. By using a structured format, the study ensures consistency in responses, making statistical analysis more straightforward. It will also incorporate validated scales to effectively measure each variable, enhancing the reliability and validity of the data collected.

To encourage participation and ensure a representative sample, multiple channels will be utilized for data collection. Online surveys will be sent out through email and social media platforms, allowing employees to respond at their convenience. This flexibility is crucial in the hotel industry, where employees often have irregular hours and shifts. Additionally, reminders will be issued to boost participation and improve response rates. Throughout the data collection process, ethical considerations such as informed consent and confidentiality will be strictly maintained, fostering trust, and encouraging honest feedback from participants. By employing these techniques, the research aims to gather comprehensive data that accurately reflects the experiences of hotel employees, thereby enhancing the study's validity and relevance.

### ***Data Analysis***

The data collected through the structured questionnaire will be analyzed using regression analysis techniques to identify the relationships between the independent variables (time management, salary, workload) and the dependent variable (work-life balance). Specifically, the following statistical procedures will be employed.

#### ***Regression Analysis***

Regression analysis will be used to model the linear relationship between each independent variable and work-life balance. This will help determine the strength and direction of the association between factors like time management, salary, workload, and work-life balance.

#### ***Multiple Regression Analysis***

Multiple regression analysis will be conducted to examine the combined effect of time management, salary, and workload on work-life balance. This technique allows for the assessment of the unique contribution of each independent variable while controlling for the others.

The results of the regression analyses will be interpreted in terms of the coefficient of determination (R-squared), which indicates the proportion of variance in work-life balance explained by the independent variables. Statistical significance will be evaluated using F-tests and t-tests, with a significance level of 0.05 ( $p < 0.05$ ) considered as the threshold for determining meaningful relationships.

### ***Summary***

This study employs a quantitative research design to investigate the relationship between time management, salary, workload, and work-life balance among hotel employees in the Kuala Lumpur region of Malaysia. A structured questionnaire will be used as the primary data

collection instrument, targeting a sample of 291 employees from a population of 1,200 individuals working in five-star hotels. Stratified random sampling will be used to ensure representation from various employee groups based on factors such as job role, experience level, and department. Online surveys will be distributed through email and social media platforms, with reminders sent to encourage participation and improve response rates. Ethical considerations, such as informed consent and confidentiality, will be strictly adhered to throughout the data collection process. The collected data will be analyzed using regression analysis techniques, including simple regression to model the individual relationships between independent variables and work-life balance, as well as multiple regression to examine the combined effect of time management, salary, and workload on work-life balance. The results will be interpreted based on the coefficient of determination (R-squared) and statistical significance tests, to provide insights into the factors influencing work-life balance in the hotel industry.

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