Work-life Balance Practices among Hotel Employees in SMEs:Multiple Regression Analysis

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Abstract: Achievingwork-life balance among organizational employees will generate the feeling of performingmore than their usual duties with targets and goals. Thereforethework-life balance has emerged and developed as a major theme at present.Employees are human beings with a set of emotions.Work-life balance of employees rapidly uprising in Hotel Industry and has created more stressful situations for the employees currently. In Sri Lanka hotel industry related businesses are facing several issues with employee attraction, with morale of the staff.The Hotel industry organizations are mostly suffering from matters such as low performance of employees, high absenteeism, high turnover, growing grievances, etc. This study adopts quantitative approach with simple random sampling technique. Eighty-eight respondents were participated to provide the primary data. A self-administered questionnaire was used as the data collecting instrument and this study employed descriptive statistical techniques, regression and correlation analysis in analyzing the data after confirming the validity and the reliability of the data set.And also researcher concerned the normality of the data set as well. In order to measure the work-life balance of the hotel industry employee researcher selected the three main dimensions of the work-life balance as job content, Personal factors, and Family factors. All three variables indicated a high correlation. Multiple regression analysis was used to learn more about the variables and how the work-life balance impacted employee performance in Hotel Industry.Moreoverthe fit of the regression model measured with ANOVA. The ANOVA confirmed that the model was significant. In addition to that the researcher concluded that developed three null hypotheses were rejected and accepted their alternatives.Finally,it was investigated that the hotel industry in Sri Lanka heavily depending on employee performance andinteraction withits workforce and work conditions. Based on the findings researchers have made three major suggestions to avoid wok-life balance imbalances as improve awareness and provide required facilities and assistance to maintain work-life balance, motivate employees ,build a discussion with the management and strengthening the work-life balance of the employees.

Keywords: Work-life balance,Multiple Regression, Hotel Industry, SMEs
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I. INTRODUCTION

Tourism has been developed recently as a major industry in the world and the growth of travel based on different purposes.Thesepurposes, have made the requirements of place to place stay that away from their usual homes and have directed towards the hotels. Therefore, currently the hotel industry developed as one of the significant and fundamental industries in most of the countries in the world. Butthe success of the hotel industry is heavily based on the quality of the service which provides to the customers, and at the same time quality basically depends upon the peoples who are involved with day to day operations. Hotel sector is a highly labor-intensive industry.Hence in order to get maximum benefits from the tourism industry, human resources would be treated as a key factor in the industry(Kacturi Arachchi,2012).

Problem Identification

With the time, The scope of the tourism industry has shifted from its traditional emphasis on other tourist attractions such as villa, theme parks and smaller scall attractions with hotel industry focus activities.Thereforehotels are expected employees' best possible productivity with loyalty and commitment to their operation process. But hotel employees are getting low salaries, low status, long hours working and seasonal unemployment.These factors havecritically affected the employee's lifestyle and this has become severe issue for the small business peoples who are in the hotel sector as operates service-orientedbusinesses.

Significance of the study

The concerns regarding human resource issues in tourism are highlighted by past researchers.These ideas explain how the tourism workforce plays a major role in determining the level of quality in tourism services.Especially how the tourism workers would be treated as a key factor in the industry.As all most all job characteristics of the industry are more pressure-driven, the possibilities to arise work-life imbalance situations are rather high. But since hotels are expected employees' best possible productivity with loyalty and commitment to their operation process, many of the hotels have started to rethink more about the Work-Life balance of the employees.

Research Questions

This study is expected to analyze the work-life balance and its impacts on employee performance of all the employees who are employed in the hotels'sectoroperating as Small and Medium Industry.Resarchersfocusestoidentify issues of Work-Life Balanceandfurthewr attention was given on the following research questions.

- Do imbalances in Work-Life relationship impact employees Performance of the hotel industry?
- What is the intensity of the variables?
- What is the causal relationship between variables?

Objectives of the study

The prime purpose of any hotel industry organization is to make sure the customer satisfaction in order to achieve ultimate goals and targets of the organization especially they are operating as SMEs, they targeting rising up to the standards to develop as top big hotels.

According to Deery (as cited in Mohanty, 2014), in order to make such an effective and productive environment, obviously, hotels will have to pay their attention to make sure a balanced work-life relationship within their employees. Therefore the objectives of this study areto :

- identify the Work-Life Balance and its impact on employee performancein hotel industry.
- measure the intensity of the variables and causal relationship
- to explain the variation in the dependent variable using the variation of the independent variables

II.   LITERATURE REVIEW

According to the Deery (as cited in Monathy, 2014), most of the hotel industry job characteristics are negatively affect to the hotel employees work-life balance (WLB) as they are being faced with round the clock work shifts with unsocial long hours, heavy workload shift duties, often low payments and low status within their existing jobs. It has become a very common phenomenon in the Hotel industry and this creates a consequential impact on their individual's lives, as well as on their respective families.

However, the employment practices pertaining to areas of Work-Life Balance are rated as the second most important on the basis of its ability to enhance employee productivity in Hotels (Peshave&Gujarathi, 2014). All though the responsibility of making sure balanced work and life relationship is not directly come to the management, currently many researchers show that it is an important area to be considered(Mohanthy,2014).At the same time most of the job characteristics of hotel industry, tend to negatively affect on the quality of family, psychological wellbeing, and health directly and indirect way (Beutell&Greenhaus as cited in Bednarska, 2012) according to some scholars work-life balance is possible to manage up to a certain extent, and impossible to avoid completely from the hotel industry. In 2012 Bednarska, has stated that this happens essentially with the hotel industry regardless of the country of industry. According to the view of Hughes, (as cited Bozionelos, 2007), poor WLB situations are occurred mainly due to the inflexible job characteristics of industry and ultimately it impacts employees' commitment and performance. Likewise many numbers of researchers have been proved that the

work-Life Imbalances are not a rare situation with the hotel industry and that is a common incident for the whole hotel trade. Hence study about the work-life balance of the hotel industry is important because it creates more stressful situations for the workforce of hotel industry.

At the same all through the tourism and hotel industry is one of the most important industry towards economic development, it makes number of drawbacks and work-family conflicts due to unbalanced work-life relationship.

Work-life balance

Work-Life Balance, can be defined here as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities in their day to day life. At the same time, Work-Life Balance has linked with other roles in other areas of Life (Shell, 2014).When employees are failing to manage their work and personal life in equal manner, many unexpected consequences can emerge.

Thus Work-Life imbalanced situations create more stressful and unsatisfied workforce within the organization that negatively affects the day to day operations of the hotels and ultimately affects the customers' satisfaction and organizational success as well (Kidd & Eller, 2012).

Hotel Industry

The hotel industry worldwide has developed as a global industry in which both customers and service providers are spread all over the world (Paper et al., 2015). According to the Mohajerni (as cited in Paper et al., 2015), the industry was known as one of the major contributors to many countries in different parts of the world. Thus hotel sector emerged as a subsection of the tourism industry that strengthened the business. The hotel industry in world has undergone a process of transformation that brought phenomenal economic expansion towards the world economy.

Thus hotel operators have to explore carefully especially in building unique and distinctive service features that able to meet and go beyond the customer expectation (Ahap&O'mohany as cited in Cleveland et al., 2007).According to the O'Neil (as cited in Farrell, 2015) the hotel industry is one of the most important and significant sectors which makes major contributions to the economic development of many different countries. The hotel industry is a people-centered and highly human contact industry where employees of each organization are an integral part of its customer experience and satisfaction.

The hotel industry is a completely labor-intensive industry.Competing successfully with rival organizations it is requiredsufficient number of employees.Currently, most of the organizations in the hotel industryconsidered human capital as one of the critical ones. The ability to acquire and retain a skillful workforce motivated them and develop employee engagement highly depend on the careers offered by different hotel organization (Bednarska, 2012).

As per the Failtee (as cited in Farrell, 2015), the hotel industry is an extremely people-oriented industry where employees essential to all most all aspects of day to day service sequence. Some scholars arguing that to increase the completive environment best HR practices most important and influential element (Cleveland et al., 2007,Boxall &Purcell as cited in Farrell, 2015,Paper et al., 2015).

Inherent Characteristics of the Hotel Industry

According to the Rowely (2001), the hotel industry has higher than average skill shortage, labor turn over and hard to fill vacancies (Deery et al., 2015). Moreover the hotel industry is heavily characterized by provision of services round the clock. At the same time as hotel industry is linked with seasonal nature, it is facing higher attrition rate as well as manpower shortage. This situation influence employees to take up the extra workload by working for long and unsocial hours and most of the time their duties are stretched to 16 to 24 hours at a go. This factor has important negative impact on balancing employee's career life and personal life since they do not get enough and sufficient time for their personal and social commitment. Thus they are trapped in scheduling conflicts and feel the pressures of multiple and multitask roles (Peshave&Gujarathi, 2014). As per the research by Magni (as cited in Peshave&Gujarathi, 2014), all most all employees are working in hotel industry experiencing poor working conditions thereby making their day to day jobs more stressful and challenging. This situation not only impacts on social and personal health of employees but also has a greater impact on their efficiency and productivity at large.

Hsieh (as cited in Mohanty&Mohanty, 2014), also argues that hotel employees are being faced with long and uncomfortable working hours, heavy workload shifts duties and managing demanding and difficult guests and customers have become a take for granted phenomenon in the hospitality industry.

People have difficulty working in different and multiple roles which leads to stress and dissatisfaction (Mohanty&Mohanty, 2014). Thus the resultant stress and dissatisfaction that hotel employees experience are associated with many numbers of issues relating to their work and family life (Faisal, 2015). Bidenka (as cited in Cleveland et al., 2007), argues that hotel industry has a huge variety of jobs and mostly operates on 24/7 basis. Thus in today's' competitive labor markets it is very difficult to find good people for their different kinds of jobs in suitable manner. Employees are not only looking for incentives and financial rewards but much lay emphasis on god treatment and working conditions as well.

By considering such kind of factors it is easy to understand that increased emotional exhaustion experienced by the hotel industry employees due to a number of problems faced including uncomfortable work schedules, the long work hours and heavy workload increase their intention to leave the organizations (Mohanty&Mohanty, 2014). Similarly research by the Netemeyer (2014), found that work-life conflict due to this kind of Inherent working characteristics increased employee's intention to leave the organization. Thereby creating greater stress levels for those left in the work environment as well. Therefore the concept of work-life balance is a core issue that essentially needs to be explored to reduce employee turnover and suggest an appropriate strategy to the HR manager of the hotels to attract and retain best talents within the organizations (Kidd & Eller, 2012).

Hughes (2007), suggests that the people able to manage career life effects on their personal life and personal life effects on their career life while giving same priorities to both factors is the employee work-life balance. According to Kidd et al., (2012), work-life balance is balancing the time which they have allocated for family life and career life in same manner.

Currently, work-life balance has emerged and developed as major theme during last two-three decades. With the emergence of factors such as economic uncertainty, organizational restructuring, increasing business competition have caused in intensification of the matter of work-life balance issues (Green as cited in Hughes et al., 2007). According to White (2003), when organizations trying to respond to such new conditions, they demanding higher performance and maximum commitment from their employees that might cause in compelled employees to work for longer hours with stressful working conditions and it may negatively impact employees both career and personal life. Indeed recent survey data suggest that pressure and influence on employees to work longer hours under inflexible and stressful working conditions is ever-increasing (Hughes et al., 2007).

Mostly negative experiences of work such as involuntary stress-driven work are correlated directly and indirectly to the quality of family life, psychological well-being, and to health of the employees (Mohanty&Mohanty, 2014). According to the Struges (as cited in Mohanty&Mohanty, 2014), a balance between work life and personal life is expected to exist when there is proper and good functioning at home with minimum of role conflicts.

The research by Smithson (as cited in Pichler, Social, & Jul, 2016), work-life balance is directly linked with dimensions such as working time, flexibility, employment/ unemployment, social security, family, fertility, migration, demographic changes, consumption, leisure time and so on. According to most of researches which is occupied with demographic trends such as aging, low fertility, migration as well as sustainable welfare provision and social security emphasize the structural component of work-life balance whereas approaches relating to personal circumstances, family arrangements and well-being focus on the individuals.Many researchers argue that is the individual's assessment of work-life balance includes some of reference to the family situation, household composition, family size, and life plans shifting this into a more broader and comprehensive picture instead of an isolating and anomic approach to work-life balance (Pichler et al., 2016).

Moreover the research by Bird (2002), argues that poor work-life balance and stress issues among employees have received vast attention in other literature that has considered long hours, nonstandard times on-call hours, geographical mobility as a prerequisite for career advancement. At the same time this kind of work characteristic has been proved to be potential work stressors that are directly linked with attrition and also are antecedents to poor work-life balance (Kidd & Eller, 2012).

Moreover the research by Deery (as cited in White, Hill, Mcgovern, Mills, & Smeaton, 2003), also has found that in order to analyze the work-life balance of employees in any industry essentially people will have to consider about three important factors that are work-to-family effects or how family characteristics and responsibilities impact on career life, family-to-work effects or how job content and its characteristics impact on family life as well as how psychological factors of employees impact both family and work-life of them.

Dimensions of Work-life Balance
Past researchers have identified the following work life-related factors as dimensions of work-life balance.

Dependent variable. (Work-Life Balance)	Independent variables. (factors Affecting WLB)	Data Collected Source
Work-life balance of Hotel industry employees·	Job content. Personal factors. Family factors	(Deery et al., 2015).
Work quality and work-life balanceof tourism industry employees.	Job content. Career development. .Family/social Relationships	(Bednarska, 2012).
Work life balance for hospitality Industry	Psychological factors. Family factors. Working environment	(Kidd & Eller, 2012).
Work-life balance of hotel employees.	Work/Time Arrangement Personal/ Family factors.	(Farrell, 2015).
Work-life balance of hospitality industry employees	Job content. Family issues Psychological factors	(White et al., 2003).
Work-life balance	Personal factors.	(Delicita, 2011).

	Life/Organization FactorsFamily Factors	

Source: Literature Survey

Job Content

According to many surveys it has proved that there is an interconnection between WLB and Nature of the Job Content. Under the job content, it talks about different characteristics of the jobs and should be focus on to what extent they were meeting their job expectations within such characteristics. Along with such findings easy to recognize that there is an Expectation gap among employees and thus it leads to poor work-life balance (Stress, 2006).

Personal / Psychological Factors

Among the number of factors that affect to WLB of employees, the Personal Factors also impact in three major ways. Under those three major factors, the first factor is attitude of employees. Basically its define ones' likes and dislikes. Attitude is the way of thinking or feeling about something. At the same time the next one is Psychological Factors. It refers to how one' reacts to different situations and handles that situation. Another important area is the Environment or social factors which individual stays. The working environment should be comfortable or it can negatively affect efficiency. Similarly the social condition and environment related to their life also should be calm and friendly (Muthukumar, Savitha, &Kannadas, 2014).

Family Factors

When considering the relationship between WLB and Family factors, the matter of "Work-Family Conflict" provides evidence to prove that there is interaction. While work-family conflict can be thought of as a result of work stressors, it also has been studied as a stressor since the 1970s. According to many theoretical models work-family conflicts are arising due to poor work-life balance and it affects persons' performance in work and family roles (Stress, 2006). In addition to the above mentioned major dimensions, following sub-factors have been tested by different researchers relating to work life balance of employees.

EmployeePerformance

Employee performance is one of the most important factors in literature comments by many scholars. Different authors have introduced different definitions time to time. Generally a performance comprises an event in which one group of people behaves in particular way for another group of people(Jankingthong&Rurkkhum, 2012,Borman (1993,Jankingthong&Rurkkhum, 2012Ajang,2008).

Further Motowidlo (1994), suggests that employee performance refers to their officially required outcome and behaviors achieved by helping organization to reach organizational objectives and doing official work and tasks formally which are in each employee's employment contract. Achieving higher and expected level employee performance is bit of tough game for all the organizations since employee performance is directly linked with the sustainable growth of the organization. At the same time who suggest that achievement of employee performance could be affected by employees' affective commitment to the organization (Kim, 2014).

According to the research by Carlton (2006), human resource practices are heavily influenced by the employee's higher-level performance and especially who suggest few human resource management practices that directly affect an employee's performance. Which are setting competitive and attractive compensation levels, training and development programs, performance appraisal, caring about work-life balance of employees, recruitment package and maintain employee's morale?Teesma and Scoters (2006) also have conducted a research based on employee performance relating to few human resource practices including recruitment and selection practices, placement practices, training and development, compensation, employee performance appraisal and evaluation, work-life balance promoting practices, promotion, grievance procedure and pension or social security which are linked with perceived performance of the employees. They have found that theses human resource practices have positive relationships and significant associations with the employees' performance level (Luthans, 2016).

Borman&Motowidlo (1993), suggest that there are two types of employee behaviors that are essential for organizational effectiveness and to achieve the success of their day to day process. Which are task performance and contextual performance? When considering the task performance, that is referred to the behaviors that are directly involved in producing goods or services, or any other activities and tasks that provide secondary support for the organizational core technical process. And these behaviors closely linked with formal organization reward system.

When it's come to the contextual performance that can be defined as individual efforts that are not directly related to their main task function and main operations. However, these kinds of behaviors are very important because they create and shape the organizational, social, and psychological context serving as critical

catalysts for organizational task activities and day to day processes (Jankingthong&Rurkkhum, 2012). The research by (William, 2010), suggest that in order to achieve a higher performance level within organizational employees, the management or organizations should be able to develop some motivational factors within their hob environments. Thus such kind of motivational factors and employee performance are often closely linked and seeks to look at how best employees can be motivated towards archive high performance within a company or organization. All the time organizational management must ensure that companies or organizations have a competent workforce that is competent and capable enough to manage their tasks. Most of the time the problem within such organizations is why organizations are not providing suitable motivational factors such as pleasant working environment, good payments, flexible shifts arrangement, etc. towards high performance, ultimately that will result in good work-life balance as well.

Further, the research by Rodeldna (2009), found that employee performance is not a factor that only linked with the financial component and that is an ultimate result of a combination of many different aspects. Normally different organizations are doing with their own human resource practices and policies that also may directly or indirectly impact individual employee's performance level. In simply nowadays most of organizations are trying to build a positive image or loyalty towards organization among employees. That also helps them to achieve their expected level of performance within work force of the organization. Just higher level of performance only for certain period will not bring positive results for the organizations. In order to link the employees performance with achievements of preset organizational goals and objectives, the management of the organization will have to assure that performance level of the employees at a favorable level for a considerable time period and at the same time they should consist with future plans and strategies to maintain the same in the future as well (Jankingthong&Rurkkhum, 2012).

Perfomance Measuring

In order to achieve and maintain the expected level of performance within organizational employees, it is important continuously measure and keeping records relating each employee's performance.(Whiteetal.,2003).Basically employee performance measurement included a number of different methods which employers use based on each employee's job category, employer and his supervisor relationship and workplace culture.(Luthans, 2016). Normally those methods are range from strictly quantitative measuring methods such as graphic rating scale to 360-degree feedback performance measurement which involves feedback from more than employee's supervisor and immediate manager.(Ajang, 2008).

Firstly if consider about graphic rating method, which is more effective methods for measuring employee performance of an employee who is involving with production-oriented jobs.(William, 2010). This rating method normally use numerical ratings that rate their employees on their work process, techniques, procedure, daily production level and other job-related functions (Tinofirei, 2011). Ajans (2008), suggests that this method is also can use for measuring factors like attendance and will take very less amount of time for calculation of an overall rating. Especially this method can successfully use implement by supervisors who are with responsibility to a large department.

Tinofirei (2011), suggests that the 360-degree level feedback method is the most important effective method to measure employees' performance within the organization and the other important this is it can be used to measure employee employees at any level of the organization hierarchy. Basically this method will include feedback inputs from the entire person who may have good knowledge regarding employee's day today's performance.

For an example at a small organization all the people from just a clerk to chief executive officer of the organization can give their feedback relating to finance manager's performance as they may have intimate knowledge regarding to finance managers' job duties, interpersonal skills, professional qualifications etc. the most fundamental element of 360-degree feedback method is training.

William (2010), suggests that although mostly used method is normal performance appraisal process with number of organizations, the self-assessment method also can be used to measure the employees' performance. Objectivity is one of key components of self-assessment performance measurement. This method also provides employee an opportunity for the organizational employees to self-promotion and a good chance for encouraging an introspective assessment of strength, different weakness and career interests (Ajang, 2008).

III. CONCEPTUAL FRAMEWORK

Independent variablesDependent variable
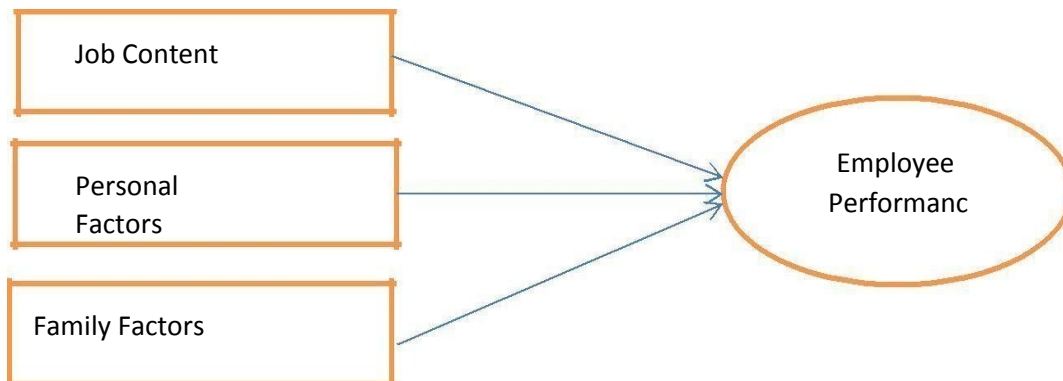
Source: Developed by the researchers based on literature

Hypothesis Development

H1A; There is no relationship between the Nature of the Job Content and Employee Performance.
H0A: There is a relationship between the nature of Job Content and employee performance.
H1B: There is no relationship between Personal Factors and Employee performance.
H0B: There is a relationship between Personal Factors and employee Performance.

H1C: There is no relationship between Family Factors and employee performance.
H0C: There is a relationship between Family Factors and employee performance.

Operationalization

Dimensions	Indicators	Source	Q.no
Job Content	Working environment	Guest (2002); Deery (2015).	01
			02
	Payments & benefits	White et al (2003); Warren, (2004)	
	Work shifts	White et al (2003);Lewis (2003)	03
	Work stress	MacInnes (2006)Lewis (2003); Roberts	04
			05
	Work targets	White et al (2003); De Cieriet al (2005)	06
	Organizational		
Personal factors	Psychological variation/personalist	Lewis (2003); Guest (2002)	7/8/9/10 11/12/13 14/15
	Attitudes	Lewis (2003); Guest (2002)	16
	Personal expectations	Lewis (2003); Guest (2002)	
	Personal environment	Lewis (2003); Guest (2002)	
.Family Factors	Time allocation	MacInnes (2006); Mauno (1999)	17/18
	Family life exhaustion	MacInnes (2006); Mauno (1999)	19
	Mutual understanding		20
	Family support	MacInnes (2006); Mauno (1999)	21/22
		MacInnes (2006); Mauno (1999)	

Employee performance	Tasks performance	(Ajang, 2008)	23/24
	Contextual Performance	(Ajang, 2008)	25/26
	Counter productive Work behavior		27/28
	Absenteeism.	(Jankingthong&Rurkkhum, (2012)	29
	Punctuality.		30
	Training & Development		31
	Personal achievements		32

Population and Sampling Method
Population considered in this study was coastal line tourists hotels in Southern Sri Lanka.Sampling frame was taken into consideration all the registeredhotels and simple random sampling technique was chosen to take the sample.
Data
Both primary and secondary data were used for the study.
In order to gather the required primary data for the study, the questionnaire method was used.
Data collecting instruments
Primary data collected through questionnaire. The questionnaire consists of measures to collect the data regarding work-life balance of employees under the major dimension of Job content, personal factors, and family factors and some demographic factors of respondents.

Secondary Data
Researcher collects secondary data through different sources such as web sites, articles, annual reports of the hotels and from some other research articles.
Data Analysis
Under the data analysis firstly it was employed descriptive data analysis tools and after that multiple linear regression method was employed.

Multiple Linear Regression Model

In statistics, multiple regression analysis plays an important role in analyzing cross-sectional data which measures the relationship between a single response variable and one or several predictors (explanatory, covariate regression). In a simple linear regression model, the response variable Y is related to a single predictor X for each observation and in multiple linear regression model Y is related more than one predictors. This leads to a model of the form,

$$Y_i = \beta_0 + \beta_1 X_{1i} + \ldots \ldots \ldots + \beta_p X_{pi} + \epsilon_i , \ i = 1, \ldots, n \quad (1)$$

Assumptions of the Model:

– $E(\varepsilon_i) = 0$ for $i = 1, 2, \ldots, n$.

– $\sigma(\varepsilon_i) = \sigma_\varepsilon$ where σ_ε is unknown.

– The errors are independent, that is, the error in the ith observation is independent of the error observed in the jth observation.

– The ε_i are normally distributed (with mean 0 and standard deviation σ_ε).

IV.   DATA ANALYSIS AND DISCUSSIONS
In order to gain an idea about the sample distribution, the researcher collected the demographic information of the respondents. The following tables and charts represent the number of employees and the percentage of them.

Nature of the Sample	Percentage %
Age	
Below 25 years	22%
26-35 Years	43%

36-35 Years	25%
46-55 Years	9%
56 Years and More	1%
	23%
01-03 Years	58%
04-06 Years	15%
06 Years and More	4 %
Gender	
Male	53%
Female	47%
Marital Status	
Single	34%
Married	61%
Divorced	5%
Educational Level	
Up to O/L	3%
Up to A/L	64%
University Degree	30%
Masters	2 %
Other	1%
Monthly Income (LKR)	
15-25 Thousand	13%
26-35 Thousand	54%
36-45 Thousand	24%
46-55 Thousand	7%
56 Thousand and More	2%

Other Income Source of employees	
Have	33%
Have not	67%
Work Place/ Section	
Front Office	14%
Housekeeping	33%
Restaurant	26%
Food & Beverage	6%
Other	21%
Whether Spouse is employed?	
Yes	25%
No	75%
Number Of Dependents	
01 Person	12%
02 Persons	37%

03 Persons	40%
04 Persons	11%
	1%
05 Persons and More	
Distance to residence	
	3%
Less than 01 KM	
06-10 KM	21%
11-15KM	40%
16-20KM	23%
	13%
21KM or More	
Leave Entitlement	
15-20 Days	
	13%
21-25 Days	49%
26-30 Days	32%
31-34 Days	5%
35 Days or More	1%

(Source-Survey data,2018)

Validity and Reliability
To test the external validity of the measures KMO Bartlett's test was used. Here the value of the KMO Bartlett's test is 0.754 which indicates the adequacy of the sample size can be generalized to the findings of the population.

Cronbach's alpha value of variables

	Cronbach'salpha value	No of Items
JC	.874	6
PF	.927	10
FF	.894	6
EP	.870	10

(Source; Survey data, 2018)

According to Kline (1997) in order to ensure the reliability of the questionnaire, the Cronbach's alpha value should exceed 0.7. Accordingly the measures taken by the researchers exceeds .7. Hence the reliability of the study was ensured.

Test of Normality
In order to measure the normality among variables, Normal probability plots are used. It examined whether the dependent variable follows a normal distribution or not. Following hypothesis were build up to check the normality of Employee performance
H0: Data follows a normal distribution.
 H1: Data do not follow a normal distribution.

Researchers used the normal probability plot to test the normality. Accordingly, it represents that except small variation at the beginning and in the middle of the curve due to extreme cases, normality is almost ok. Hence the researcher cannot reject the H0.

Descriptive Statistic

Descriptive analysis was performed to identify the level of both independent and dependent variables. The mean value of each variable represents the level of the variable.

Descriptive Statistics

Variable	Mean	Standard deviation
JC	3.430481	.9998110
PF	3.487166	1.0492937
FF	3.518717	1.1003044
EP	3.547772	1.1097976

(Source; Survey data, 2018)

As per the table, Employee performance has recorded the highest mean value which is 3.5477. The standard deviation of this variable was recorded as 1.1097. Job content has the lowest mean value of 3.4304 and the standard deviation of this variable is 0.9998. The mean value of Personal factors and the Family factors are recorded as 3.4871 and 3.5187 respectively. At the same time their standard deviation of those two variables is 1.0492 and 1.1003

Multicolinearity

In statistics, Multicollinearity is a phenomenon in which two or more predictor variables in a multiple regression model are highly correlated, meaning that one can be linearly predicted from the others with a substantial degree of accuracy. Multicollinearity exists when two or more of the predictors in a regression model are moderately or highly correlated. Variance Inflation Factor (VIF) and Tolerance are used to measure the Multicollinearity. Independent variables that have VIF value greater than 10 needs to be eliminated.

Analyzing VIF values and Tolerance of independent variables, High interrelationship (VIF value >10) among independent variables cannot be seen. All the VIF values are less than 10 and this study does not violate the Multicollinearity assumption. VIF values are as follows.

VIF values of Independent variables

Variable	VIF
JC	3.12
PF	3.831
FF	3.444

(Source; Survey data, 2018)

Correlation Coefficient and Correlation Matrix

In order to find the degree of linear relationship that exists between dependent variable and independent variables, researcher has conducted the Correlation analysis. Here researcher used Pearson correlation coefficient to find out the relationship between the dependent and independent variables.

According to correlation analysis, the following table results shows that the dependent variable and the independent variables are correlated with each other.

Correlation Metrix

	JC	PF	FF
PF	0.800		
P value	0.000		
FF	0.775	0.818	
P value	0.000	0.000	
EP	0.750	0.801	0.823
P value	0.000	0.000	0.000

(Source; Survey data 2018)

The correlation matrix depicts the Pearson correlation coefficient between all pairs of variables in the study. Pearson correlation coefficient of employee performance and job content is 0.750 which means there is a high positive correlation between employee performance and job content. Pearson correlation coefficient of employee performance and personal factors is 0.801 and it also indicates that there is a high positive correlation between employee performance and personal factors. Moreover, there is a high positive relationship between employee performance and family factors. The relevant value is 0.823.

Overall Model -Multiple Regression Analysis
The general purpose of using multiple regression analysis was to learn more about the relationship between more variables in the model. Multiple regression analysis was used to test the impact of the independent variable on dependent variable (Saunders, Lewis, & Thornhill, 2009).This statistical tool was allowed examines how multiple independent variables are related to dependent variable. The first researcher checked the assumptions of this statistical tool.

Model summary

R2	Adjusted R	Std. Error of the sample
73.3%	73.0%	0.576592

Source; Survey data (2018)

R^2 use to test the goodness of fit of the model. That means R^2 (coefficient of determination) indicates how well data points fit a line or curve. That means the percentage of total variation on "y" explained by the regression of "y" on "x". R^2 explains how much of the variance independent variable is accounted by the independent variable in the sample. It is the proportion of variance in the outcome variable that is shared by the predictor (Saunders, Lewis, & Thornhill, 2009). According to the above table R^2 value of the model is 73.3% it explains that 73.3% of the total variation can be explained from selected factors of JC, PF, and FF.
The adjusted R^2 value implies how much variance independent variable would be accounted for if the model has been derived from the population from which the
sample was taken. Also adjusted R^2 gives an idea of how well this model can be generalized and ideally it would like its value to be the same or very close to the value of R^2 (Field,2009). The current study is R is 73.3% and adjusted R_2 of this study is 73.0%.

The regression equation of these variables can be explained as follows;
Y = β0 + β1X1 + β2X2+ β3X3
EP = 0.223 + 0.167 JC + 0.328 PF + 0.457 FE

The regression model can be interpreted as follows Intercept- The expected amount of PE is 0.223 when JC PF and FE are zero. β1value represented when JC increased by one unit, EP will increase by 0.167 units when all other variables remain constant. β2value if PF increased by one unit, EP will increase by 0.328

units when all other variables remain constant. B_3 value if PF increased by one unit, FF will increase by 0.457 units when all other variables remain constant.ANOVA table is the summary table of the variability in the data. It is very useful in tabulating the result for hypothesis testing in more complicated statistical analyses. The fit of the regression model can be measured by using the ANOVA and if the p-value is less than 0.05 the model is significant (Field, 2009). The p-value in the Analysis of Variance table indicates that the relationship between independent variables and dependent variable is statistically significant at an alpha level of 0.05. The value of ANOVA is 0.000. It shows the significant value as ($P < 0.05$). Therefore researcher confirms that the model is significant.

Hypothesis Testing

Coefficient and P-value

Predictor	Coefficient	P value
Constant	0.1574	0.159
JC	0.07519	0.027
PF	0.07887	0.000
FF	0.07131	0.000

Source: Survey data (2018)

In order to gain directions to the study, the researchers developed few hypotheses relating to the current study and tested whether established hypothesis needs to be rejected or not. According to the study Researcher has built hypotheses as follows;

H1a: There is a relationship between Job Content and Employee performance

H0a: There is no relationship between Job Content and Employee Performance

According to the table calculated P-value is lesser than the critical P-value, 0.05 there is enough evidence to reject H0a.Because of that researcher can identify that there is a clear relationship between Job Content and Employee Performance. Thus researcher has to reject the hypothesis H0.So that researcher can conclude that the first hypothesis is supported to the study.According to the Study the second hypothesis of the study is as follows.

H1b: There is a relationship between Personal factors and employee performance

H0b: There is no relationship between personal factors and employee performance

Relating to the second hypothesis also the calculated p-value is lesser than the critical P-value of 0.05. Hence there is enough evidence to reject H0b. Based on that researcher can accept the H1b, Employees' personal factors impacts on Employee performance of executive-level employees of theSouthen Coastal belt hotels. So that researcher can conclude that Hypothesis H1B is supported to the study. According to the pre-established hypothesis, the third and last hypothesis is as follows,

H1c: There is no relationship between employees Family factors and Employee performance

H0c: There is a relationship between Family factors and Employee performance

The above table shows that the calculated P-value of Family factor is less than the critical P-value of 0.05 since there is enough evidence to reject H0. Therefore the researcher can conclude that Family factor has an impact on Employee performance of the hotel industry employees. Therefore the researcher can conclude that hypothesis H1C supported the study.

Since hotel industry is heavily depending on employee performance and interaction, most hotels also always consider their workforce and their working conditions. But as an inherent characteristic of the tourism and hospitality industry the Work-life imbalance issues heavily impact on the organizational success and it has

become one of major matters with all the organizations which are involved with tourism and hospitality industry.

Moreover, the analysis reveals the positive relationship between personal factors and employee performance.

This idea is aligned with the previous literature. According to the literature, past researchers also havefound out that there is a high positive relationship between Personal factors and employee performance. (White, (2003),Faisal(2015),Kim,(2014)) .Furthermore statistical information proved that there is another positive relationship between Family factors and employee performance as well. This finding also aligned with the literature findings and thus as expected there were all three positive relationships between all three dimensions of job content, personal factors and family factors (.MacInnes (2006); Mauno (1999)).

V.   RECOMMENDATIONS

Based on the findings it can be can suggested that   three main recommendations.As the first recommendation it can be suggested that improve the employee's awareness about the work-life balance and provide required facilities and assistance to maintain their work-life balance.

Through the awareness program, management can aware employees of the concept of work-life balance and advise them to take necessary actions to maintain the balance between work and life working schedules. At the same time organization can take action to provide required facilities such as welfare facilities, daycare facilities, accommodation and foods, medical facilities, training facilities, adequate level of leave entitlements and create suitable working environment.

As the second recommendation to improve the work-life balance of the organization can be suggested to motivating employees to build a discussion with the management and jointly develop proposal for strengthening the work-life balance of the employees.

And implementing some special programs to improve the work-life balance such as "job sharing, work at home, transformational leadership, buying time etc. they have not been successful and currently not implemented within the organization. Those programs were directly designed by the management and hence researcher can assume that there may not have good understanding of such program in-between management and employees.

Moreover as the third recommendation, the researchers suggestedarranging some counseling sessions targeting both employees and their family members. The family members should be aware of what his/her husband/wife doing is and what type duties and responsibilities are with them. Further it is important to make a flat form to gain their mutual understanding in work-related matters. At the same time they should help in employees to set up a set of targets in their day today life allocating priority accordingly. Further they should make them educated in relating to "what they need to start doing, stop doing, continue doing, do more of and do differently". Obviously it will positively impact on reducing issues relating to the Family Factors.

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