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FACTORS AFFECTING WORK LIFE BALANCE AMONG 4 STAR HOTEL EMPLOYEES IN KUALA TERENGGANU

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Abstract:

Work-life balance describes the balance between an individual's work life and personal life, the ability to remain productive throughout work obligations including family, leisure, and self-care. However, working in hospitality industry sectors presents a multifaceted challenge because it is subject to non-typical 24/7 operational requirements and an unstable environment. The nature of the industry necessitates that employees work evenings, weekends, and holidays, leaving little room for the typical work-life balance. Thus, the objectives of the study are to investigate the factors that affect work life balance among 4-star hotel employees in Kuala Terengganu. A questionnaire-based quantitative study was carried out with 175 respondents. The data collected was analyzed with multiple regression using SPSS 27 to determine the factor of job satisfaction, good commitment and personal time management

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towards work life balance. The results show that job satisfaction, good commitment and personal time management have significance influence on work life balance and the most influential factor among these three factors was personal time management. Therefore, the hotel employees who experience higher job satisfaction, demonstrate stronger commitment to their organization, and manage their personal time effectively are more likely to maintain a better balance between their professional and personal lives.

Keyword:

Good Commitment, Hotel Employee, Job Satisfaction, Personal Time Management, Work Life Balance



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Introduction

The definitions of work-life balance have widely discussed in modern literature. Greenhaus and Allen (2011) and Kalliath and Brough (2008) define work-life balance as finding a balance between work and personal activities. The personal activities or obligations in this study may include family, health, and leisure. The work-life balance requires good time management based on personal preferences rather than allocating equal amounts of time for both domains. The study also emphasizes the importance of searching for the balance that allows a person to devote themselves to their work without risking their own health and relationships with loved ones. This definition is also supported by Mikolajczyk (2021) that highlights achieving a good work-life balance does not indicate an equal distribution of time between an individual's professional and personal life. It rather calls for intentional allocation of time and energy based on one's priorities and needs (Greenhaus & Allen, 2011; Kalliath & Brough, 2008). This balance is crucial for job satisfaction, mental health, and physical health by minimizing burnout and pressure from excessive work. Getting a satisfactory work-life balance is vital for employees' health, decreasing stress and burnout, and enhancing job satisfaction and performance (Rahmadani et al., 2023; Wambui et al., 2017).

However, finding this balance is challenging for people who work in hospitality industry. This is because the industry is often busy, schedules are unpredictable, and customers expect high levels of service (Prentice et al., 2024; Widjaja et al., 2024). Thus, building relationships and adhering to regular routines can be difficult for front-line employees, such as servers and receptionists, who frequently must put up with fluctuating hours (Sharma & Gupta, 2024). As a result, these workers struggle to maintain a regular daily schedule and often struggle to find time for family, social, and personal activities (Prentice et al., 2024). Widjaja et al., (2024) also emphasizes in the study where the employees' unpredictable schedules complicate the planning

of family obligations and lead to stress and exhaustion as they struggle to strike a balance between work and leisure activities. This constant adjustment can lead to a sense of instability in their lives that make it harder to achieve a healthy work-life integration and diminishing overall job satisfaction (Sharma & Gupta, 2024). The impact of work life balance on improving employee performance has been demonstrated by Rahmadani et al (2023), Windika and Agus (2022), Muliawati and Agus (2020), Bataineh (2019) and Dousin et al (2019). All the data shows that work life balance significantly influences employee performance. This is because, when workers are pleased with their work-life balance, it can influence their performance.

On the other hand, employee performance is significantly impacted by an unstable work-life environment. This is where work-life imbalances directly degrade employee engagement and operational productivity (Adrizal & Saladin, 2025). Additionally, a hotel employee's work-life stability is heavily compromised by irregular long hours, seasonal shifts, and intense emotional labor (Konijeti & Tiwari, 2022; Roy, 2025). These irregular and extended hours routinely spike during peak occupancy or festive seasons. The situation will be forcing employees to work substantial overtime to meet high service standards, which often triggers emotional exhaustion, psychological distress, and burnout during operational shifts. Extended working hours, heavy workload, erratic shift duties, and handling demanding customers have become the characteristics of hospitality industry jobs (Chandran et al., 2019). High levels of work involvement might lead to increased stress and decreased commitment from employees and those employees that prioritize spending time with their families over work may experience higher absenteeism and lower performance (Wolor et al., 2020).

Employees' work-life balance might also be influenced by their own inactivity. As a result, the organization must address employees' work-life balance in terms of job and personal or family responsibilities, ensuring that employees focus on their work and make good use of their personal time (Rawat & Dani, 2024). Due to heavy workload, extended working hours, erratic shift duties and so on, the employees might not fully perform their job as their perspective in work has changed (Prentice et al., 2024). The perspective of a normal worker is different from the hotel worker where their shift and scope of work are different from other office workers (Wong & Ko, 2009). Hotel workers have a variety of shifts from early morning until late night (Prentice et al., 2024). Based on the research by Lahap et al., (2022), the majority of respondents reported working longer hours than they were intended to, which resulted in exhaustion, loss of focus, low productivity, and lack of desire.

Work-life balance is crucial for hotel employees, as the hospitality industry is notoriously demanding, often requiring long hours, erratic shifts, and constant availability to fulfill guest needs (Prentice et al., 2024; Rawat & Dani, 2024). This environment can cause major stress and burnout, so it is essential that employees learn how to emphasize their well-being and professional obligations (Prentice et al., 2024). Understanding work-life balance allows hotel staff to implement self-care and healthy habits for themselves. All these habits are the main reasons for staying mentally and physically sound in a fast-paced environment like hotel industry (Rawat & Dani, 2024). Furthermore, companies that promote work-life balance through flexible hours and mental health resources show higher levels of employee satisfaction and retention (Prentice et al., 2024). Let alone the mental health in the hotel industry has regain attention recently since it is not only being view as employee welfare issue but as a critical organizational performance factor (Amin et al., 2026, Mohamad et al., (2025) and Wong et al., (2025). Finally, developing work-life balance knowledge enables hotel employees to cultivate a sustainable pace of life that positively influences both their personal life and job performance.

Thus, improving firm service quality and reaching greater efficiency in the hospitality segment (Prentice et al., 2024; Rawat & Dani, 2024).

Highlighting work-life balance and fostering a supportive work environment substantially boosts job satisfaction. This situation helps organizations reduce turnover intentions and retain top talent (Chaiyapruksayanonde & Ponchaitiwat, 2025; Maharani & Tamara, 2024). By maintaining this high degree of talent density, it not only builds a competitive workforce but also sustain valuable time and financial resources. Additionally, when employees display strong capabilities and high job performance, they are better equipped to deliver outstanding service quality to their clients. This reliable service performance is an essential driver of positive customer experiences and overall customer satisfaction (Asgeirsson et al., 2024). As stated by Sim and Alias (2024), referencing the study conducted by Al-Suraihi et al. (2021), in this context, Malaysia records the third-highest voluntary turnover rate at 9.5%. Based on the results, it makes Malaysia is the second-highest rate of voluntary turnover at 6.0% in Southeast Asia. According to the labour force survey report for the first quarter of 2024 by the Department of Statistics Malaysia (2024), it was noted that Terengganu's unemployment rate rose to 4.6% in the fourth quarter of 2023. While in the first quarter of 2024, the unemployment rate in Terengganu decrease to 4.2%. Therefore, it is important to ensure that employees are satisfied with the job in order to retain employment in the hospitality industry,

Literature Review

This study strategically incorporates job satisfaction, good commitment, and personal time management as a main area of concern to provide a holistic model of work-life balance within the hotel industry. This is because hospitality industry are characterized by irregular shifts and high emotional labor. Thus, sustaining work-life balance requires a combination of supportive organizational structures and proactive individual behaviors. In this framework, job satisfaction reflects the employee's positive evaluation of their working conditions that can minimize the psychological spillover of workplace stress into their personal lives. Concurrently, good commitment provides an emotional anchor. This strong relational bond builds resilience, buffering employees against the chronic burnout during peak demand seasons. However, because external hotel schedules remain intrinsically rigid, personal time management acts as the important behavioral component that empowering employees to compartmentalize and prioritize their off-duty hours. Together, these three variables demonstrate that achieving a work-life balance in hospitality industry is a synergistic effort. This effort especially relies equally on the hotel fostering a supportive psychological environment and the employee exercising effective personal agency.

Work-Life Balance

The concept of work-life balance, traditionally defined as the equilibrium between professional obligations and personal life. This concept has evolved from a structural issue of physical time allocation into a complex, technology-driven integration. The history of work-life balance begins in the industrial era, where the early interventions from the companies at that time. For example, the W.K. Kellogg Company's 1930s initiate of six-hour shifts for their employees' workday. This shift focused mainly on mitigating physical fatigue to improve employee productivity and morale (Kutaula et al., 2024; Leuhery et al., 2024). This initiative demonstrated that reducing working hours could maintain the productivity while allowing employees to engage with their personal activities (Hunnicut, 1992). Although the term work-

life balance did not coined until the late 1970s, but the Kellogg initiative is widely recognized as one of the earliest examples in promoting a healthier balance between work and personal life.

Addition to the early implementation of the concept of work-life balance, the subsequent mainstreaming of the concept in the 1980s addressed demographic changes and work-family conflicts. These contemporary frameworks navigate a "boundaryless" landscape accelerated by remote and hybrid working models (Brough et al., 2024; Zaitouni et al., 2024). Consequently, modern workplace dynamics have shifted from a rigid division of hours toward a fluid "work-life fit". The situation requires workers to actively manage digital penetrability and maintain psychological disengagement from constant technological connectivity (Atallah et al., 2026).

Moreover, Rosabeth Moss Kanter's seminal work *Work and Family in the United States* (1989) played a critical role in advancing research and policy on work-life balance. At first, such programs were targeted toward working mothers only. But contemporary work-life balance strategies are more comprehensive which addressing a broader range of personal obligations (Munn, 2013). Additionally, Munn (2013) highlights that work-life balance is intrinsically personal, and that what works for one individual may not be suitable for another. As a result, managers face challenges in accommodating varying employee needs. The study in Malik et al. (2019) identifies the top three workplace concerns include pay, benefits, and work-life balance. Consequently, Anisha and Melvin (2020) further link work-life balance to employee engagement and satisfaction in both personal and professional domains. The three main dimensions of work-life balance are time balance, engagement balance and satisfaction balance. The time balance refers to the equal time spent on work and non-work roles. The engagement balance is equal psychological involvement in both domains, and the satisfaction balance is referring to equal satisfaction derived from work and personal life. Achieving these balances helps employees' function effectively at work and home with minimal conflict (Abeykoon and Perera, 2019).

Job Satisfaction

Job satisfaction is a critical component of organizational behavior and employee well-being. It reflects how individuals feel about their jobs and influences their commitment, productivity, and intention to remain with the organization (Wang and Feng, 2003). According to Herzberg and Mausner's Two-Factor Theory, job satisfaction arises from intrinsic motivators such as recognition, achievement, the nature of work, and responsibility (Amrullah & Nasution, 2025; Gazi et al., 2025). Conversely, according to Gazi et al., (2025) dissatisfaction stems from extrinsic "hygiene factors" such as company policies, supervision quality, pay, working conditions, and interpersonal relations (Amrullah & Nasution, 2025).

The classic theoretical division in hospitality industry is deeply connected with employees' work-life balance. Even the "hygiene factors" presence did not necessarily create satisfaction or motivation, but their absence are directly will caused employees to feel dissatisfied. Recent empirical studies suggest that hospitality working condition that characterized by long shifts, emotional labor, and irregular weekend hours are directly challenge these "hygiene factors". When organizational policies fail to accommodate family and personal obligations fairly, severe work-life imbalance occurs that acting as a major source of job dissatisfaction (Saito et al., 2025; Widodo & Safitri, 2024). Consequently, modern hospitality literature increasingly treats work-life balance as an important hygiene factor.

Roy (2025) demonstrated that structured work-life balance practices directly influence organizational identification and subsequent job satisfaction. This is supported by contemporary models that emphasize work-life balance satisfaction as a critical pathway to reduce employee burnout and enhancing overall service delivery (Gheorghe et al., 2025; Saito et al., 2025). Therefore, the strategic design of both intrinsic and extrinsic incentives substantially shapes how frontline employees perceive their workplace. This strategic design directly encourages higher retention rates, reduced absenteeism, and superior service delivery.

Good Commitment

Strong organizational commitment is essential for maintaining employee performance and reducing turnover. According to Hutagalung et al. (2020), employees display greater commitment when management treats them fairly and values them as essential assets at the same time. This is also supported by Bataineh (2024) that emphasizes emotional attachment to an organization associated with positive work behaviors. Not to mention supportive management practices that cultivate employee happiness, engagement, and long-term loyalty. These are very important, especially in the demanding hospitality industry (Hasanein and Ayad, 2024).

Moreover, dedicated employees contribute to customer satisfaction, sales, and service quality. Mohsen (2015) found that employees with strong commitment were less likely to resign and had lower absenteeism. This level of dedication is often supported by positive workplace atmospheres, managerial support, and appropriate recognition (Camilleri et al., 2023). However, the hospitality sector's intense physical and emotional demands can challenge employee commitment. Those who are passionate about their work often maintain high performance levels despite these challenges.

Personal Time Management

The significance of time management has grown alongside increased work demands and global competitiveness. Personal time management is often recognized as an important individual factor that contributes to work-life balance by focusing on how individuals plan, prioritize and organize their time. It is crucial to effectively balance professional work and personal obligations. Garhammer (2002) defines modern life as being marked by task acceleration and multitasking. However, Macan (1994) and others focus on enhancing how employees allocate and control their time. Time management programs aim to improve efficiency and minimize stress by teaching employees how to prioritize tasks, create effective schedules and handle unexpected responsibilities.

Eilam and Aharon (2003) argue that while time itself cannot be managed, individuals can control how they utilize it. Practices like setting goals and keeping time logs help employees stay organized and productive. This is important, especially in the hospitality sector, where irregular shifts and long hours make time management essential in achieving work-life balance. Saad et al. (2024) found that even a 1% improvement in time management could improve performance by over 50%. Regarding gender, female employees with regular hours reported better physical and emotional well-being, strengthening the value of structured time (Cano et al., 2024).

Methodology

The study applied a quantitative descriptive research design. This design focused on gathering and interpreting numerical data to explain features of a population or phenomenon with no modifications to variables.

Population and Sample Size

This study adopted a straightforward two-stage sampling approach across a total population. The total population of this study is 312 employees which includes the Raia Hotel and Convention Centre and the Paya Bunga Hotel in Kuala Terengganu. The study also used purposive sampling to select these specific hotels due to their pertinent organizational profiles. Next, stratified random sampling was implemented within each hotel to select a representative sample. According to Krejcie and Morgan (1970) sample size table, the sample size of the study is 175 respondents. This combined method ensures that all hotel departments are proportionally represented that providing strong local accuracy at the same time (Bougie & Sekaran, 2025; Saunders et al., 2023).

Pilot Test

A pilot study has been conducted with a small test group of 44 respondents. It is important to ensure the survey questions were clear and reliable before starting with main data collection. The questionnaire was evaluated using a standard reliability test called Cronbach's alpha where any score of 0.70 or higher means the questions are consistent and dependable. As shown in Table 2, all four of the measured areas comfortably exceeded this requirement. The personal time management scored the highest (0.827), followed by job satisfaction (0.790), work-life balance (0.785), and good commitment (0.775). These strong scores prove that the survey is highly reliable, stable, and fully ready to be distributed to the main sample of 175 respondents.

Table 1: Reliability Statistics for Pilot Study

Measured Construct	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Satisfaction	0.790	0.797	6
Good Commitment	0.775	0.777	3
Personal Time Management	0.827	0.826	3
Work Life Balance	0.785	0.795	3

Data Collection Procedure

The study used self-administered techniques in distributing the questionnaires. Both online (Google Forms) and in-person distribution at the hotels were conducted in gathering the data. Personalized invitations, confidentiality guarantees, and reward offers were among the tactics used to increase response rates. Despite these benefits, self-administered surveys still have

flaws which include the potential for demographic biases and possibly lower response rates due to participants ignoring invitations. To guarantee a representative sample, researchers used weighting techniques and took these characteristics into account while analyzing the data.

Data Analysis

The data collected were analyzed using SPSS Statistics version 27. The Multiple regression was used to help achieve the objectives of the study which is to determine the factors and most influential factors that affect work-life balance of the 4-star hotel employees in Kuala Terengganu. Based on the data collected, 78.3% response rate was achieved from a total of 175 respondents.

Findings

The results of a structured questionnaire investigating the factors affecting work life balance among 4-star hotel employees in Kuala Terengganu were presented in this chapter. The study emphasizes the main contributing aspects by using multiple regression to better understand what affects their work-life balance.

Age, gender, years of experience, marital status, department, and educational background were just a few of the many attributed that make up the respondents' demographic profile. These attributed were carefully gathered to provide a comprehensive understanding of the composition of the sample population. It was essential to include such a wide range of demographic parameters to ensure that the sample represented a broad and representative cross-section of the target population. This is also to enhance the validity and generalizability of the study's conclusions. Although these demographic details were useful for placing the respondents in context, it is crucial to remember that the main focus of this study is not the demographic analysis per itself, but rather than the factors that have the greatest impact on work-life balance among employees of 4-star hotels in Kuala Terengganu. These factors help define the history of the workforce and show how different demographic groups may experience and resolve work-life issues.

Moreover, the demographic results provide insight into the lives of the hotel staff members who took part in the study who might have work-life balance issues. The result of the study shows that the largest age group of responses (26.3%) is 35–44 years old, closely followed by 25–34 and 18–24 years old. Given that many of them were probably in their prime working and family-raising years, this pointed to a comparatively mature workforce. The work-life balance for these individuals was extremely crucial who were probably balancing the obligations of parenting or caring for aged parents with the growth of their careers. The group's gender distribution in this study was nicely balanced considering 59% of the group being male and 41% being female. Even though both sexes were impacted by work-life demands, but the expectations and experiences might be different. This is because usually, the women often have more family obligations compared to men.

The fact that 63% of respondents were married supports the notion that most of them are juggling work and family responsibilities. Regarding education, 38% have a degree, and the majority have at least a diploma or other educational level. This indicated a skilled and knowledgeable workforce that probably appreciates chances for advancement and support networks at work. In line with Kuala Terengganu's local demographics, the majority of

participants (89%) identified as Malay, and all (100%) the respondents are Malaysian. The largest respondents came from Food & Beverage department (31%), where this subject was well known for its extreme physical demands and irregular shifts. The fact that 27% of the respondents have worked in the sector for seven to ten years indicating a thorough understanding of it, albeit this duration may be linked to higher levels of fatigue or burnout. Finally, 22% of respondents came from part-time jobs and internships, while 78% of respondents were full-time employees.

Table 2: Multiple Regression Analysis Results

Variables	R Square (R ²)	Standardized Beta (β)	t-Value	p-Value
Job Satisfaction		0.263	3.421	< .001
Good Commitment		0.157	1.950	< .001
Personal Time Management		0.414	5.465	< .001
Overall Model Fit	0.478			< .001

A multiple regression analysis was conducted to examine the influence of Job Satisfaction, Good Commitment, and Personal Time Management on Work Life Balance. The model was statistically significant, $F(136) = 40.671$, $p < .001$, and explained approximately 47.8% of the variance led to Work Life Balance ($R^2 = 0.478$), indicating a moderate to strong model fit. The other 52.2% is explained by other factors that are not included in this study.

Among the predictors,

- Job Satisfaction had a significant positive effect on Work Life Balance ($\beta = 0.263$, $t = 3.421$, $p < .001$).
- Good Commitment showed a positive but marginally significant effect on Work Life Balance ($\beta = 0.157$, $t = 1.950$, $p < .001$).
- Personal Time Management has the strongest positive effect on Work Life Balance ($\beta = 0.414$, $t = 5.465$, $p < .001$).

It shows that Personal Time Management has a higher beta value than other variables indicating a stronger influence on the Work Life Balance.

Discussion

This chapter discusses the study's findings regarding the factors influencing work-life balance among employees of 4-star hotels in Kuala Terengganu. The findings offer significant insights into the specific challenges faced by hospitality professionals in this domain, in comparison to previous studies and pertinent concepts. According to the study, the most significant variable influencing work-life balance was personal time management.

The ability to manage their personal and professional lives was also significantly influenced by several other critical factors. These include demanding work schedules, inconsistent shift patterns, a lack of organizational support, extended workdays, and obligations to the family. The long and unpredictable working hours were one of the main problems discussed. It is challenging for many hotel workers to have a healthy social life or spend time with their families because they must work late at night, at the weekends or even on public holidays. This result was in line with previous study which found that long hours and rigid scheduling commonly cause work-life conflict for hospitality employees (Wong and Ko, 2009). Those irregular shifts make it difficult for workers to spend time with their families, which increases stress and dissatisfaction. The employees also have difficulties managing their personal activities because of the unpredictable nature of work schedules which contributed to a sense of instability and diminished life satisfaction.

On the other hand, latest proof of the studies highlights that personal time management and work-life balance act as an important buffer against the hospitality industry's unique stressors. The main stressors that are emphasized are irregular shifts and high emotional labor. Research consistently shows that inadequate boundary management significantly exacerbates work-related stress. For instance, the study from Risnawati and Haryono (2023) found that the inability to balance work and personal time strongly correlated with elevated work stress and diminished productivity. The consequences of such stress are severe among hotel employees. Not to mention that the excessive workloads and a lack of time autonomy directly contribute to job burnout, which according to Salama et al. (2022) serves as a primary predictor of high turnover intentions in the hotel sector.

In contrast, when employees are able to manage their time effectively, the benefit for organization is quantified. This is often facilitated by supportive organizational programs to help in such situations. According to Kim et al. (2022), the perceived ease of utilizing work-life balance programs significantly mediates the relationship between a supportive workplace culture and reduced turnover intention. Furthermore, Park and Hai (2024) emphasize that when the organizational initiate flexible scheduling, it improves person-organization fit which eventually strengthens long-term commitment. Liu et al. (2021) also emphasize that effective work-life balance practices significantly enhance organizational commitment. Especially for demographics managing heavy family obligations. Finally, this body of evidence shows that mastering personal time and boundary management, together with systemic organizational support, remains an indispensable requirement for sustaining productivity and employee well-being in the hospitality industry.

The findings of this study also indicate that organizational commitment is one of the factors that contributes to work-life balance among employees of four-star hotels in Kuala Terengganu. Employees who demonstrate higher organizational commitment are more likely to manage the demands of their work and personal lives effectively. This may be because committed employees have a stronger emotional attachment to their organization, enabling them to cope better with work-related challenges while maintaining a healthy balance between their professional and personal responsibilities.

This finding is consistent with previous studies that reported a positive relationship between organizational commitment and work-life balance in the hospitality industry. Deery and Jago (2015) found that supportive working conditions, including flexible work arrangements and employee-centred human resource practices, increase employees' job satisfaction and

organizational commitment while reducing turnover intentions. Similarly, Kim et al. (2022) reported that employees who perceive strong organizational support for work–life balance develop higher affective commitment and are less likely to leave the organization.

The current results also suggest that committed employees are more willing to adapt to the demanding nature of hotel operations. The nature that always being found in hotel operations includes shift work, long working hours, and peak-season workloads. The employees are able to manage work responsibilities without allowing them to negatively affect their personal lives because they feel valued and supported by their organization. This shows that organizational commitment can act as a psychological resource that helps employees maintain a healthier work–life balance despite the challenges of the hospitality industry.

These findings also highlight the importance of strengthening employees' organizational commitment through supportive leadership, fair management practices, flexible scheduling, and employee well-being initiatives. When employees feel emotionally connected to their organization, they are more likely to achieve a satisfactory work–life balance. Positively resulting in higher job satisfaction, better work performance, and lower turnover intentions.

It's undeniable that every hotel department has unique challenges with the work-life balance. Employees at the front line, for example, frequently deal with constant guest engagement, which can be emotionally taxing, and physical tiredness. On the other hand, back of the house employees also work in high-pressure settings. They need to complete duties on time and follow precise cleanliness regulations that can lead to physical and emotional stress. Not to mention sales and marketing staff who always need to reach revenue goals and attend events after work. They need to face all this pressure despite of having more regular schedules. These departmental variations suggested that rather than using a one-size-fits-all strategy, work life balance involvement should be customized to the unique requirements and characteristics of each department.

The results of the study also support a positive correlation between the factors and work-life balance. But the strength of these associations is only modest. Thus, it may not be possible to draw the conclusion that these are the most important elements influencing work-life balance in the hotel sector. The findings for multiple regression analysis's beta values are also in line with correlation results. The values are insufficiently high to suggest a dominant or highly influential effect. This implies that although work-life balance is influenced by job satisfaction, good commitment, and personal time management (47.8%), the other organizational or external factors might be more important (52.2%).

This is supported by a study from Xueyuan et al. (2023), which discovered that other factors such as family support, financial and non-financial benefits, career development opportunities, and workplace flexibility were better indicators of work-life balance among hotel staff. Their study found that workplace flexibility was the most important aspect that highlighted the value of flexible work schedules. This encourages management techniques in improving employees' capacity to successfully manage their personal and professional life. Higher statistical values for these variables were also observed in the findings of Xueyuan et al. (2023). This finding indicated that organizational policies and support systems might have a bigger influence on work-life balance than only individual-level factors.

Conclusion

Based on the findings of this study, there is a clear indication that job satisfaction, good commitment, and personal time management have a significant influence on work-life balance for 4-star hotels' employees in Kuala Terengganu. This suggests that hotel employees who experience higher job satisfaction, demonstrate stronger commitment to their organization, and manage their personal time effectively are more likely to maintain a better balance between their professional and personal lives.

Among the three factors studied, personal time management emerged as the most influential factor that impacts work-life balance. It shows that hotels' employees must place great importance on how they allocate and manage their time between work responsibilities and personal commitments. This finding reflects the increasing awareness among hotel employees about the need to maintain quality time with family and friends, despite the demanding nature of the hospitality industry. It also underscores the role of individual responsibility and discipline in achieving a healthy work-life balance.

While this study confirms that work-life balance is positively impacted by job satisfaction, good commitment, and personal time management among employees of Kuala Terengganu's 4-star hotels, it also highlights the need for future research to take a broader range of organizational and structural factors into account. For example, the different setting of location in conducting the study might produce different results. Moreover, work-life balance in the hotel industry may be better understood by considering factors like flexibility, support systems, and advantages related to compensation.

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