

Work-life balance and its impact on employee satisfaction on five star hotels

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ABSTRACT

This study aimed to find out the impact of work-life balance on employee satisfaction in five-star hotels in Amman, Jordan based on a descriptive analytical approach. The questionnaire of the survey was designed and distributed to a sample of participants in order to collect the necessary data for this study and they were analyzed later through the SPSS V22 program. The study population was the hotel sector in Jordan, while the study sample included the five-star hotels in the capital, Amman, and the sampling unit included the employees of the middle and lower levels of management in the five-star hotels in Amman. The study showed a number of results, including the existence of a good level of work-life balance by employees in top management in the five-star hotels in Amman, as well as the high level of employee satisfaction within the sector. The study recommended the importance of the need to identify the concept of work-life balance and understand the relationship to achieve better satisfaction for the employees. The study also recommended future studies to determine the effect of work-life balance on the employee satisfaction in different sectors in Jordan.

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1. Introduction

With the acceleration of developments in the field of business, including the diversity and complexity of the business, the importance of human resources has increased as it is the most important factor in the existence of business organizations and their sustainability. Organizations cannot accomplish their works effectively without qualified human resources capable of managing the material and financial resources of the organization, directing them towards the desired goals, and in a manner that ensures survival and continuity of competition. Therefore, the key role of human resources is the ability to transform available resources into goods and services, in the manner in which the organization operates, which leads to efficiency in competition and thus, survival and sustainability. In this sense, researchers have become increasingly interested in all aspects of human resources and all that affect them. Among these aspects of the labor force, a new concept called the Work-life balance was developed. Many researchers agreed on the importance of balance programs between life and work according to their importance on business and society (Singh, 2013; Inas, 2008). The Work-life balance has become part of the culture of the organizations and the focus of their senior management. This importance came from the results of a number of studies that have shown the direct link between achieving balance between life and work and the satisfaction of the workers and increasing their loyalty (Malik et al., 2014). Achieving the balance between life and work is considered as the key fact that have the tendency to identify and prioritize the basic priorities of workers, which are based on two aspects (life and work), including life in health care, family, social and other aspects, achievement, promotion, financial income, etc. The present study aims at identifying the effect of the work-life balance on satisfying the employees of the five-star hotels in Amman. Due to the recent increasing interest of researchers on the concept of work-life balance, the study identifies the reality of balancing the personal life of employees in the five-star hotels in Amman and their involvement in their work and their functions. The present study is a response to a number of previous studies, which recommended the importance of identifying and achieving work-life balance in many sectors within different countries.

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These studies include the recommendation of the study of Moran (2016), which was conducted in Ireland, and also recommended the importance of increasing research and studies on the concept of work-life balance and how to apply it in other sectors - except the retail sectors, as well as knowing its impact on employee satisfaction. Therefore, the problem of the current study is to identify the work-life balance dimensions (work flexibility, support the work environment, Work-family conflict) on the employee satisfaction dimensions (career growth opportunities, working conditions, compensation) in the five-star hotels in Amman. In this study, a research model is designed to measure the impact of the Work-life balance on the employee satisfaction dimensions to achieve the purpose of the current study (See Fig. 1).

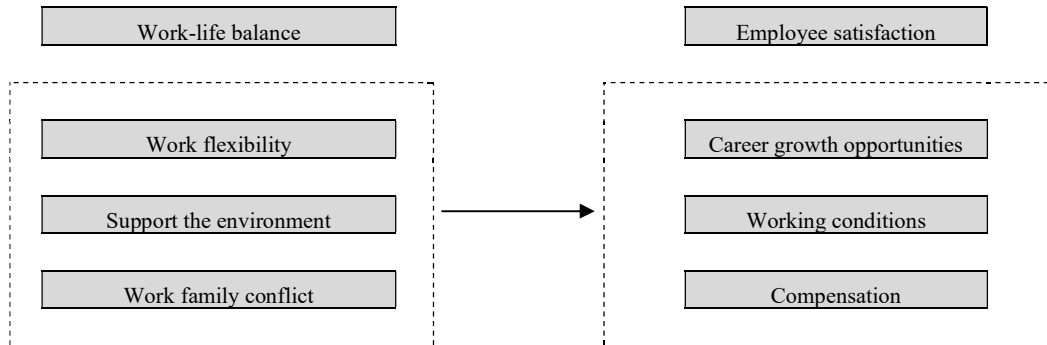


Fig. 1. The proposed study

For the proposed study of this paper, work-life balance is designed based on the studies of Singh (2013), Malik et al. (2014), Cookson (2016), Rendon (2016) and Sheppard (2016). In addition, employee satisfaction is designed from the studies by Abdallah et al. (2016), Proctor (2014), Rahman et al. (2017), Alsemeri (2016), Riaz et al. (2016), Alawneh and Anzi (2013) and Obeidi (2013). The current study community is represented by 12 five-star hotels in Amman. Employees at the middle and lower levels were surveyed in the hotels study community. The study adopted a descriptive analytical approach to deal with the information recorded and processed statistically, based on the Statistical Package for Social Sciences v.22. There are three hypotheses with the proposed study of this paper as follows,

H₁: Work-life balance influences on Employee satisfaction.

H₂: There is a significant impact of the work-life balance due to variables (gender, age group) in the five-star hotels in Amman.

H₃: There is a significant impact of the employee satisfaction due to variables (gender, age group) in the five-star hotels in Amman.

The research adopted a questionnaire that dealt with all dimensions of the study variables in a way that enabled the testing of the hypotheses of the study that were built, distributed and configured according to the members of the sampling unit. In order to increase the reliability of the data collected, the researchers relied on the measures in the previous studies, which proved their reliability and credibility. The researchers developed some words that were not mentioned in previous studies and are necessary for measurement. Determination sections according to the five-dimensional Likert scale. Cronbach's Alpha coefficient of internal consistency was adopted to ascertain the validity of the questionnaire as a data collection tool for the current study, at a value of 89%.

2. Literature review

2.1. Work-life balance

The importance of the concept of work-life balance has increased with the high attention to the workers and the most important assets of the organizations and the reason for sustainability, and from this perspective expanded (Singh, 2013). In view of the multiple perspectives of the concept of work-life balance and its difference from one society to another and from one culture to another, researchers and writers differed in defining the concept of work-life balance. Some went to define the work-life balance as the process that enables workers to find an integrative formula between works on the one hand and personal life on the other. While others went to define the work-life balance through the ability of workers to meet the needs and requirements of the family on the one hand, and to carry out tasks and duties of work on the other, in order to achieve low levels of conflict between the two sides (Gurney, 2010). Abu Sultan (2015) defines the work-life balance as the sum of the actions and steps taken by the worker that enable him to fulfill all the responsibilities and duties of his work and the other responsibilities and duties of personal and social life on the other hand, whenever possible with a view not to affect either sides. Forris (2015) argued that the work-life balance means the ability of individuals to strike a balance between their personal lives and those that affect them, and between their professional lives and the total tasks and duties assigned to them and their duties to perform them in a specific format and for a specific period of time. That budget is fair between the two sides.

The concept of the work-life balance has evolved at the level of the business environment with the development of organizations and increase in the complexity and diversity of their activities, and thus increase the number and diversity of tasks entrusted to the personnel working and the duty to perform, and at the same time increase the number of responsibilities and duties on the personal level of those workers, which necessitated the creation of new ways and methods to help workers obtain work-life balance (Abu Sultan, 2015, p. 18). According to Korpunen and Nápravníková (2007 p 22), the view of the concept of work-life balance in the eighties of the last century was concerned with the work of women only and how to fulfill the requirements of work and personal life alike, especially with the trend of companies at the global level towards attention to working women and the subsequent procedures facilitated the work of women and their involvement in the business sectors, such as the adoption of flexible working hours, granting maternity leave, providing child care and many more. The concept of work-life balance became a necessary concept for all business sectors, as awareness of the importance of this concept, its benefits and its relationship to the concept of work-life balance became a necessary concept for all sectors of society. With respect to employee satisfaction and productivity, organizations can identify strategies to help balance the professional and personal lives of workers, regardless of their gender or race (Bird, 2006).

The importance of achieving a work-life balance can be expressed through the ability of workers to meet the requirements of work and private life. This process - balancing - is an input to increase employee satisfaction and their sense of security and job stability, especially if the performance of tasks and business requirements coincide with the existence of sufficient time to perform the rest of the personal and social tasks, which explains the satisfaction of employees and increase their abilities. Forris (2015) argued that the importance of achieving work-life balance comes through understanding employees' role in reconciling family roles and work together, avoiding overlapping, since overlapping inevitably leads to loss of functional balance, high stress, low quality personal life, and thus lower the effectiveness of individuals in performance and production. The work-life balance is very important from the point of view of Agha et al. (2017, p164), and this is important in the contribution of balancing life and work-life in the high satisfaction of employees and contribute to the reduction of the absence and turnover of work, additionally, work-life balance is an important factor in the welfare of workers through finding more flexible working options, to find more effective foundations for sharing work, the possibility of working from home, gains of paid maternity leave, as well as the existence of specialized places for nursery and care of children in the workplace. With the development of technology and its entry into the activities and functions of various types of business organizations, the importance of the work-life balance has increased to include the sectors of commercial activities and even academic research. Recently, research has expanded in a remarkable manner and in various fields such as sociology, psychology and resource management human, organizational behavior research, and other social studies (Kluczyk, 2013, p1).

2.1.1 Work flexibility

Muchiti and Gachunga (2015) define the work flexibility as giving flexibility to employees by determining the working hours they prefer to work with and at different times. This concept allows for scheduling of work by changing the start and finish times, provided that the employees work for a specified number of hours. This allows employees to meet family and personal responsibilities by taking advantage of flexible working hours and by paying greater attention to the special requirements of employees. The concept of work flexibility is closely linked to the work-life balance, and that linked through the organizations that are seeking to increase and improve their employees' abilities to balance between life and work through several strategies. Flexible working options are important by obtaining a flexible work schedule that enables employees to meet both professional and personal commitments whenever possible. This is accomplished by arranging and diversifying work hours, as well as sufficient space for their specific performance, and work flexibility options from home, to work at different hours of the day, thus allowing the staff to take care of other personal requirements while performing their career duties (Abu Sultan, 2015, p. 24). Shah (2014, p28) explained that the work flexibility includes

- Communication and the possibility of doing business remotely,
- Functional participation, which means the sharing and integration in the performance of the task or function of one person through more than one person,
- Allow and facilitate the part time work procedures according to the needs and conditions of workers,
- Accurately determines the overtime hour wages,
- Contracting on the basis of working hours, and thus assign time to perform the work and end it to the workers,
- The possibility of compensating working hours when you want to get leave.

The flexibility of work positively affects the productivity of workers, and in the same way, it - the flexibility of work - allows workers, especially women, to achieve greater balance between work roles and family roles that the interests of employers and employees should be taken into consideration when moving towards flexible working hours (Agha et.al. 2017, p165).

2.1.2 Support the environment

Supporting the work environment is the existence of organizational strategies or organizational culture in which a better balance can be achieved between the personal lives of employees and their functional requirements. Employers who are encouraged to create a culture or work environment supportive of both family and work requirements are primarily aiming to

make workers more involved in their work, so that stress and working pressure will be negatively impacted on their productivity. Thus, it is possible to say that the environment conducive to work-life balance of its employees is more capable of identifying the conditions of workers and addressing what is possible, which is reflected positively on their performance and their contribution to achieving the objectives of the administration (Cookson, C., 2016, p12). Secrecy is not required in the administrative support to achieve work-life balance, but rather depends more on goodwill and a climate of trust between staff and management. Therefore, the support provided by the administration to achieve the concept of balance between life and work is not required to be within the formal framework, on the contrary, support through informal channels may be more positive in some cases, such as allowing employees to leave work informally when there is a personal circumstance or a family of workers that requires leaving them to work in real time, which in turn leads to reduced work pressure and turnover, while the level of employee satisfaction and loyalty increases (Ahmad & Omar, 2013, p555). In this regard, it is important to emphasize the importance of empowering workers as one of the means to support the work environment of their employees and their desire to contribute to the balance between life and work. Empowerment is characterized by two basic types: (Wessels, 2012, p16):

1. Structural empowerment, which provides access to the necessary information and knowledge to enable them to develop their professional performance, as well as access to available resources and the necessary administrative support to enable them to achieve more independent and flexible performance.
2. Psychological empowerment, which focuses mainly on the psychological state of the individual working, and contribute to improve the experience of workers to control their work and know their aspects better.

2.1.3 Work family conflict

The difficulty of work-life balance is the constant conflict between the two sides, the time required for each and working to meet their requirements simultaneously, which means that failure to achieve the budget, will lead to a conflict between the roles of work and the roles of the family alike. The involvement of staff in the performance of their tasks will continuously make it difficult to meet the requirements of the family, and the failure to achieve this balance is accompanied by other pressures, including psychological, physical and social pressures (Matthews et al., 2012). Researchers have become increasingly concerned with the conflict between family and work and its negative impact on fulfilling the requirements of other personal lives, including family requirements and social, cultural and even religious requirements. Many researchers went on to examine and determine the impact of failure to balance life and work to meet the family's needs, as the result of failing to meet family requirements as a result of failing to balance those requirements with other work requirements (Singh, 2013). On the other side, the failure to comply with family and social requirements may lead to poor worker satisfaction. Often, the worker feels psychological pressure as a result of the weak performance of the family duties, which negatively affects his performance. On the contrary, the ability of the worker to achieve what is required by the family and what is required by the work leads to create a state of satisfaction and confidence in the worker itself, and thus improve the performance of the professional and personal worker, and on this basis must provide a work environment or a way of performance that enables employees to accomplish His professional duties and meet the requirements of his family in a balanced and fair form (Voydanoff, 2005, p. 830-834). The major requirement of family conflicting with work is partner care, care for children and carry out their duties; shopping issues and preparation for various family events; and health care issues for family members; including aspects of social visits and participation in family events as well as the responsibility for each member of the family (Repa, 2010, p149).

2.2. Employee satisfaction

The concept of employee satisfaction has been of great interest to researchers in various fields, including psychology, sociology and many others. In the areas of management and organizational behavior, the achievement of employee satisfaction has become a very important goal for the departments of organizations according to the nature and diversity of their activities. This concern is due to the concept of employee satisfaction according to its impact on improving the behavior of employees, and also their productivity and performance. It is possible to say that the satisfaction of workers reflects the total positive feelings that workers possess towards their works, as it reflects the feeling of the individual satisfaction and happiness in the performance of the tasks entrusted to him, through the integration of what the individual expects of his work and what he actually gets from that work. Job satisfaction is an important driver in the individual's desire for achievement and production (Korponen & Nápravníková, 2007). There are two essential elements to achieve employee satisfaction (Dahlan, 2012, p. 45):

1. Emotional satisfaction expresses the assessment of the individual positively to his work, which leaves the positive feelings of the worker to work.
2. Knowledge satisfaction expresses the logical and rational comparison of the individual towards his work compared to other work similar or similar to what the worker does.

The importance of employee satisfaction is often regarded as a tool for measuring the effectiveness of performance. The high level of job satisfaction necessarily indicates the achievement of desirable performance outcomes in the organization, which is equal to what the management expects when applying fair policies in wages (Khudair, 2008).

The most important factors in employee satisfaction (Ben Naji, 2002, p. 140) are as follows:

1. Physical factors, including paid payment systems, bonuses, bonuses, and others,
2. Social factors, in relations to colleagues, subordinates, and supervisors,
3. Personal factors are the age of workers, their social status, and academic levels,
4. Functional factors, including those factors that are competent to work, such as the center of the career, the style of supervision, leadership style, as well as opportunities for growth and professional development.

On the other hand, most important factors causing employee satisfaction are (Ines, 2008, p. 48.):

1. Sense of self - esteem, as the knowledge of members of the community inside and outside the organization relative to the importance of what the workers, regardless of the nature of his work, are considered a contributing factor in achieving job satisfaction for those workers.
2. Values of individuals, as the values of individuals play an important role in the level of satisfaction; they are the basis of the conduct of employees, and a significant limitation.
3. Personal characteristics, including the level of individual perception, mental and physical abilities, as well as ambition and level of intelligence and loyalty to the organization in which he works.
4. The experiences of the workers, as the level of experience and increase in the years of employees reflect the ability of employees to accomplish in specific and unique ways, which positively affects the satisfaction of workers.

2.2.1 Career growth opportunities

Career growth is a sign of employee satisfaction. Workers who find greater opportunities for growth in organizations are often more motivated to work, and thus the concept of occupational or career growth contributes to increased employee satisfaction with their organizations in general. Career growth opportunities are one of the most influential organizational methods in achieving employee satisfaction (Alawneh and Anzi, 2013, p. 49). The concept of growth and career development has been mentioned in the theory of employees by Herzberg, which has become one of the most important factors driving a higher level of job satisfaction, while the other factors driving the sense of achievement, the nature of work, responsibility for the individual, and opportunities for progress. Growth and career development require several concepts (Broers & Sanders, 2006):

1. Find a clear policy on career planning.
2. Level and opportunities for growth of the job occupied by the worker.
3. Establish effective training policies capable of achieving the functional growth of employees.

According to Aldermen's theory, human needs are classified in three groups:

1. The need for growth, which is the need for personal and professional growth and rising of competencies and personal abilities.
2. The need to survive, as well as the need for basic living materials, such as air and water.
3. The need to belong, which is the innate desire of people to establish social relations with other individuals.

2.2.2 Working conditions

The importance of the arrangement of working conditions since ancient times was closely related to the satisfaction of the workers. The incentive theory of Herzberg in 1959 stated that the arrangement of working conditions is very important in motivating workers, and working conditions are a factor in employee satisfaction. Factors affecting employee satisfaction are working conditions, management policies, pay and pay systems, and relationship with supervisors (Afshar & Doosti, 2016, p98). Alsemeri (2016) has confirmed the above. Work conditions have been calculated from external factors that arise from the surrounding environment, which affect the level of employee satisfaction in one way or another. The working conditions are in all aspects of the physical work environment, such as lighting, ventilation, Security, occupational safety, and others. The importance of arranging suitable working conditions, which feel comfortable and safe for employees, increases their satisfaction with the work environment. The most important working conditions that must be provided in the working environment are as follows (Rahman et al., 2017).

1. Providing the workers with occupational safety conditions,
2. Finding policies and compensation systems resulting from the damage that may affect workers as a result of work,
3. Provide a safe and suitable work environment, such as noise reduction, and treatment of external temperatures,
4. Specific definition of performance aspects and instructions, as well as precise definition of performance rules and conditions.

2.2.3. Compensation

Compensation is one of the reasons driving individuals to work. It is the most important requirement for achieving the personal and family needs of the individual. Some researchers even consider it to be one of the basic needs of the individual, which is one of the conditions for survival (Khudair, 2008). According to Atta (2013), the theory of workers of Herzberg identified

two important factors in the achievement of job satisfaction of the workers, which are driving factors and preventive factors, and the protective factors are a prerequisite for achieving the satisfaction of workers, weakness necessarily leads to weak motivation and thus low level of satisfaction, Or salaries, or compensation, which is mainly the remuneration of organizations for the performance of workers. Wages are one of the most important elements of compensation, as they are an important factor that the organization provides to its employees in exchange for contributing towards the achievement of the goals. The organization's members are looking forward comprehensively to provide fair compensation systems that are transparent and fair, as well as clear, and it is important that they meet the expectations of employees, that is, not less than the expectations of employees originally established through the information collected by workers about wage systems in competing organizations or The surrounding area (Fatimah, 2015, p. 2).

3. The results

In this section, we first present personal characteristics of the participants in this survey. Fig. 2 shows the results.

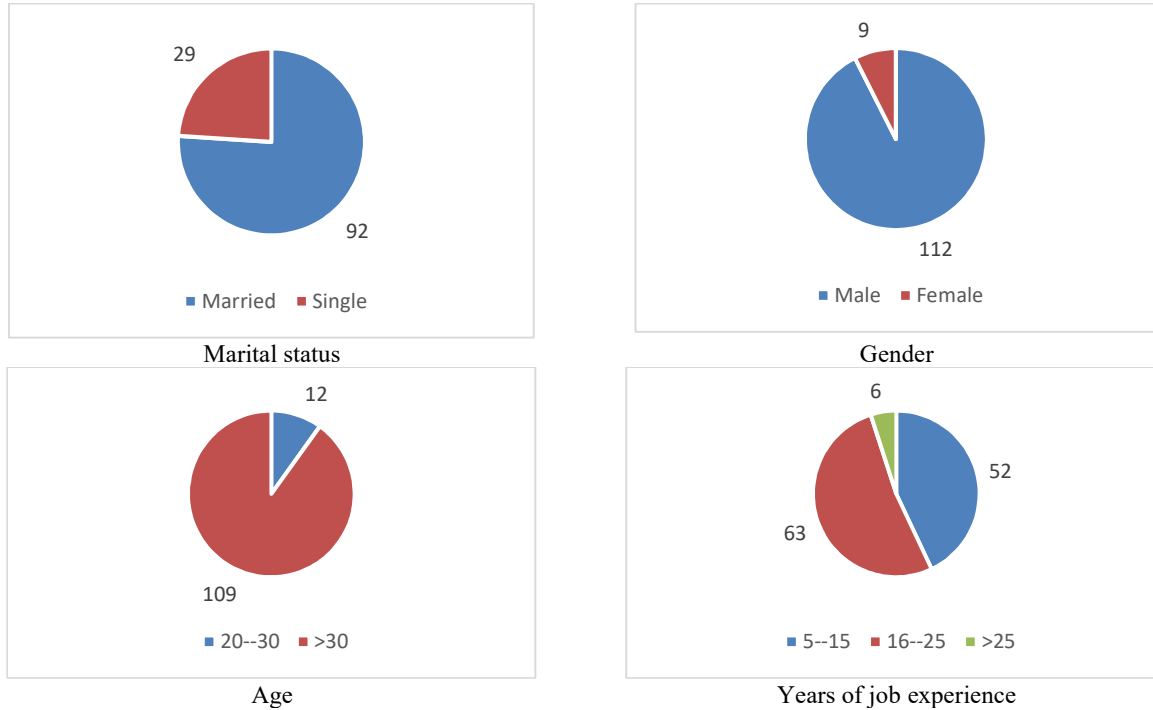


Fig. 2. Personal characteristics of the participants

As we can observe from the results of the survey, most people who participated in our survey were married who were also male and were older than 30 years and had at least 16 years of job experience. Table 1 demonstrates the results of work experience. Table 2 presents the results of VIF for three variables of work-life balance components.

Table 1

The summary of the data associated with work experience and employee performance

Dimensions	Mean	Standard deviation	Appreciation	Dimensions	SMA	Standard deviation	Appreciation
Work flexibility	4.124	0.508	High	Career growth opportunities	4.185	.82	High
Support the work environment	4.132	0.516	High	working conditions	4.131	84	High
Work-family-conflict	3.892	0.655	High	Compensation	4.172	.82	High
Work-life balance	4.049	0.556	High	Employees Satisfaction	4.162	0.82	High

Table 2

The results of testing the hypotheses of the survey

Dimensions	The value of coefficient of torsion (Tolerance)	Allowed variation Tolerance	Evaluate the coefficient of variation (VIF)
Work flexibility	0.662	0.787	1.270
Support the work environment	0.523	0.533	1.877
work-family-conflict	0.717	0.647	1.546

3.1. Testing the main hypothesis

In order to test the main hypothesis of this survey, we use regression technique. Table 3 presents the results of ANOVA test.

Table 3

The summary of the results of ANOVA test

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Work-life balance					
Regression	21.144	3	7.048	93.675	0.000*
Residual	8.803	117	0.075		
Total	29.947	120			

As we can observe from the results of Table 3, F-statistics is statistically meaningful when the level of significance is one percent. This means that there is linear relationship between dependent variable (work-life balance) and dependent variable (employee satisfaction). Moreover, Adjusted R-Square is equal to 0.699 which means the regression technique could present approximately 70% of the changes on the hypothesis. Table 4 shows the results of the implementation of the regression technique.

Table 4

The summary of the results of regression technique

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig *
	B	Std. Error	Beta.		
Employees satisfaction					
Constant	0.539	0.245		2.423	0.017 *
work flexibility	0.057	0.056	0.077	1.358	0.177
support the work environment	0.322	0.066	0.333	4.852	0.000 *
Work-Family conflict	0.436	0.047	0.573	9.191	0.000 *

As we can observe from the results of Table 4, Work-family conflict has the biggest impact on employee satisfaction (B=0.436, t-value = 9.191) followed by work environment support (B=0.333, t-value = 4.852) when the level of significance is one percent. However, the effect of work flexibility is meaningful only when the level of significance is five percent.

3.2 Testing the effect of personal characteristics

3.2.1. The effects of age, gender and work experience on work-life balance

In this part of the paper, we present details of the effect of different personal characteristics on the relationship between work-life balance and employee satisfaction. Table 5 presents the results of ANOVA results for the effects of gender.

Table 5

The results of ANOVA test for the effect of gender

Gender	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.231	1	.231	1.226	.270
Within Groups	22.416	119	.188		
Total	22.647	120			

The results of Table 5 show that gender does not play any important role on work-life balance.

Table 6

The results of ANOVA test for the effect of age

Gender	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.095	2	.048	.250	.779
Within Groups	22.551	118	.191		
Total	22.647	120			

Again, based on the results of ANOVA test given in Table 6, there is no evidence to believe that age plays any role on work-life balance. Finally, we have also examined the effects job experience and did not find any meaningful results between people with different job experiences on work-life balance.

3.2.1. The effects of age, gender and work experience on employee experience

In this part of the paper, we present details of the effect of different personal characteristics on the relationship between work-life balance and employee satisfaction. Table 7 presents the results of ANOVA results for the effects of gender.

Table 7

The results of ANOVA test for the effect of gender

Gender	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.165	1	.165	.659	.419
Within Groups	29.782	119	.250		
Total	29.947	120			

The results of Table 7 show that gender does not play any important role on work-life balance.

Table 8

The results of ANOVA test for the effect of age

Gender	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.439	2	.220	.878	.418
Within Groups	29.508	118	.250		
Total	29.947	120			

Again, based on the results of ANOVA test given in Table 8, there is no evidence to believe that age plays any role on work-life balance. Finally, we have also examined the effects job experience and did not find any meaningful results between people with different job experiences on work-life balance.

4. Discussion and conclusion

The results have shown that the level of achievement of workers in the five star hotels in Amman for the concept of work-life-balance was good, when the average of work-life-balance (4.50) and high degree, indicate that the workers in the five-star hotels in Amman could meet the requirements of the work-life-balance, which is a positive indicator of the concept of work-life-balance in different sectors in the city of Amman, Jordan. The results have also shown that the Employees Satisfaction in the five-star hotels in Amman was also high. The average score was 4.16, which is also a positive result. Employee Satisfaction is necessarily the key for improving professional performance and consequently improving the overall performance of the hotel industry. The study has shown that the degree of correlation between the work-life balance, on the one hand, and the satisfaction of hotel workers within the five-star level in Amman, on the other hand, reached (84%) and it shows the significance of the effect of the work-life balance in the satisfaction of workers.

In terms of statistical differences, there were no statistically significant differences in the work-life balance and employee satisfaction through gender variables and age groups as influence factors. This finding indicates that workers in five-star hotels in Amman performed their tasks in a relatively similar manner regardless of their age, gender and work experiences. Perhaps the reason for the absence of statistical differences for gender variables is that the large percentage of the workers were male.

The researchers recommend the hotel sectors in Amman to establish continuous workshops to introduce the importance of work-life balance on the workers and their private family life, and ways to achieve an appropriate balance between them. The researchers recommend the hotel sectors in Amman in general and the five-star hotel sector in particular to find ways to ensure the gender of workers, and their different ages, through the distribution of powers and duties to suit the capabilities and energies of each type separately. Understanding the relationship between the work-life balance and the employee satisfaction is one of the modern trends in the different business sectors. Therefore, the researchers recommend the different sectors of business to identify this relationship and collect sufficient information to be adopted within the management strategies in these sectors. Finally, the researchers recommend further studies on the concept of work-life balance in particular, and to identify the relationship between work-life balance and the satisfaction of workers in other sectors, including the government sector.

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