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THE IMPACT OF WORK-LIFE QUALITY ON HOTEL EMPLOYEE PERFORMANCE

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Abstract

The purpose of this research is to identify the impact of work-life quality on hotel employee performance. This study used a quantitative approach. Primary data was collected through a survey using face- to- face questionnaire to 134 hotel employees. Data were analyzed with descriptive statistics, correlation, and regression using SPSS. The result indicated that work-life quality has a significant influence on employee performance with a value of 34.1 percent, in which both showed a moderate correlation but were significant and positive. This implies that the higher the work-life quality, the higher the employee performance will be, and vice versa. This study implication presents recommendations for the hotel industry specifically on how to keep the company competitive advantage through work-life quality and employee performance. To add, this study also contributes to the human resources literature in the hospitality context.

Keywords: employee development, employee performance, hotel employee, quality work of life.

Abstrak

Tujuan penelitian ini adalah untuk mengindentifikasikan pengaruh work life quality terhadap performance pada karyawan hotel. Studi ini menggunakan pendekatan kuantitatif. Data primer diambil melalui survei menggunakan kuesioner secara tatap muka kepada 134 karyawan hotel. Data kemudian dianalisis menggunakan statistik deskriptif, uji korelasi dan uji regresi dengan SPSS. Hasil penelitian menunjukkan bahwa work life quality secara signifikan mempengaruhi employee performance, dengan keduanya yang memiliki hubungan yang moderat namun positif. Hal ini menandakan bahwa semakin tinggi work life quality, maka akan semakin tinggi employee performance, dan begitu juga sebaliknya. Implikasi studi ini adalah memberikan rekomendasi bagi industri hotel tentang bagaimana menjaga keunggulan kompetitif perusahaaan melalui faktor work life quality dan employee performance. Selain itu, penelitian ini juga berkontribusi terhadap literatur sumber daya manusia di bidang hospitaliti.

Kata kunci: *pengembangan karyawan, performa karyawan, karyawan hotel, kualitas kehidupan kerja.*

INTRODUCTION

Colliers International predict that the competition in the hospitality industry in Indonesia was getting tougher and even more throughout the upcoming year (Fer, 2018). In fact, STR Global showed that Indonesia received an additional 55,000 rooms with a total construction of 300 new hotels in the period 2018 to 2023 (Kusumawardhani, 2017). Even during the worldwide Covid-19 pandemic, Indonesia's accommodation business in 2022 had an increase of 7.73% from 2021 with room availability reaching 788,982 rooms (BPS, 2022). This led Jakarta to become the third largest city in Asia in terms of room availability according to STR Global in the Hotel Supply Development report (MLDSpot, 2018). The development of hotels raises competition to encourage management to create a competitive advantage (Susanti, 2015). According to Lenggogeni & Ferdinand (2016), competitive advantage is a position where a company dominates a business competition. Therefore, one of the most important aspects of developing a company's competitive advantage is by improving the quality of human resources (Nurbiyanti, 2014).

Human resources can be used as a determinant for the progress or decline of the company and can create the effectiveness and productivity of the company (Devita, 2017). According to Guswandy (2018), to create effective and influential human resources for the company, a good work environment, training, support, enthusiasm, and facilities are needed for employees, where this will encourage employee performance.

Leonard (2019) stated that good employee performance can create a positive work environment, where employee morale in the company will increase and can indirectly create high-performing employees with positive benefits for the company. The work environment is not only physical but also all members of the organization in it (Indriyani & Dewi, 2020). A positive work environment can increase work morale but if the work environment is negative, it can reduce work morale. An organization will keep growing when the workers are motivated and their expectations are met even in the worst of events (Njuguna, Maingi, & Kiria, 2021).

Several studies found that employee performance can be managed through various factors, one of them being work-life quality (Tho, Phong, & Quan, 2014; Askari et al., 2016; Bindi & Dharmaraj, 2017). They found that work-life quality positively impacts the performance of employees, including their productivity and loyalty to the company. To add, when work-life quality was not well managed by a company, as such employees feel work stress in the workplace, which can lead to higher employee turnover intention (Wiastuti, Stevani, & Moerti, 2022) as well as their behavior doing more cyberloafing during working hours (Wiastuti, Prawira, Yulianti, 2022). This is why working environment quality, including work-life, and employee performance are crucial parts of human resources management. Thus, this study aims to identify the impact of work-life quality on hotel employee performance.

LITERATURE REVIEW

Work-Life Quality

Work-life quality is defined as an overall condition, both material and non-material, as a part of an employee's career journey (Bindu & Yashika, 2014). According to Stone (2014), quality of work life involves the implementation of human resource management policies and designed plans to improve organizational performance and employee welfare, which includes management systems, freedom to make decisions, benefits and wages, workplace conditions, safety, and job satisfaction. In addition, work-life quality considers a process within the organization that supports every employee from various levels to actively participate in organizational programs and environments (Acharya & Siddiq, 2017).

Referring to Huda (2017), there are four factors that can be used to measure work-life quality, which are the employee development factor, motivational factor, fairness factor, and occupational stress factor. Employee development is an important factor that can have an influence on the development of employees and the organization as a whole, and also plays a role in motivational factors and helps employees to develop themselves according to changes in the surrounding environment (Mohan & Gomathi, 2015). Motivational, on the other hand, is defined as a process to initiate, guide, and maintain behavior in accordance with certain goals, which basically will lead individuals to take action in meeting goals, needs, or expectations (Gopalan et al., 2017). Fairness is a willingness to sacrifice a material for the sake of creating great equality (Blake, et al., 2015). Occupational stress is defined as a physical and psychological effect on a person which can be in the form of mental, physical, or emotional stress at work, but can also be tension in situations or factors that cause stress according to Lu et al (2015).

Employee Performance

Employee performance is defined as the quality and quantity of work results, work attendance, activeness and willingness to help, and the results of employee work progress (Shahzadi, et al., 2014). This is also the result obtained and completed at work, which is used as a guideline to pursue targets at work (Anitha, 2014).

Referring to Rivai in (Ataunur & Ariyanto, 2015), there are six factors that can be used to measure employee performance, which are work ability, work quality, work quantity, loyalty, initiative, and cooperation. Ability to work is defined as the ability of an employee personally in completing the responsibilities or tasks assigned. The quantity of speed of completing work is defined as the ability to complete work according to the time and targets given to individual employees. Accuracy is the completion of work where neatness, accuracy, and skills can be achieved according to the expected targets and produce the expected work results. Loyalty is associated where individual employees can prioritize tasks related to the interests of the company with time targets and results set with goals for the company. Initiatives are linked where there are employees who have the desire to improve their abilities and work results aimed at the company. Cooperation is the ability where the employee can maintain relationships between co-workers or colleagues, either internally or externally related to the company. where the employee can receive and give opinions or decisions from his surroundings.

In the hospitality context, previous studies found a relationship between work-life quality and employee performance. A study by Indriyani & Dewi (2020) on the local small food industry found that the working environment significantly influenced individual performance at work. These working environments include working facilities, working atmosphere, and relationships with other colleagues. Another research by Oeynardi & Limbing (2020) on the national brand hotel with the respondent of a hotel employee in food and

beverage service only, shows a positive and significant impact of work standardization on employee performance. To add, for employees of the five-star hotel resort concept, Teja & Oktavio (2020) study found that career prospects positively and significantly influence job performance. However, on the flip side, the study of Foanto, Tunarso & Kartika (2020) explored the object of three-star hotel employees. They found that work-life balance has no significant impact on the employee performance. To sum up, work-life quality and employee performance seem to show a relationship, particularly in the hotel context, however, whether employee performance is influenced or is not influenced by work-life quality is still a problem that should be further investigated as different studies led to different results.

METHODOLOGY

This study considers quantitative research. Since the research was specified in one hotel company, thus the research population is all hotel employees which are 201 persons with the employment status of the contract, apprentice, and permanent staff. Daily workers or part-time are excluded from the population. Sampling calculation was applied and remain 134 employees or equal to 66.7% that became the research sample. The sample was chosen based on random sampling, considering the situation in the working environment and attendance at the time of data collection.

Data was obtained through face- to- face survey using a printed questionnaire in the Indonesian language. Data were calculated with descriptive and regression analysis using SPSS software. There are two variables in this study. First is the work-life quality (WQ) that act as an independent variable, adopted from Huda (2017), consisting of four dimensions and 20 items. Second is employee performance (EP) that act as a dependent variable, adopted from Rivai (2010) and Ataunur & Arianto (2015), consisting of six dimension and 13 items. All 33 items were measured using a Likert scale with five strongly agreeing to one strongly disagreeing. The research framework can be seen in Figure 1, with one hypothesis.

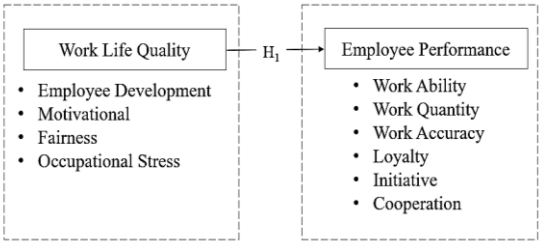


Figure 1. **Research framework**

H_1: Work-life quality has a significant impact on hotel employee performance.

FINDINGS

The hotel object of this research is an international chain hotel, located in the most strategic location in Jakarta of Jalan M.H. Thamrin. The hotel was opened in 2012 and is classified as a five-star hotel that has more than 130 guest rooms with four room types. It has two food and beverage outlet to choose from, a spa, and a meeting venue.

Referring to Table 1, the majority of the participants are male (64.2%), aged below 31 years old (60.4%), single status (52.2%), part of Rooms Division (32.8%), and domicile in Jakarta (69.4%). Almost half of the respondents had been working in the recent hotel for one to three years (47.8%). In regard to employment status, 67.2% of participants in this study was having contract status. Before further analysis, all measurement items were tested for their validity and reliability. Data showed that 31 measurement items have rcount values (0.503- 0.903) that are greater than rtable value (0.214), thus it can be concluded that all items are valid (Morris, 2015). Further, based on Cronbach Alpha, the coefficient value is in the range of 0.744 to 0.758 which is greater than 0.6 meaning that all items are reliable (Siregar, 2014).

Referring to Table 2, the standard deviation value of all work-life quality measurement items is in the range of 0.57 to 1.35 meaning that the respondent provides a relatively diverse answer for the items in the questionnaire. The study found that employee shows their agreement with the majority of work-life quality. In terms of employee development in work-life quality, the employee tends to strongly agree that the company provides proper compensation in accordance with the living standards, either in the form of direct (WQ3 mean 4.68) or indirect (WQ4 mean 4.65) compensation. They show that they are satisfied with the reward system (WQ5 mean 4.46) that company applied. They also have the opportunity to learn more skills and knowledge in formal (WQ1 mean 4.44) and informal (WQ2 mean 4.49) ways.

In terms of motivational factors in work-life quality, respondents agree that they were satisfied with the support facility (WQ10 mean 4.25), safety (WQ12 mean 4.20), and working conditions provided by the company (WQ11 mean 4.27). To add, respondents did feel stability toward their employment in the company (WQ13 mean 4.31) and have good prospects of careers (WQ15 mean 4.30). Among all motivational factors of work-life quality, respondents give a mean of 3.22 for

WQ17, meaning that they neither agree nor disagree that the company implements standard allocations of working time. This was due to the nature of the hospitality industry, in this context the hotel, that have several working shifts, as such morning shift, middle shift, afternoon shift, and even night shift. Not to mention longer working hour should there is a special event or guest or unplanned event take place without prior notice.

In terms of fairness in work-life quality, respondents agree that companies implement good practices of justice, in the context of good governance or the way they treat their employees (WQ18 mean 4.30). In terms of occupational stress in work-life quality, respondent feels neither agree nor disagree with their stress level at work (WQ19 mean 3.05) despite the company providing them opportunities to apply their talents and skills (WQ20 mean 4.24).

Referring to Table 3, the standard deviation value of all employee performance measurement items is in the range of 0.54 to 1.28 meaning that the respondent provides a relatively diverse answer for the items in the questionnaire. The study found that employee shows agreement with the majority of their performance. In terms of work quality as a factor of employee performance, respondents agree that they are able to complete the given task (EP1 mean 4.43) at the same time as being responsible for their own job descriptions (EP2 mean 4.40).

In terms of work quantity as a factor of employee performance, respondents agree that they are able to complete the task based on the allocated target quantity (EP3 mean 4.39) in a timely manner or based on the given due date (EP4 mean 4.37). In terms of work

Table 1. Respondent profile

Demographic		n	%
Gender	Male	86	64.2
	Female	48	35.8
Age	Below 31	81	60.4
	31- 40	50	37.3
	Above 40	3	2.2
Marital Status	Single	70	52.2
	Married	64	47.8
Department	A&G	3	2.2
	Human Resources	4	3.0
	Loss Prevention	6	4.5
	Room Division	44	32.8
	Sales Marketing	10	7.5
	Kitchen	19	14.2
	Engineering	14	10.4
	F&B Service	23	17.2
	Finance	11	8.2
Domicile	Jakarta	93	69.4
	Depok	10	7.5
	Bekasi	11	8.2
	Bogor	11	8.2
	Tangerang	9	6.7
Length of work at recent hotel	< 12 months	44	32.9
	1-3 years	64	47.8
	3-5 years	20	14.9
	> 5 years	6	4.5
Employment status	Apprentice	11	8.2
	Contract	90	67.2
	Permanent	33	24.0

Table 2. Work-life quality items

	Items	Std. Dev	Mean
Employee Development			
WQ1	Opportunity to study formally	0.70	4.44
WQ2	Opportunity to learn informally	0.67	4.49
WQ3	Direct compensation according to the standard of living based on employment	0.57	4.68
WQ4	Indirect compensation according to the standard of living based on employment	0.59	4.65
WQ5	Satisfactory reward system	0.64	4.46
WQ6	Objective performance appraisal	0.64	4.43
WQ7	Harmonious or harmonious relationship with fellow employees	0.70	4.44
WQ8	A culture of sharing experiences among employees	0.66	4.41
WQ9	Employee participation in decision making	0.87	4.29
Motivational			
WQ10	Satisfied with the support facilities provided	0.71	4.25
WQ11	Satisfied with working conditions	0.75	4.27
WQ12	Satisfied with safety at work	0.78	4.20
WQ13	Feelings of stability and continuity of work in the company	0.76	4.31
WQ14	Contribution and activeness of employees in providing advice to the company	0.82	4.14
WQ15	Good career prospects	0.80	4.30
WQ16	The social view of the profession or work of employees	0.60	4.42
WQ17	Standard allocation of working time	1.27	3.22
Fairness			
WQ18	The practice of justice within the company	0.60	4.30
Occupational Stress			
WQ19	Stress-free work	1.35	3.05
WQ20	Opportunity to use skills and talents	0.64	4.24

accuracy as a factor of employee performance, respondents agree that they are able to provide work results in accordance with the standard required by the company (EP5 mean 4.36). In terms of loyalty as a factor of employee performance, respondents agree that they are willing to prioritize the company (EP6 mean 4.03) but without the need to work overtime and beyond the allocated schedule (EP7 mean 3.65). The result is in line with respondents' initiative as a factor of employee performance, in which they have the self-initiative to always enhance their performance (EP8 mean 4.39).

In terms of cooperation as a factor of employee performance, respondents agree that they are willing to give feedback or suggestion, or advice for the good of the company (EP11 mean 4.46)., to accept others' feedback (EP12 mean 4.45)., and to accept a different point of view or perspectives during workplace environments (EP13 mean 4.46). On the other hand, respondents also agree that they are able to have a good relationship with all departments (EP9 mean 4.37). as well as the external stakeholders (EP10 mean 4.40).

Table 3. Employee performance items

	Items	Std. Dev	Mean
Work Quality			
EP1	Able to complete the given task	0.54	4.43
EP2	Responsible for the job description	0.56	4.40
Work Quantity			
EP3	Able to complete the given work quantity	0.61	4.39
EP4	Able to complete the task in a timely manner	0.60	4.37
Work Accuracy			
EP5	Able to provide work results in accordance with the standard required	0.63	4.36
Loyalty			
EP6	Willingness to prioritize company	0.99	4.03
EP7	Willingness to work overtime and beyond the schedule	1.28	3.65
Initiative			
EP8	Have self-initiative to always enhance my performance	0.70	4.39
Cooperations			
EP9	Able to have a good relationship with all departments	0.66	4.37
EP10	Able to have a good relationship with external stakeholders	0.63	4.40
EP11	Willingness to give feedback or suggestion to the company	0.57	4.46
EP12	Willingness to accept others' feedback	.569	4.45
EP13	Willingness to accept different points of view or perspectives	0.57	4.46

Based on the correlation analysis, work-life quality has a positive and moderate relationship with employee performance. This can be shown from the statistical data of Pearson correlation value of .058 with Sig 0.00 lower than 0.05, meaning that the relationship does significant. Based on regression analysis, the result of the coefficient determination (R2) value is 0.34. These findings emphasize that work-life quality influences or contribute to 34.1% of employee performance. The remaining 65.9% of employee performance is influenced by other factors beyond this study context.

As for the hypothesis result using the t-test, the result found that the value of t_{count} is 8.26 and the t_{table} is 1.98, which means that the t_{count} is greater than the t_{table} value. According to Siregar (2014), if $t_{table} \leq t_{count}$, then H_0 is accepted but if, $t_{count} > t_{table}$, then H_0 is rejected. Thus, H_1 is accepted, which means that work-life quality has a significant impact on hotel employee performance.

CONCLUSION

The objective of this study is to identify the impact of work-life quality on hotel employee performance. From the findings, it can be concluded that work-life quality indeed brings a positive and significant influence on employee performance. This indicates that employee performance can be managed through work-life quality. It implies that if employee work-life quality was improved, then their performance will also improve. On the contrary, if employee work-life quality is decreased, then their performance will be decreased as well. Although work-life quality and employee performance show a moderate relationship, the influence is indeed significant from one to another. In other words, the higher the work-life quality, the higher the employee performance, and vice versa.

From this study, several recommendations can be initiated from the findings of items value to further dedicated for similar hospitality businesses. As to enhance work-life quality, companies are expected to maintain direct and indirect compensation for employees based on labor regulations. Another important strategy is to encourage all staff level to be able to raise their voice in providing feedback, advice, and suggestion, including complaints for the good of the company. This can be done through town hall meetings, for example, that should be held on a regular and periodic basis. By doing so, employees will feel appreciated by the company and enhance the opportunities to be part of the company's family environment. Next, the company should do its best to reduce the employee stress level at work. While personal stress is difficult to handle, at

least physical stress can be managed, as such providing a proper place to rest, including a recreation corner to relieve stress at work.

Meanwhile, to enhance employee performance, the company are expected to always provide training class for employees. It can be from the training content quality or from the schedule itself. Training topics should cover not only the technical skills related to hotel operations but also soft skills related to people management and even financial planning. By doing so, employees are given valuable opportunities to elevate their skills and knowledge while working at the same time. The company should keep in mind that 35% of employee daytime was spent in the hotel, thus providing a good and collaborative environment is crucial. Companies should also pay attention to avoid employees getting overtime or working beyond the given schedule. Unless an emergency or sudden event took place, try to be consistent with the schedule as employees might have to plan in advance for their future activities. The company should also consider holding employee gatherings or family gathering events, let's say on a yearly basis, to enhance the togetherness among employees from various departments.

There are some limitations in this study that led to future research recommendations. This study uses one hotel only as the research object, or in other words classified as a case study. It will be interesting to research more hotels and further do the analysis by considering the hotel classification, for instance, its brand (national hotel, international hotel), its location (city center, urban, resort, airport), star rating (star hotel, non-star hotel, five-star, four-star, three-star) or specified to one company that have multiple hotel brands (Marriott International, Accor Hotels, Hyatt Hotels & Resorts, etc). It is also worth studying using intervening variables, such as moderation or mediation. Demographic factors such as age, gender, length of work, and domicile can act as moderation for the research model. The result will provide depth understanding of the context of human resources in hospitality literature.

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