



Work Life Balance of Small hotels independent's manager in Phuket Province

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**A Thesis Submitted in Partial Fulfillment of the Requirement for the Degree of
Master of Business Administration in Hospitality and Tourism Management**

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ชื่อวิทยานิพนธ์	ความสมดุลในชีวิตการทำงานของผู้จัดการโรงแรมขนาดเล็กในจังหวัดภูเก็ต
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บทคัดย่อ

การวิจัยในครั้งนี้ มีวัตถุประสงค์ (1) เพื่อตรวจสอบปัจจัยที่ผลต่อระดับความสมดุลในชีวิตการทำงานของผู้จัดการโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต (2) เพื่อศึกษาระดับความสมดุลในชีวิตการทำงานของผู้จัดการโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ตและ (3) เพื่อศึกษาผลกระทบของปัจจัยเชิงประชากรศาสตร์ ปัจจัยด้านการทำงานและปัจจัยทางครอบครัวต่อระดับความสมดุลในชีวิตการทำงานของผู้จัดการโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต กลุ่มตัวอย่างในการศึกษาครั้งนี้ คือ ผู้จัดการโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต เป็นการศึกษาเชิงปริมาณ ผู้วิจัยได้แจกแบบสอบถาม 323 ชุด แต่ได้รับความร่วมมือ 300 ชุด

ผลการวิจัยพบว่า ปัจจัยที่มีผลต่อระดับความสมดุลในชีวิตของผู้จัดการ ส่วนมากจะมีประสบการณ์การทำงาน 3-5 ปี ทำงานมากกว่า 9 ชั่วโมงต่อวัน มีรายได้ไม่เกิน 25,000 บาท ต่อเดือน ไม่ค่อยได้รับการพัฒนาการฝึกฝนเรียนรู้ ในส่วนการประเมินระดับความสมดุลในชีวิตผู้จัดการโรงแรมอิสระขนาดเล็ก ผู้จัดการส่วนมากต้องปฏิบัติงานหลายบทบาทหลายหน้าที่ในเวลาเดียวกัน ผลกระทบของปัจจัยเชิงประชากรศาสตร์ ปัจจัยด้านการทำงานและปัจจัยทางครอบครัวต่อระดับความสมดุลในชีวิตการทำงานของผู้จัดการ ปัจจัยส่วนบุคคล ได้แก่ อายุ สถานภาพส่วนบุคคล ระดับการศึกษา และจำนวนบุตร ปัจจัยในการทำงาน ได้แก่ รายได้เฉลี่ยและค่าตอบแทน ประสบการณ์ทำงานในตำแหน่งผู้จัดการ ระยะเวลาในการทำงานต่อวัน ประเภทของงาน จำนวนการทำงานล่วงเวลาต่อเดือน และการฝึกอบรม และปัจจัยด้านครอบครัว ได้แก่ การท่องเที่ยวกับครอบครัว และระดับความสุข มีผลกระทบต่อความสมดุลในชีวิตการทำงาน โดยสามารถพัฒนาวิธีการจัดการความสมดุลในชีวิตให้เหมาะสมต่อการทำงานของผู้จัดการโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต

คำสำคัญ: ความสมดุลในชีวิตการทำงาน, ผู้จัดการ, โรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ต

Thesis Title Work Life Balance of Small hotels independent's manager in Phuket Province
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Abstract

The objectives of this research are (1) to examine the work factors of managers of small independent hotels in Phuket Province. (2) to investigate the levels of the work-life balance of managers of small independent hotels in Phuket Province, and (3) to investigate the influence of personal characteristics, work factors and family factors on the work-life balance of managers of small independent hotels. The target of this research is managers of independent small hotels in Phuket where quantitative approach was applied. The researcher distributed the questionnaire to 323 hotels, only 300 hotels participated.

The findings showed that to examine the working factors had most of small independent hotel managers had experienced 3-5 years, they worked more than 9 hours per day with not more than 25,000 baht per month salary and do not have an opportunity to attend the training programs. The level of work life balance, the respondents were strongly in synonymous they had to perform many roles within their manager position within a given time". The results of investigation the impact of personal characteristic, working factors and family factors also found the that personal characteristics in term of age, marital status, education, and number of children, working factors in term of average salary and comprehensive, experience in manager, working periods per day, type of the working period, number of overtime per month and along with training programs and family factors in term of travelling with family and happiness levels had partially affected to work life balance. Therefore can use to the strategy for the managing work life balance of small hotels independent manager in Phuket.

Key words: Work Life Balance, Manager, Independent Small hotel in Phuket.

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Peerapong Kongchuay

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Letter of Acceptance

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Dear Mr. Peerapong Kongchuay

The Editorial Team of Journal of International Studies (JIS), is pleased to inform you that your manuscript entitled **"Work life balance of independent small hotel managers in Phuket province"** has been accepted for the publication.

Your manuscript is scheduled to be published in the upcoming journal issue Journal of International Studies, Prince of Songkla University, **Vol. 5 No. 2, July – December 2015.**

Kind regards,

Dr. Supachai Jeangjai

Executive Editor (Journal of International Studies)

Associate dean for Research and Development

Chapter 1

Introduction

1.1 Statement of the problem

Work is utterly essential to human life, and work is the part of human life that is undertaken more than any other activity, particularly in the industrial society. It is expected that humans will spend at least one-third of their lives at work, in the office or factory and it is thought that in the near future humans will need to spend even more time increasingly involved with work. As time is valuable in human life, work can be seen as support unity to meet, network and socialize with colleagues in order to share ideas, opinions, processes and knowledge, as well as accessing potential new travel destination, and of course gaining income. Therefore, work creates the opportunities to express wisdom, intelligence, initiative and creativity which will bring prestige and satisfaction in life (Chalermarn, 2006). On the other hand, if the people immerse themselves only for their success at work, they could lack true happiness in life and this may affect their working effectiveness in the future. Specialists in human resources have concluded that the key factor affecting people's true happiness with their work is a work-life balance; which means the specific time of living should be suitably proportioned between work, family, social life and one self by factors that determine an awareness of a feeling that one has the authority to time-manage work and other activities to suit one's needs (Pongatichat, 2005).

Over the last several years, the issue of Work-Life Balance (WLB), in order to the lifestyle that matches all sides of a person's life, has interested both public and private sectors from countries all over the world, partly due to changes in population numbers and in socio-economic trends such as the increase of working women or an aging workforce. Management executives are interested in all aspects of work-life balance. If any organization wants to attract and retain skillful employees to stay as long as possible in the organization, it is necessary to manage human resources with a positive work-life balance target. Otherwise, employees may feel unhappy with their life, resign from the organization and seek a better alternative for their lives (Pongatichart, 2005). An overview of the latest survey in 2012 from the Hay Group Company (2013), which is a global management consulting firm, found that in the organizations which do not support a work-life balance, more than one-third (27%) of the employees would plan to resign

within 2 years from those organizations. For the organization that contains 10,000 employees, a labor turnover of merely 10% in 2 years enables the organization to reduce expenses by 525 million Baht (estimated from an average wage of 1,050,000 Baht for a period of 2 years and the expenses of seeking a replacement employee averaging 50% of the wage). Work-life balance is the concept that people around the world give the most importance. The survey of the Hay Group from 2012 indicated that 39% of the employees stated that they lack a good work-life balance, if compared to the survey results from 2011, which found only 32%. The hotel industry especially, has a very high employee turnover rate and rotation of employees, which impact on the efficiency of work, the quality of service and the cost of human resources. Due to the hotel industry operating 24 hours, the worker must have a true service spirit and be ready to work in shifts. Therefore, time allocation in life and work for hotel employees will be different from many other careers, which significantly affects their work-life balance.

The hotel industry in Thailand divides the size of the hotels according to the number of rooms and divides them into 3 sizes, which are:(1) large-sized hotel with more than 100 luxury decorated rooms and full services; (2) medium-sized hotel with over 50 rooms but not more than 100 rooms;(3) small-sized hotel with less than 50 rooms (Ubon Ratchathani, 2010).In 2012, Thailand had a total number of 11,979 hotels, rising from 11,270 hotels in 2011. And it was expected to increase 3.4 – 5.7 percent in 2014, arising from the growth in the numbers of tourists who come to Thailand. According to the tourist statistics from the Immigration Bureau and Department of Tourism (2014),it was identified that in 2013 the number of worldwide tourists travelling to Thailand was up to 26,735,583; an increase of 19.60 percent from 2012, in the three areas with the highest number of rooms and highest potential of obtaining tourists: Bangkok, Phuket and Pattaya(Kasikorn, 2014). From the analysis of the tourism situation in 2014, Phuket is the province with the highest tourist and hotel expansion potential due to having an international airport with low cost airline services, which offer direct flights from many countries that avoids travelling via Bangkok that has had recent political issues (Boontawong, 2013).However, due to the ASEAN Economic Community (AEC), the government has needed to increase the monitoring and control of the tour quality of the Chinese tourism sector that has conversely decelerated the growth of the number of tourists from China (Kasikorn, 2014).

Phuket is a tourist destination on the beautiful Andaman Sea coast, named the “Andaman Pearl”. In the first half of 2015, Phuket had more than 3.1 million tourists; a rise of 11 percent compared to the same period of the previous year, with the highest number of tourists coming from China; followed by Russia, Australia, South Korea and the United Kingdom, respectively (Phuket Provincial Statistical Office, 2015). The growth of tourism led to an increase in the supply of new rooms in 2015 by more than 80-90 percentage (Manager Online, 2015) and the overall trend suggests that approximately 4100 more new rooms have entered the market in the period of 2013-2016(Boontawong, 2013). Therein, the number of small independent hotels in Phuket equals 323 that have a hotel license registered with the Phuket Tourism and Sports Office (Tourism Authority of Thailand Phuket Office, 2015). Hotel chains are determined to expand the 3-star hotel business in order to support the increasing mid-level tourist base, including Asian tourists and other regions. This increase clearly affects the small independent hotels in all aspects, such as competitive pricing, quality, and staff (the expansion of 3 star hotels places a greater demand on the labor force.) Hotel chains have been proposing to the executives and staff of small independent hotels in the area to join their teams, offering a superior proposal: less work and responsibility with a more standardized working system than in the small independent hotels (Kasikorn, 2014). With the limit on the number of potential employees and non-standardized management systems, many small hotel managers are managing everything by themselves and sometimes they will also be the one who physically serves the customers as well, creating a heavy workload which affects their personal lives and family, as well as leading to health problems. Furthermore, small independent hotel managers also receive low compensation as compared to large hotel managers, thus the turnover rate of small hotel managers is quite high if compared to other hotel business groups.

Due to the above reasons, there is an interest to curtail the resignation rates of the small hotel managers influenced by the work-life balance factor, to reduce the cost of human resources management (e.g. recruiting costs, training cost for new staff, etc.) and to allow the small independent hotels still to have an efficient customer services level. Therefore, the researcher was interested to study the factors influencing the work-life balance of managers of small independent hotels. Thus, in order to find the way to keep the valued hotel managers cooperating with small hotels in the long term, the researcher was interested to study the work-life

balance of small independent hotel managers in Phuket Province. The results of this study will be beneficial for the further improvement and development of the work-life balance of small independent hotel managers in Phuket Province.

1.2 Aim of the study

This study aimed to understand the work-life balance levels of managers of small independent hotels in Phuket Province using a questionnaire as the instrument to collect the data from the population.

1.3 Objectives

1.3.1 To examine the work factors of managers of small independent hotels in Phuket Province.

1.3.2 To investigate the levels of the work-life balance of managers of small independent hotels in Phuket Province.

1.3.3 To investigate the influence of personal characteristics, work factors and family factors on the work-life balance of managers of small independent hotels.

1.4 Hypothesis

1.4.1 Personal characteristics, including gender, age, education, marital status and number of children affect the work-life balance of managers of small independent hotels in Phuket Province.

1.4.2 Work factors, including average salary and compensation, experience as a manager, working periods per day, types of working periods, amount of overtime per month and training programs affect the work-life balance of managers of small independent hotels in Phuket Province.

1.4.3 Family factors, including rest time per day, health, amount of travel with family and happiness levels affect the work-life balance of managers of small independent hotels in Phuket Province.

1.5 Significance of the Study

1.5.1 To recommend a better approach to manage the work-life balance of managers who are working in the small independent hotels.

1.5.2 To develop a strategy of human resource management to build up a willingness, dedication to work, loyalty and retention program for the small independent hotels.

1.6 Data Sources

The primary data for this research were the employees of the small independent hotels in Phuket Province, with the small independent hotels defined as having less than 50 rooms.

1.7 Scope of the Study

1.7.1 Scope of area

This research's scope is the small independent hotels in Phuket Province.

1.7.2 Scope of demography

The questionnaires collected data from managers of small hotels independent in Phuket Province.

1.7.3 Scope of research period

The sample research data was collected from March 2014 to April 2014.

1.8 Definition of Key Terms

In order to have an understanding of the specific terms used in this study, the following definitions apply:

1) *Manager* in this study refers to the general managers (GMs) in small independent hotels or the owners who are acting as managers.

2) *A Small independent hotel* refers to the small-sized hotels with less than 50 rooms that are managed independently and located in Phuket Province (Ubon Ratchathani, 2010).

3) *Work-Life Balance* means the specific time of life to be suitably proportioned between work, family, society and oneself. By creating a work-life balance, this

positively affects human fulfillment, happiness, and enhances a feeling of security in work and society (Karakas and Lee, 2004 and Cieri, 2005).

Chapter 2

LITERATURE REVIEW

This research studies the work life balance of managers of small independent hotels in Phuket Province. The researcher has created a literature review from secondary sources, e.g. journals, books, magazines, abstracts, online books, and related documents with a conclusion for each issue that is shown below:

- 2.1 Work-Life Balance Definition and Concepts
- 2.2 Work-Life Balance in the Hotel Industry
- 2.3 Work-Life Balance in Small Hotel Management
- 2.4 The influence of personal characteristics on work-life balance
- 2.5 The influence of work factors on work-life balance
- 2.6 The influence of family factors on work-life balance
- 2.7 Conceptual Framework of research

2.1 Work-life Balance Definition and Concept

Work-life balance is a broad and complex phenomenon, lacking in a universal definition. Felstead, et al. (2002) define work-life balance as the measures taken by concerned individuals to strike a balance between work and the other non-work aspects of life. Greenhaus, et al., (2003: 510-531) define work-family balance as the “extent to which an individual is equally engaged in -and equally satisfied with his or her work role and family role”. Work-life balance consists of three components: (1) the time balance refers to equal time being given to both work and family roles, (2) the involvement balance refers to equal levels of psychological involvement in both work and family roles, and finally (3) the satisfaction balance refers to equal levels of satisfaction in both work and family roles. Karakas and Lee (2004) define work-life balance as the ability to spend positive time with the members of the family, having spare time to enable one to relax in order to boost emotional well-being and the health of family members. It also includes the ability to have positive communication and social interactions with fellow work-mates, which leads to satisfaction with the workload, and other family affairs. This definition points to work-life being related to psychological health. If there is no balance, a work imbalance occurs.

Kinmam (2001) concluded that job dissatisfaction was found to cause psychological distress, which resulted in work-life conflict. The cause of the conflict is from the imbalance of the demands related to work and the demands of other activities such as home and leisure activities (Greenhaus and Bautell, 2005). Meanwhile, Nancy R. (2003) said that in a society filled with conflicting responsibilities and commitments, work-life balance has become a predominant issue in the workplace. Three major factors contribute to the interest in, and the importance of a serious consideration of work-life balance: (1) global competition; (2) renewed interest in personal lives/family values; and (3) an aging workforce. Her research suggests that forward-thinking human resource professionals seeking innovative ways to augment the organization's competitive advantage in the marketplace may find that work-life balance challenges offer a win-win solution.

According to Burley (2004), managing the rising demands from work and family activities is a great source of strain for many people, which if not addressed, can lead to health related problems among the employees. Long working hours, fixed job schedules, insecurity of the job and frequent transfers become the factors that result in work-life imbalance. This isolates people from their families and from other social activities outside the job areas.

Cieri.(2005) mentioned that the balancing of work responsibilities, other life activities, and work have become a very great challenge for many working people in different professions. The challenges related to work-life balance cut across all cadres of employment, i.e. from the junior employees to the most senior employees. Work imbalance has dire consequences on the physical, social, and psychological lives of the affected people.

According to Clarke et al. (2004), an overall appraisal approach has been used to explain work-life balance. The overall appraisal refers to an individual assessment of the life situation. A good work-life balance thus can be said to be satisfactory and functioning well when minimum role conflict is achieved and by attaining an overall sense of harmony in general life. If these factors are achieved, a balance between work and other roles can be termed as having been achieved.

Chiang (2009) said the moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry was further demonstrated by

comparing that with high job demands coupled with low job control and availability of work-life balance practices resulting in a higher level of stress.

A consensus on the measurement and definition of work-life balance has not been fully achieved. This is in relation to how the balance can be developed and the factors that facilitate or hinder its development. However, recent views about work-life balance have endeavored to classify it as dependent on an overall approach and including related components to the balance of work and life (Grzywacz and Carlson, 2007). Meanwhile, the European Agency for Safety and Health at Work (2014), mentioned that the research and policies directed at work-life balance have focused on the causes, consequences and on how to improve the levels of this phenomenon. The research can summarize the approach to work-life balance using the 5 concepts below:

1. Perspectives and statistics: the traditional eight-hour working day is no longer the norm. The emergence of information communication technology ensures that employees may access work anytime. In addition to this, flexible working hours and shift work have been introduced into organizations. Although these developments have resulted in significantly changed working environments, differences exist across countries. In relation to gender differences, women were more likely to report that they have too little time for daily life activities, whereas men perceived that they spend too much time at work. However, this gender disparity was not present in the Nordic countries. A significant number of workers have difficulties in performing family responsibilities due to work intensity and time. Overall, strain-based conflict was found to be slightly higher for women.

2. Motivating factors when considering work-life balance: these factors consist of work-life conflict with health, organizational outcomes, and the individual and organization. Details can be explained as follows: (1) the research found that a 'low' work-life balance came from poor health and impaired wellbeing, including poorer mental and physical health, less life-satisfaction, higher levels of stress, higher levels of emotional exhaustion, less physical exercise, higher likelihood to engage in problem-drinking, increased anxiety and depression levels, poor appetite and fatigue. (2) Work-life conflict and organizational outcomes such as employees experiencing job satisfaction which leads to increased staff turnover and absenteeism, lower performance and increased job stress levels, and intention to leave the

organization. (3) Work-life conflict may also incur economic costs for the individual, society and the organization.

3. Practical advice for employers in the workplace: the following are examples of interventions in the area of working hours that have been successful in improving work-life balance. They include part-time work, compensated reduced working hours, flexible working hours, compressed workweeks, and a workplace policy on work-life balance.

4. Practical advice for workers: many workplaces have different policies and practices that may improve work-life balance during everyday life. Even if they are not formally written down, there may be possibilities here.

5. Toolkits to address work-life balance: training packages containing a set of innovative and interactive training elements, which provide ‘Work Life Champions’ (anyone who would like to get involved in contributing to a better work-life balance in their workplace by helping others to understand the benefits) with the tools needed to promote effective work-life balance policies and practices in their workplaces.

In addition, the Department of Health of Western Australia (2006) reported the ten essential management actions for creating work-life balance for organizational achievement, consisting of:

1. Positive “Work-life Balance” thinking – treating staff as adults who are balancing their work commitments with their family/personal responsibilities, and being positive about making changes to create a more flexible workplace in all aspects of employee relations. The importance of modeling best practice work-life balance “from the top” cannot be underestimated.

2. “Work-Life Balance” policy – have a clear policy statement which announces that the “WA Health is committed to providing a flexible responsive workplace, which enables all employees to balance work and family/personal responsibilities,” which is incorporated into the core values statements and corporate plans, and supported by policy guidelines outlining what that means for everyone in the workplace.

3. “Work-Life Balance” employer - WA Health can be promoted as an employer who respects and cares about its employees, who recognizes that they will have family and personal responsibilities, and who provides flexible solutions. Factors shown to impact the

most upon staff trying to balance work and life include, required hours of work, a lack of flexibility in being able to alter their working hours, time off or leave arrangements, a lack of access to suitable childcare arrangements, and undue stresses and tensions in the workplace which make working life more difficult and/or even unpleasant.

4. Awareness of entitlements - increase awareness of employees' entitlements to access flexible working arrangements, and what assistance and services are available to them directly or by referral.

5. "Work-Life Balance" survey – conduct a survey to identify staff needs in balancing work and family/personal life responsibilities, current awareness of flexible work options, and suitability of current working arrangements. Incorporate results into the human resource management plan and staff work planning arrangements.

6. Implement flexible work practices – this will provide greater flexibility to all employees, including supervisors, managers and other senior staff, and will ensure flexible working hours schedules, rosters and leave arrangements to accommodate their family and personal responsibilities, without detriment or penalty.

7. Willingness to pilot or trial initiatives – all managers and supervisors to demonstrate commitment to creating a flexible workplace that supports work-life balance by considering employees' needs and requests, and being willing to pilot or trial new initiatives and implement more flexible working arrangements.

8. Management accountability – managers to be responsible and accountable for implementing work-life balance arrangements, reducing staff turnover rates and increasing retention rates in their work area. Managers to be made accountable for decisions to refuse employees' requests for more flexible working arrangements.

9. Management Training – training and development programs for managers should include human resource management skills, the benefits of creating work-life balance, and how to manage a more flexible workforce.

10. Pre-exit interviews – pre-exit interviews that include questions such as whether difficulties in balance in work and family/personal responsibilities were a contributing factor to the employee leaving, to be conducted prior to the employee leaving. This data to be

collated, analyzed and reported to senior management. Where possible, alternative working arrangements should be offered to assist employees remain with a better work-life balance.

Furthermore, the 'components' theory is also used to define the work-life balance. In this approach, the emphasis is normally on a formative latent construct (Edwards and Bagizzzi, 2000). This means that the work-life balance entails multiple facets that are important if the balance is to be achieved (Grzywacz and Carlson, 2007). For instance, work-life balance has the components of time balance, involvement balance and satisfaction balance. Through conceptually-based measures of balance, the different aspects of work-life balance can be analyzed and used to gauge how an individual achieves the balance in their daily responsibilities.

2.2 Work Life Balance in the Hotel Industry

The hotel industry is a service provider industry; the service encounters normally involve the employees as service providers and customers as service receivers. The service providers are exposed to conflicts with the service receivers and from the management of the business. These conflicts result in psychological stress. So a flexible work schedule that will afford breaks and off time for the workers can reduce the stress related to the work.

The hotel industry has numerous job roles and on many occasions embraces the 24-hour structure of business. This nature, on many occasions, leaves the employees with many more work hours devoted to the job, than to other activities that often causes the employees to undergo major personal life adjustments and self-psychological adaptations, causing permanent transitions in personality. To ensure work-life balance the shift pattern is imperative to the smooth operation of the hotels. The study of Mohanty and Mohanty(2014: 65-81) mentions the influencing factors of work-life balance have become buzz words in the contemporary economic world as employees in many industries are facing a lot of pressure from their work organisation and also pressure from a new social structure. Though the issues and problems are different in nature and influencing life to different degrees, but all industrial employees are facing the problem due to the liberalisation, privatisation and globalisation of economies. The hotel industry is distinguished from others in respect to the provision of services around the clock. Moreover, due to the seasonal nature of the hotel business and the high attrition rate in the industry, it suffers from acute manpower shortage. Sometimes employees are compelled to take up the extra load by working for long hours. Such work environments may impact on the work-life balance of the

employees since they do not get sufficient time for their personal and social commitments. Their study has concluded that the key factors associated with work–life balance and the employee perception towards it in Odisha, India, found that the pressure of multiple roles, quality of health and ever changing and abnormal working schedules are the major factors contributing to poor work-life balance in the hotel industry in Odisha.

Research carried out by Frone (2000) found that work-life conflict affects performance. It is thus true that organizations with lower levels of the work-life conflict normally have a supportive organizational culture. On the other hand, small businesses often have no clear work culture; they lack integration between the employees' life and the organizational goals. This negative culture, coupled with an unfavourable working environment and poor management, leads to a barrier to the implementation of a satisfactory work-life balance. This is also attributed to personal factors that affect employment.

In the contemporary business world, workers are faced with many responsibilities both at work and at home. The problem of work-life balance increases depending on the gender of the employee. A high female labour force and emerging issues for the care for the elderly have increased issues relating to work-life balance. According to a study carried out by Duxbury and Higgins(2007), women have a higher tendency of reporting high levels of role overload and care-giver strain. This was attributed to the many roles at home for the women, such as childcare, for example. Long working hours and high stress affects the ability of the employee to strike a harmony between work and family life. It also increases health risks that stem from psychological effects.

Kathleen (2011: 15), studied the work-life balance benefits in the Irish Hotel Sector, and the research results concluded that:

1. The human resource domain has an important role to play in determining where flexibility can make the optimum contribution. The traditional organisation of work is under scrutiny. There is a change in emphasis from a consideration of just work factors to work-life balance, which looks at the overall need of employees. It is important to promote the mutual benefits of flexibility for the employee and the employer.

2. There are inherent costs involved in being a flexible employer. However, where this opportunity is lacking, the costs may be much higher. The overall cost of replacing an

employee involves recruitment, selection, training and some temporary cover. It may make more business sense to accommodate the employee's work-life demands, rather than lose all that talent and skills.

3. Flexible work policies need to be integrated into the overall strategic plan for the organisation. There must be a sense of commitment starting with the top management and working its way down to operational level. As highlighted by the findings, these flexible policies need to be compatible with the overall business aims, e.g. profitability.

4. Work-life balance policies are an important way for an organisation to reflect concern for ethical values. An organisation that promotes its employees' welfare through flexible programmes will enhance its reputation with both its employees and the local community. Such an image could benefit its recruitment and retention policies considerably.

Cleveland et, al. (2007) mentioned hotel management poses a number of challenges for people's lives off the job, which may underlie the high turnover in the industry. These industry challenges may also underlie stress, burnout, and health problems of hotel managers; issues that have implications for companies' health care costs. Hotel entrants, managers, and spouses expressed concerns about the length and unpredictability of hours, which they believe contributed to physical and mental exhaustion, marital disruptions, and less positive familial interactions. There was widespread concern among spouses about the physical toll of work on their partner. Entrants also voiced concerns about burnout and long-term physical health problems. However, hotel industry turnover can be reduced through the implementation of realistic job previews. Strategically, hotel companies can use the positive and the challenging features of hotel management work as part of a realistic job preview when recruiting employees. Our results suggest that though hospitality management students understood hotel management work demands, they did not carefully consider how they would balance family needs with the job requirements as hotel managers.

2.3 Work-Life Balance in Small Hotel Management

Work-life balance is greatly influenced by personality. This brings in the dimension of psychology into the management of small hotels. As such, the work-life balance of the small independent hotel managers can be understood through psychological theories that deal with personality concepts. In an abstract setting, it is expected that the independent hotel

managers will usually have enough leisure activities that are balanced with their managerial job due to the aspect of independence. To the contrary, the independent hotel managers have been found to be in a more complex work-life balance than the 'dependent' managers of a similar caliber of hotels, who work in shifts. It may be easily concluded that these independent small hotel managers are workaholics.

Research carried out on "workaholics" by Machlowitz (1981), found that the small hotel managers experienced extreme work involvement. The work involvement of the managers can be psychologically linked to personality type and to the nature of the work. Moore and Miceli (1997) attribute the lack of balance to the achievement orientation, the perfectionist orientation, and compulsive dependence. The workaholics normally choose to work long hours in anticipation of rewards, which keeps them 'glued' to the jobs, and to neglect other equally important activities.

Indeed, many different theories have been used to explain the nature of work-life balance. One of the theories is the 'border' theory that argues that people, irrespective of their type of jobs, are 'crossers' of the borders of daily life; between home, work and leisure (Clarke, 2000). Through a clear understanding of the borders, referenced by Clarke (2000), employees and the small hotel managers can get to know the permeability that exists in the jobs and hence strike a basis for crossing the borders easily. The issue of borders in the management of small hotels by independent managers sometimes results in a career without boundaries; this normally happens when the managers do not draw parallels between their other activities and work and they end up integrating them as one.

Due to the nature of small hotel management, the independent managers are not exclusory during the strain of balancing work and other roles (Morgan and Wilson, 2002). For instance, managing a small hotel is a hands-on job, in which the manager has to be physically present and ensure that all the activities of the hotel are running well. He/she is also in charge of customer relations as he/she gets the complaints and recommendations from the clients frequenting the hotel. This is unlike in the big hotels where there is a set organizational structure, in which the manger is only a policy maker and handles top management issues. A study carried by Elliot (2007), found out that most of the managers in the small hotels were actually the proprietors of the businesses. This means they enjoy some independence in the managing of the

businesses, however that the independence is curtailed by the need for success. As a result, they have to dedicate their time to work. Therefore, just like the other employees, the small hotel managers need to strike a balance in order for them to achieve a satisfactory work-life balance with other activities.

The management of small hotels is comparable to the mosaic society where the boundaries that exist between work and other activities become very blurred. This raises the management issue of how far can individuals assume control and strike a work-life balance. Through the 'border' balance and its relation to the independent management of small hotels, it opens up scope for social constructs and leads to a defensible sense of balance, which in actual sense if analyzed, means that the managers are found to lean to one side of life, which is mainly the hotel management side. On a conceptual basis, the independent managers of the small hotels are in charge of virtually everything in the hotel; i.e. from human resources, to cleanliness, procurement, and financial management.

Work-life balance is normally determined by the context of the work at hand. The demands of work can be very high or low; this is dependent on the work culture and affects the practices that are intended to strike a work-life balance. For example, time off work and having flexible hours. In the hotel industry, the demands and needs of the customers should be addressed keenly; this is a service industry, and thus there is need for managers to ensure that a cordial business relationship is established between the employees and the clients (Lewis, Gambles and Rapoport, 2007). As such, the independent small hotel managers have to ensure that close supervision is carried out. The culture of hotel management that always strives to ensure satisfaction has been found to affect the individual perception of the managers. The orientation to work and the centrality of the work to the life-interests of the managers affect their work-life balance.

2.4 The influence of personal characteristics on the work-life balance

Rutherford (2005: 72) said about the influences for the hotel business, that like many other American businesses, hotels have been affected by shifts in the emphasis among the country's living patterns. People and industry have moved from the so-called Rust Belt to the Sun Belt. The hotel industry has been active in reborn and reconstructed city centers. Despite the improvement of the organizational structure of the hotel industry, the work-life balance of

employees should not be abandoned; especially the impact of personal characteristics on work-life balance of which demographics play a major role and will continue to be influential in the foreseeable future. As the baby boom generation and its children mature, the population of the country will for many years be older, healthier, and better educated than previous generations. These facts will present new challenges and opportunities to all business managers.

Thrivani (2012) said that today we see women working in almost all types of professions demonstrating that there is no gender difference in work. In fact, many organizations say that women are playing a major role in uplifting the organization. This is a positive development in that women are making their presence felt in different walks of life. On the other hand, for every woman there is one more background to manage. That is the home and personal life. Today, with increasing demands at the work place, the interface between work-life and personal life assumes a significance which demands more attention. Different factors affect work-life balance, and one set of factors could be demographic variables such as age, income, experience, marital status which influence female employees in their work-life balance. Various studies were conducted in this direction to determine the impact of demographic variables on the work-life balance of women employees. Changes in the workplace and in employee demographics in the past few decades have led to an increased concern for understanding the boundaries and the interaction between employee's work and non-work lives. The study of Thrivent was undertaken to determine the relationship between demographic variables and work-life balance. The findings deduced that the demographic variables and work-life balance experienced by women, based on general understanding, brings out certain observations. As age progresses and women get married, they will have more responsibilities at home to handle that affect their work-life balance. As their length of service increases, their responsibilities at the work place will also increase while they move up the career ladder. The extent to which their economic needs can be met depends upon their income levels. Female employees living in a joint family will have more responsibility at home, but at the same time they will not need to worry about their children as they will be taken care of by other members of the family when they are not at home. It is quite natural that with the increasing number of dependents, she will have more responsibilities that may affect her work-life balance. The hypothesis test found that the demographic variables of age, experience, marital status, income, type of family, and number of

dependents are the most important for the perception of work-life balance for female employees. This conforms to the wider generally held understanding of the relationship between demographic variables and their relation with work-life balance for women.

Baum (2013) studied international perspectives on women and work in hotels, catering and tourism and found the gender influence on work-life balance consists of:

1) Decisions relating to children and child-care responsibilities present the single most important barrier to women's career and developmental progression within the hotel industries of many countries. Personal and lifestyle choices made by women frequently put family before career, at least in the short-medium term with regards to the balance between work and personal life.

2) Within larger hotel brands, brand ownership and operational management are becoming increasingly detached through various forms of management arrangements and franchises. As a consequence, ROI-focused business owners are driving spending decisions to the detriment of longer term career-investment decisions. This particularly affects women seeking flexibility in their career management arrangements.

3) State-driven measures to support the increased participation and retention of women in the hotel and tourism workforce (such as those successfully implemented in Singapore over an extended timeframe), mean employers will generally look to such 'alternative' sources of labour whilst accommodating the working flexibility that women specifically may be looking for in their work-life balance more than men.

4) Micro and small businesses in the tourism and hospitality sector remain wary of the potential organizational consequences of employing women of child-bearing age. Often, older female workers, whether new entrants to the sector or returnees, are relegated primarily to areas such as housekeeping. Respondents did not see them playing a major role either in front-of-house or career-path roles so long as alternative sources of recruitment were available.

2.5 The influence of work factors on the work life balance

According to Jennifer, Maryann, and Eillen (2006), the work-life balance has varied outcomes depending on the side and the type of the balance we view. Managers will always put in place measures to ensure that their businesses can compete favorably and increase production. Sometimes, this is done without paying keen attention to the relationship between the

workers and the workplace. High productivity can be achieved at the detriment of the employees. Furthermore, the working time management policies are often designed to strike a balance between employment and employee's commitments that is equitable and beneficial to both employer and employee. The achievement of a policy has varying degrees of success, with the best path to a successful policy being an implementation after a consultation process between employer and employee. Work-life balance policies are often referred to in practice as “flexible working”, and include the following different ways of working e.g., part-time working, job sharing, flexi-time, term-time working, shift working, annualized hours, compressed hours, tel-working/e-working, home-working, career breaks, study leave, zero hours contracts, and V-Time.

Research carried out by Christensen and Staines (2000), discovered that flexible programs significantly decreased late-coming, absenteeism and labour turnover Kinman (2001), conducted research surveying academics, and more than half demonstrated that working at home in the evening after a long day at work caused them distress. He also found that the strongest factor of psychological distress and dissatisfaction with jobs among the workers was related to the conflict in work-life balance. In yet another study carried out by Boles and McMurrian (2006), it was noted that the majority of employees reported that they were preoccupied with work issues even after they had returned home from the work place, and this in turn affected their sleep patterns.

Rutherford (2005: 72) said that the work factor has a positive influence on work-life balance if work asks are well prepared and well managed to their fruition, and thus support the achievement of the business goals. If this is the case, employees do not feel the strain and a positive work environment has a positive effect on overall work-life balance. A positive work factor can be explained as per below:

- 1) Technology, in the form of computers, communication devices, personal devices, and labor-saving mechanical equipment has had, and will have, a major effect on the way in which hotels are managed and operated. The speed with which information is accumulated, stored, manipulated, and transferred is such that today most travelers expect that the hotel rooms they rent will allow them to be as productive as they are in the office or at home. Increasingly, with portable computing, personal data assistants (PDAs), wireless communication, and virtually everything somehow connected to the internet, hotels must provide services and access that allow

guests seamless transition from the business, travel, or home environment to that of the hotel. Increasingly, entertainment must be fused with communication and productive processes.

2) The concept of market segmentation, or ever-increasingly finely tuned market definitions, will dictate hotel structures and organizations, and management tactics designed to address those market segments and have become even more important to the management of hospitality service businesses. With the increased power in the information and data manipulation realm, hotels have available to them ever-expanding databases about guests and are creating new products to attract those markets.

3) One of the effects of the aging demographic is the emergence of vacation resorts as a modern incarnation of the timeshare properties of several decades ago. Because these are being developed and operated by named hotel companies and are marketed to the affluent, healthy, well-educated population segment, resort managers have had to absorb new managerial realities.

4) The well-documented change in the complexion of the national economy from one that emphasizes goods, and to a lesser extent natural resources, to one that emphasizes services has kindled new ideas about the way in which we manage the design and delivery of these services. Hotels, restaurants, and travel services are now seen as unique entities that dictate special kinds of managerial techniques and strategies.

5) Changes in people's travel patterns have altered the way people manage hotel properties. Deregulation of the airlines has driven a change in the way millions of people travel each year, given the hub and spoke design of airline services. Many hotel companies are now locating major hotel properties adjacent to hub air transport facilities, taking advantage of the fact that business travelers may not need to travel to a central business district (CBD) to accomplish their purpose in a given area. Meetings and conferences can now be scheduled within a five-minute limousine ride from the air terminal, and the business traveler can be headed for his or her next destination before the day is over without having to stay overnight in a CBD hotel.

6) New patterns of investment in hotel facilities have emerged in the last two decades, and more attention is now paid to achieving optimum return on investment. It may be seen as a problem or a challenge or both. To most operators, it will be seen as an opportunity to demonstrate to an increasingly diverse clientele that hotel companies are committed to hiring and

training a workforce structure that mirrors society. Many people see no reason to change that prediction now; if anything, acculturation of the hospitality business will accelerate. Also, the legal and regulatory environments are increasingly important to all business managers, and hotel operators are no exception. Increasingly, operators must be aware of and alert to realms of risk that can engender lawsuits against them. Several articles and essays have highlighted these threats to hotels and their guests. It should be noted that present-day security concerns also have significantly affected the ways in which hotels are operated. Awareness of the risk environment and the regulatory realm are factors that affect a hotel's ability to compete in the early part of the twenty-first century.

2.6 The influence of family factors on the work life balance

Karakas and Lee, (2004) said the work-life balance should ensure that the employees have enough time to attend to their jobs and home life. This will entail ensuring that the employees spend positive time with their family members and having adequate time to relax which will enhance emotional wellbeing. Research carried out by Warren and Johnson(2005), concluded that the work-life balance in large firms that is well-managed is achieved naturally due to the organizational structure. Thomas and Ganster (2005) established that organizations with flexible schedules enhanced productivity as work-life related conflicts are reduced. Also, Geurts,et al.(2005), revealed that enhancement in work results in good psychological wellbeing while conflict will result in a low psychological wellness. Therefore, satisfaction in the job relates positively to work-life balance.

A study carried out by Lowe (2005) in Canada found out that one in four employees usually has high levels of conflict that touch on work and family based responsibilities. His study found out that over 60% of the employees included in the study experienced work-family conflict, and the major factor that contributed to the work-life conflict was the duration of time an employee spent at work. Other factors that were attributed to the work-life balance included job security, work demands and work overload. Whilst Cleveland et. al. (2007) said with smaller, more efficient workforces, hotel organizations are competing to retain highly valued managers. Work stress and burnout are often cited as precursors to work and family stress, and together these factors influence employee intentions to leave an organization. However, work and family issues have received little attention in the hospitality and tourism

literature. His study explores the connections among work characteristics, work stress, and the work–family interface. Results of the multisource qualitative research suggest that long, unpredictable hours create individual and family-related stress. Managers and spouses largely agreed on this point, and entrants were well aware of these expectations. Yet there was variability across hotel occupations in these perceptions. For example, managers assigned to rooms and food and beverage reported being particularly challenged by long, nonstandard hours, including weekends and holidays. Note, however, that these operations’ positions are also the traditional “routes to the top.” In contrast, managers in human resources, engineering, and accounting tended to have 8 a.m. or 9 a.m. to 5 p.m. or 6 p.m. schedules that are probably more compatible with life away from the job, yet these positions typically are not viewed as pathways to becoming general manager. Thus, there are clearly work–family trade-offs in each occupational category. More upwardly mobile hotel managers must make more significant compromises in their lives outside of work. Furthermore, general managers also reported working relatively long hours, yet they enjoyed considerable flexibility and control in determining those hours

If organisations are to achieve the benefits that relate to work-life balance, there is a need to erect strategies that will address the work-life balance for all cadres of employees. Inflexibility in the small hotels is a major concern that affects the work-life balance of the employees. According to Sullivan and Lewis (2006), schedule inflexibility is associated with depression among workers, both men and women, and it is associated with insomnia, and other physical distresses. The relationship between workplace and workers in an organisation can be positively improved if the managers of the affected organisations put in place measures to promote an improved balance.

The work-life balance consists of many constructs that involve work and non-work activities. The enhancement of the constructs is imperative to achieving satisfaction among workers in a work place. This means that satisfaction and a work-life balance relates to many components. The ‘components’ approach can be used to explain the striking of a work-life balance that will ensure the satisfaction of the workers. For instance, increased role enhancement combined with minimised conflicts result in a positive work-life balance. The opposite is where there is a lower role enhancement and high conflict that will result in a work-life imbalance.

According to the literature review in items 2.1-2.6, this researcher has synthesized and summarized the theory and approach related to work-life balance to develop the hypotheses of this research as follow:

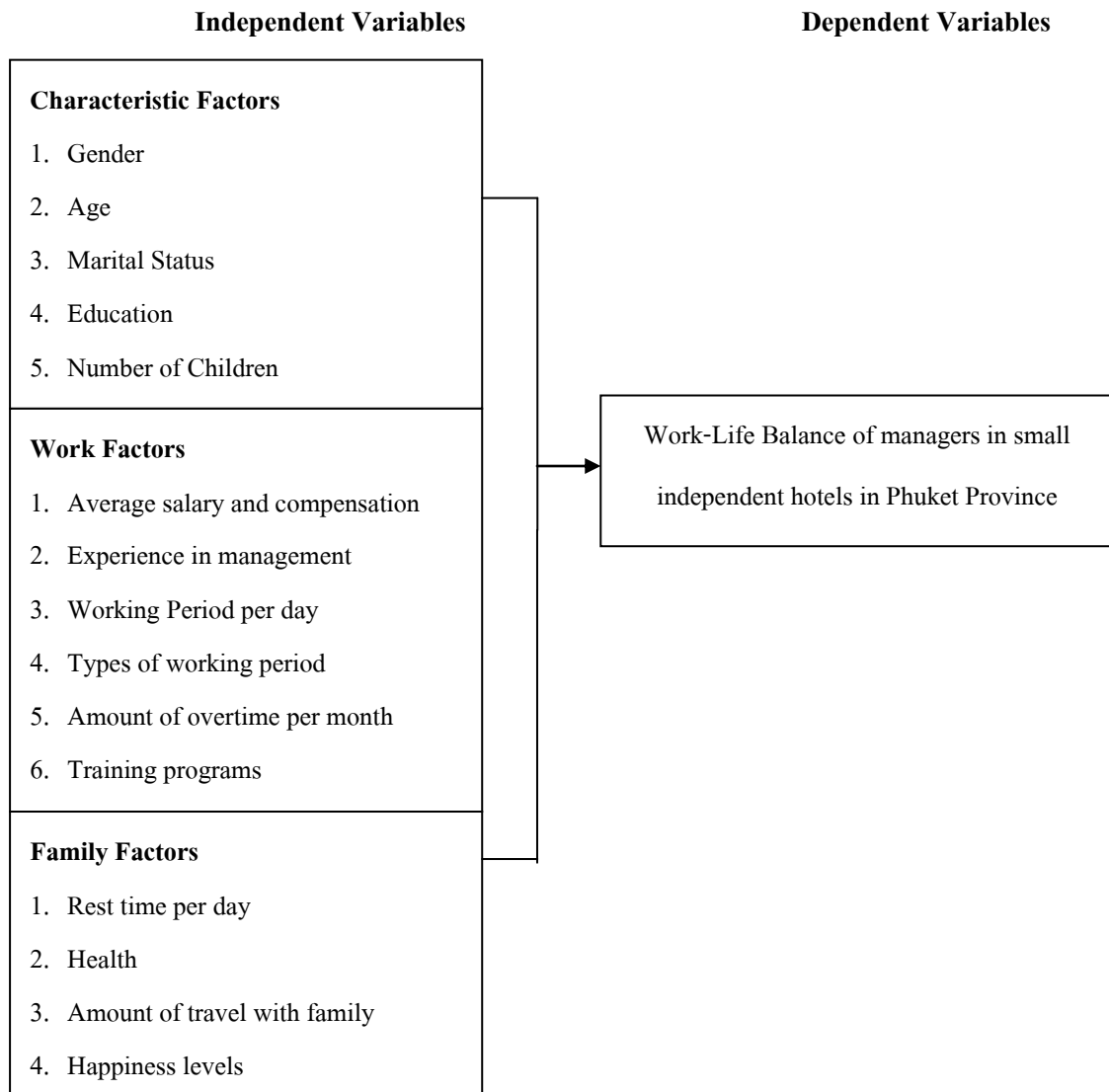
Hypothesis 1: Personal characteristics including gender, age, education, marital status and number of children affect the work-life balance of managers of small independent hotels in Phuket Province.

Hypothesis 2: Work factors including average salary and compensation, experience in management, working periods per day, types of the working period, amount of overtime per month and training programs affect the work-life balance of managers of small independent hotels in Phuket Province.

Hypothesis 3: The family factor including rest time per day, health, amount of travel with family and happiness levels affect the work-life balance of managers of small independent hotels in Phuket Province.

2.7 Conceptual Framework of research

Figure 1 Conceptual Framework of research



Chapter 3

Methodology

This study was conducted according to the objectives of the research. This chapter discusses the research methodology in the following order:

- 3.1 Population, sample group and sampling method
- 3.2 Research instruments
- 3.3 Data collection
- 3.4 Data Analysis – Statistics use to analyze the data

3.1 Population, sampling group and sampling method

The target population of this research was the managers of the small independent hotels in Phuket Province. From the list of accommodation reported by Tourism Authority of Thailand Phuket Office (2015), there were 323 small independent hotels with a maximum of 50 rooms in Phuket. Additionally, the researcher conducted an exploratory survey with visits to all the famous beaches and other tourist destinations in Phuket. All small independent hotels found in this survey were asked for their support to allow their staff to participate in this study.

3.2 Research Instruments

3.2.1 Research Instruments

The research instrument of this research is a questionnaire; the researcher created the questions relative to the research objectives and conceptual framework. The questionnaire is divided into 5 parts as follows:

Part 1: Questions about the demographic characteristics of the respondent with close-ended questions and an answer checklist which amounts to 5 items applied from the influence factors of the work-life balance approach of Rutherford (2005: 72). The questions in this part were answered in items 1.3.1 and 1.3.3 of the objectives of this research.

Part 2: Questions about the work factors of the respondent with close-ended questions and an answer checklist amounting to 6 items applied from the study of influence factors of the work-life balance of Rutherford (2005: 72). The questions in this part answered in items 1.3.1 and 1.3.4 of the objectives of this research.

Part 3: Questions about the family factors of the respondent with close-ended questions and an answer checklist amounting to 4 it misapplied from the study of influence factors of the work-life balance of Sullivan and Lewis (2006). The questions in this part were answered in items 1.3.1 and 1.3.5 of the objectives of this research.

Part 4: Questions about the work-life balance of managers of small independent hotels in Phuket Province with close-ended questions and an answer checklist amounting to 15 items applied from the study of work-life balance in the Irish Hotel Sector, Kathleen (2011: 15). The questions in this part answered in items 1.3.2-1.3.5 of the objectives of this research.

The answers in part 4 used a rating scale to measure the perception level of the respondents, according to the Likert theory (Likert, 1967) that is divided into the measurement of 5 levels as follows:

Interval Scale	Level of Opinion
5	Strongly agree
4	Agree
3	Fair
2	Slightly agree
1	Disagree

3.2.2 Development and examination of the research instruments

The researcher developed and examined the research instruments using the following steps:

3.2.2.1 In order to create the research instrument, the researcher should study theories and related research to have broader and deeper information to develop the research questionnaire.

3.2.2.2 Define the variables and develop the questionnaire related to the research objectives.

3.2.2.3 Take the draft questionnaire to have the content validated by the advisor to check the accuracy, clarity and precision, according to the objectives.

3.2.2.4 Take the revised questionnaire to examine its reliability by checking the similarity of the characteristics of as ample group of 30 (this sample group is not used in the

final research population) and then calculating the Cronbach's Alpha Coefficient (Cronbach,1951). A correct questionnaire which can be a research instrument should have more than 0.07 on Cronbach's Alpha Coefficient (Nunnally, 1978). The results from analysis had a Cronbach's Alpha Coefficient equal to 0.7967, so the questionnaire could be used to collected data in this research.

3.2.2.5 Improve the questions in the questionnaire by liaising with the advisor and referring to the advisor's expert feedback and analysis.

3.2.2.6 Publish the completed questionnaire as the tool to collect the data for this study.

3.3 Data Collection

The researcher personally visited and asked the permission of the managers to complete the questionnaires. The researcher explained the objectives of these questionnaires to all managers in order to receive valid answers. The researcher waited to collect the questionnaires back from the managers and upon doing so immediately checked the completeness of every questionnaire on site before leaving. Some managers asked the researcher to leave the questionnaire with them and then to collect it in a couple days. Due to the time limits, a convenience sample was used. The researcher spent 2 months from the beginning of September 2014 to the end of October 2014 to complete the collection of all 300 questionnaires. The researcher stopped visiting the hotels to distribute the questionnaires when the number of copies in the field reached 300 participating small independent hotels. The number of questionnaires for each location is shown in Table 1:

Table 1 Small Independent Hotels and Questionnaire Distribution

Location	Number of small independent hotels	Number of participating small independent hotels	Number of questionnaires distributed	Number of questionnaires completed
1. Thalang	15	14	16	14
2. Naihan	22	20	22	20
3. Town	65	60	64	60
4. Bangtao	9	8	10	8
5. Karon	29	27	30	27

Table 1 Continued

Location	Number of small independent hotels	Number of participating small independent hotels	Number of questionnaires distributed	Number of questionnaires completed
6. Kata	14	13	15	13
7. Patong	58	55	60	55
8. Kamala	17	16	18	16
9. Surin	14	14	16	14
10. Naiyang	15	14	16	14
11. Saku	11	10	12	10
12. Cherngtalay	18	16	18	16
13. Rawai	21	20	22	20
14. Kathu	15	13	15	13
Total	323	300	334	300

3.4 Data Analysis – Statistics use to analyze the data

For this research, the researcher collected the questionnaires from all of the respondents and checked the completeness. After that, the questionnaires and data were recorded in the Statistical Package for the Social Sciences for Windows Release (SPSS). The statistics for analysis in each part are shown below:

3.4.1 Part 1 - questions about the demographic characteristic factors of the respondent. The researcher used the descriptive statistics for data analysis in Part 1 where the statistics consisted of Frequency and Percentage.

3.4.2 Part 2 - work factors of the respondent. The researcher used the descriptive statistics for data analysis in Part 2 where the statistics consisted of Frequency and Percentage.

3.4.3 Part 3 - family factors of the respondent. The researcher used the descriptive statistics for data analysis in Part 3 where the statistics consisted of Frequency and Percentage.

3.4.4 Part 4 – work-life balance of managers of small independent hotels in Phuket Province. The researcher used the descriptive statistics for data analysis in Part 4 where the statistics consisted of Mean value (\bar{X}) and Standard Deviation (S.D.).

The researcher analyzed the data based on the interval level according to Best and Kahn (Best and Kahn, 1993), as follows:

$$\begin{aligned} \text{The interval level} &= \frac{(Max - Min)}{n} \\ &= \frac{(5 - 1)}{5} \\ &= 0.80 \end{aligned}$$

Therefore, the mean scores will be:

Mean Scores	Level of work life balance
4.21 – 5.00	work life balance at a very good level
3.41 – 4.20	work life balance at a good level
2.61 – 3.40	work life balance at a fair level
1.81 – 2.60	work life balance at a poor level
1.00 – 1.80	work life balance at a very poor level

3.4.6 Hypothesis research analysis - the hypothesis was analyzed by using inferential statistics as follows:

3.4.6.1 T-test analysis for comparison of the different mean value of the factor in 2 groups at the 0.05 significant level.

3.4.6.2 One-way ANOVA analysis compares the different mean value of the factors of more than 2 groups at the 0.05 significant level and compares the pair's different mean value with the LSD Post Hoc test at the 0.05 significant level and is a highly reliable method and widely recognized for statistical analysis (Cohen & Cohen, 1983).

Chapter 4

Results

This study aimed to find the work-life balance levels of managers of small independent hotels in Phuket Province using the questionnaire as the instrument to collect the data in the population of amount 300 persons. After being received, the researcher checked the completeness, running number, recorded the data from the questionnaires in the Statistical Package for the Social Sciences for Windows Release (SPSS) and analyzed the data, with the results shown as follows:

4.1 Results of the demographic characteristic factors of the respondents

4.2 Results of the work factors of the respondent

4.3 Results of the family factors of the respondent

4.4 Results of the work-life balance of managers of small independent hotels in Phuket Province

4.5 Hypothesis

The overall work-life balance evaluation is calculated from the grand mean of all work-life balance variables, and the researcher's evaluation and assessment flows from that. The grand mean will be used with all hypotheses testing in this study.

4.1 Results of the demographic characteristic factors of the respondents

Table 2 Frequency and percentage of the characteristic factors of the respondents

Characteristic Factors	Frequency (n = 300)	Percentage (%)
1. Gender		
Female	108	36.00
Male	192	64.00
2. Age		
Not over 25 years old	14	4.70
26-35 years old	62	20.70
36-45 years old	70	23.30
46-55 years old	34	11.30
56-60 years old	120	40.00

Table 2 Continued

Characteristic Factors	Frequency (n = 300)	Percentage (%)
3. Marital Status		
Single	144	48.00
Married	127	42.30
Divorced/Separated	29	9.70
4. Education		
Lower than Bachelor's degree	87	29.00
Bachelor's degree	154	51.30
Master's degree or higher	59	19.70
5. Number of children		
None	136	45.30
1 child	63	21.00
2 children	75	25.00
3 children or more than	26	8.70

Table 2 presents the characteristic factors of the respondents with the majority of the respondents being male (192, 64 %), in the age range of 56-60 years old, with a total of 120 people (40%). 144 (48%) of the respondents were single. More than half of the respondents held Bachelor's degrees (154; 51.30%). Less than half of the respondents had no children (136; 45.30%).

4.2 Results of the work factors of the respondents

Table 3 Frequency and percentage of the work factors of the respondents

Work Factors	Frequency (n = 300)	Percentage (%)
1. Average salary and compensation		
Less than 15,000 Baht/Month	51	17.00
15,000-20,000 Baht/Month	87	29.00
20,001-25,000 Baht/Month	47	15.70
25,001-30,000 Baht/Month	31	10.30
30,001-35,000 Baht/Month	22	7.30
More than 35,000 Baht/Month	62	20.70

Table 3 Continued

Work Factors	Frequency (n = 300)	Percentage (%)
2. Experience in management		
Less than 3 years	64	21.30
3-5 years	86	28.70
6-10 years	62	20.70
11-15 years	42	14.00
16-20 years	24	8.00
More than 20 years	22	7.30
3. Working periods per day		
8 hours	118	39.30
9-12 hours	130	43.30
More than 12 hours	52	17.30
4. Types of the working period		
Normal office hours	180	60.00
Shift duty	120	40.00
5. Amount of overtime per month		
Less than 20 hours	160	53.30
20-45 hours	80	26.70
45-60 hours	22	7.30
More than 60 hours	38	12.70
6. Training programs		
Less than 1 times/year	129	43.00
2-3 times/year	115	38.30
4-5 times/year	35	11.70
5-6 times/year	11	3.70
7-8 times/year	5	1.70
More than 9 times/year	5	1.70

Table 3 presents the work factors of the respondents. The majority of respondents received an average salary in range of 15,000-20,000 Baht per month (87; 29.00%). 86 (28.70%) of the respondents were managers of small independent hotel switch 3-

5years' experience. 130 (43.30%) of the respondents had a working period of 9-12 hours per day; those with normal office hours numbered 180(60%). More than half of respondents had an amount of overtime of less than 20 hours per month (160;53.30%). Less than half of the respondents had attended training programs less than 1 time per year (129; 43%).

4.3 Results of the family factors of the respondent

Table 4 Frequency and percentage of the family factors of the respondents

Family factors	Frequency (n = 300)	Percentage (%)
1. Rest time per day		
Less than 6 hours/day	54	18.00
6-8 hours/day	168	56.00
8-10 hours/day	51	17.00
More than 10 hours	27	9.00
2. Health		
Excellent	68	22.70
Good	169	56.30
Fair	27	9.00
Slight illness	26	8.70
Chronic illness	10	3.30
3. Amount of annual travel with family		
none	35	11.70
1-3 times	156	52.00
4-5 times	67	22.30
5-6 times	24	8.00
7-8 times	3	1.00
More than 9 times	15	5.00
4. Happiness levels		
Very Happy	81	27.00
Happy	183	61.00
Fair	27	9.00
Unhappy	5	1.70
Very unhappy	4	1.30

Table 4 presents the family factors of the respondents and shows that the most respondents had are at time of 6-8 hours per day (56.00%), good health (56.30%), travel with family around 1-3 times per year (52.00%) and 61.00% had an overall happiness level of 'happy'.

4.4 Results of the work-life balance of managers of small independent hotels in Phuket Province

In order to measure the work-life balance of managers of small independent hotels in Phuket Province, the respondents were asked for their opinions of their work-life balance in a manager's position of a small independent hotel in Phuket Province. The following are the findings:

Table 5 Maximum, minimum, mean and standard deviation of managers' opinion of the work life balance levels of small independent hotel managers in Phuket Province

Opinions of managers of small independent hotels in Phuket Province toward their work-life balance	Max	Min	Mean	S.D.	Level of work life balance
1. I have to perform many roles in a manager's position and in a given time.	5.00	1.00	4.22	0.79	Strongly agree
2. My time resources are equally distributed between job and home.	5.00	1.00	3.96	0.85	Agree
3. My family life seldom suffers due to my manager role.	5.00	1.00	3.87	0.91	Agree
4. I find it difficult to manage my job and dependent care issues at home simultaneously.	5.00	1.00	3.78	0.93	Agree
5. I have enough time to spend on family duties and societal roles.	5.00	1.00	3.59	0.93	Agree
6. As I am burdened with a small independent hotel manager's role, I find it difficult to attend social/community activities.	5.00	1.00	3.40	1.05	Fair
7. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	5.00	1.00	3.36	1.07	Fair

Table 5 Continued

Opinions of managers of small independent hotels in Phuket Province toward their work-life balance	Max	Min	Mean	S.D.	Level of work life balance
8. I feel free and enjoy my profession, as I have no dependent care issues.	5.00	1.00	3.24	1.17	Fair
9. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	5.00	1.00	3.15	1.19	Fair
10. The long hours of work make me stressed and short-tempered.	5.00	1.00	3.05	1.16	Fair
11. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	5.00	1.00	2.91	1.17	Fair
12. Due to work/family issues and lack of time, I find it difficult to take care of my health.	5.00	1.00	2.85	1.14	Fair
13. My health problems are related to the long and continuous work schedule.	5.00	1.00	2.81	1.14	Fair
14. I am too fatigued to look after my family due to my workload in a managerial role.	5.00	1.00	2.81	1.12	Fair
15. The role conflicts in my job and family life have given me a lot of stress	5.00	1.00	2.71	1.17	Fair
Grand Mean	-	-	3.31	1.07	Fair

Table 5 presents the results of the managers' opinions about the work-life balance of small independent hotels in Phuket Province. They strongly agreed that they had to perform many different roles in their managerial positions and in a given time (mean 4.22 and S.D. 0.79). They agreed that their time resources were equally distributed between job and home (mean 3.96 and S.D. 0.85) that their family life seldom suffers due to their managerial role (mean 3.87 and S.D. 0.91); that they found it difficult to manage their job and dependent care issues at home simultaneously (mean 3.78 and S.D. 0.93); and that they had enough time to spend on

family duties and societal roles (mean 3.59 and S.D. 0.85). They fairly agreed on the following points: that as they were burdened with a small independent hotel's managerial roles they found it difficult to attend social/community activities(mean 3.40 and S.D. 1.05);that they had to leave home even earlier before start-work time to have a handover for their responsibilities (mean 3.36 and S.D. 1.07); that they feel free and enjoy their profession as they had no dependent care issues(mean 3.24 and S.D. 1.17); that due to the hotel business needs it was difficult to spend the evenings and weekends with their family(mean 3.15 and S.D. 1.19); that the long hours of work make them stressed and short-tempered(mean 3.05 and S.D. 1.16); that due to the excessive workload and lack of time they are not able to give proper attention to their personal life(mean 2.91 and S.D. 1.17); that due to work/family issues and lack of time they found it difficult to take care of their health(mean 2.85 and S.D. 1.14); that their health problems are related to the long and continuous work schedule(mean 2.81 and S.D. 1.14);that they were too fatigued to look after their family due to their workload in a managerial role (mean 2.81 and S.D. 1.12); and that the role conflicts in their job and family life have given them a lot of stress (mean 2.71 and S.D. 1.17). For further analysis, the grand mean was calculated (mean 3.31 and S.D. 1.07). The Cronbach's alpha coefficient equals 0.8732

4.5 Hypothesis

Hypothesis 1: Personal characteristics including gender, age, education, marital status and number of children affects the work-life balance of managers of small independent hotels in Phuket Province.

Table 6 Comparison of gender and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	t-value	P- Value	
1. I have to perform many roles in manager position and a given time						
	Female	108	4.19	0.85	-0.475	0.635
	Male	192	4.24	0.76		
2. My family life seldom suffers due to my manager role						
	Female	108	3.88	0.88	0.090	0.929
	Male	192	3.87	0.93		

Table 6 Continued

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
3. As I am burdened with a small independent hotel manager's role, I find it difficult to attend social/community activities.					
Female	108	3.48	1.04	1.008	0.314
Male	192	3.35	1.06		
4. I am too fatigued to look after my family due to my workload in my managerial role.					
Female	108	2.96	1.18	1.783	0.076
Male	192	2.72	1.07		
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.					
Female	108	3.07	1.20	1.871	0.062
Male	192	2.81	1.14		
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.					
Female	108	2.97	1.12	1.396	0.164
Male	192	2.78	1.15		
7. The role conflicts in my job and family life have given me a lot of stress.					
Female	108	2.76	1.09	0.583	0.561
Male	192	2.68	1.22		
8. My health problems are related to the long and continuous work schedule.					
Female	108	2.97	1.18	1.862	0.064
Male	192	2.72	1.10		
9. I feel free and enjoy my profession as I have no dependent care issues.					
Female	108	3.25	1.10	0.111	0.912
Male	192	3.23	1.21		

Table 6 Continued

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
10. Due to the hotel's business needs, I find it difficult to spend evenings and weekends with my family.					
Female	108	3.27	1.11	1.259	0.209
Male	192	3.09	1.24		
11. The long hours of work make me stressed and short-tempered.					
Female	108	3.11	1.15	0.644	0.520
Male	192	3.02	1.18		
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.					
Female	108	3.40	0.99	0.532	0.595
Male	192	3.34	1.12		
13. I have enough time to spend on family duties and societal roles.					
Female	108	3.68	0.95	1.243	0.215
Male	192	3.54	0.93		
14. My time resources are equally distributed between job and home.					
Female	108	3.90	0.83	-0.897	0.370
Male	192	3.99	0.86		
15. I find it difficult to manage my job and dependent care issues at home simultaneously.					
Female	108	3.82	0.89	0.660	0.510
Male	192	3.75	0.95		
Overall Work- life balance					
Female	108	3.28	0.61	1.442	0.150
Male	192	3.38	0.63		

Based on the independent sample t-test, the results in table 6 show that there were no significant differences between male and female managers' work-life balance. This suggested that gender had no effect on the managers' work-life balance level in small independent hotels in Phuket Province.

Table 7 ANOVA comparison of age and manager's work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	3.62	0.028*
2. My family life seldom suffers due to my managerial role	0.49	0.614
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	5.21	0.006**
4. I am too fatigued to look after my family due to my workload in my managerial role.	6.11	0.002**
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	12.67	0.000***
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	9.10	0.000***
7. The role conflicts in my job and family life have given me a lot of stress.	10.00	0.000***
8. My health problems are related to the long and continuous work schedule.	10.08	0.000***
9. I feel free and enjoy my profession as I have no dependent care issues.	2.38	0.095
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	0.736	0.481
11. The long hours of work make me stressed and short-tempered.	6.56	0.002**
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	4.50	0.012*
13. I have enough time to spend on family duties and societal roles.	8.25	0.000***
14. My time resources are equally distributed between job and home.	3.14	0.045*
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	3.96	0.020*
Overall work- life balance	4.83	0.001***

Remarks: *p<0.05, **p<0.01, ***p<0.001

In terms of the respondents' differing levels of age, the ANOVA in table 7 shows that there were substantial differences in the respondents' levels of age and overall level of work-life balance, including: (1) they have to perform many roles in a managerial position and in a given time ($p < 0.05$); (2) as they are burdened with small independent hotel's managerial roles, they find it difficult to attend social/community activities ($p < 0.01$); (3) they are too fatigued to look after their family due to the workload in their managerial role ($p < 0.01$); (4) due to the excessive workload and lack of time, they are not able to give proper attention to their personal life ($p < 0.001$); (5) due to work/family issues and lack of time, they find it difficult to take care of their health ($p < 0.001$); (6) the role conflicts in their job and family life and gives them a lot of stress ($p < 0.001$); (7) their health problems are related to the long and continuous work schedule ($p < 0.001$); (8) the long hours of work make them stressed and short tempered ($p < 0.01$); (9) they have to leave home even earlier before work start-time to have a handover for their responsibilities ($p < 0.05$); (10) they have enough time to spend on family duties and societal roles ($p < 0.001$); (11) their time resources are equally distributed between the job and home ($p < 0.05$); and (12) they find it difficult to manage their job and dependent care issues at home simultaneously ($p < 0.05$). Therefore, the overall work-life balance was different between small independent hotel managers in different age groups.

Table 8 LSD multiple comparison of age and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
I have to perform many roles in a managerial position and in a given time.				
35 years old or younger	76	4.08	0.89	A
36-55 years old	104	4.16	0.80	A,B
56-60 years old	120	4.37	0.69	B
As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/ community activities.				
35 years old or younger	76	3.46	0.99	A
36-55 years old	104	3.62	1.04	A
56-60 years old	120	3.18	1.07	B

Table 8 Continued

Managers' work-life balance	N	Mean	S.D	Letter*
Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.				
35 years old or younger	76	2.92	1.19	A,B
36-55 years old	104	3.31	1.12	B
56-60 years old	120	2.55	1.09	A
Due to the work/family issues and lack of time, I find it difficult to take care of my health.				
35 years old or younger	76	2.89	1.16	A
36-55 years old	104	3.17	1.10	A
56-60 years old	120	2.54	1.08	B
The role conflicts in my job and family life have given me a lot of stress.				
35 years old or younger	76	2.62	1.07	A
36-55 years old	104	3.10	1.17	B
56-60 years old	120	2.43	1.15	A
My health problems are related to the long and continuous work schedule.				
35 years old or younger	76	2.84	1.08	A,B
36-55 years old	104	3.15	1.16	A
56-60 years old	120	2.49	1.07	B
The long hours of work make me stressed and short tempered.				
35 years old or younger	76	3.07	1.02	A,B
36-55 years old	104	3.35	1.16	A
56-60 years old	120	2.79	1.19	B
I have to leave home even earlier before work start time to have a handover for my responsibilities.				
35 years old or younger	76	3.21	1.04	A
36-55 years old	104	3.62	0.96	B
56-60 years old	120	3.24	1.16	A

Table 8 Continued

Managers' work-life balance	N	Mean	S.D	Letter*
I have enough time to spend on family duties and societal roles.				
35 years old or younger	76	3.22	0.93	A
36-55 years old	104	3.75	0.92	B
56-60 years old	120	3.68	0.89	B
My time resources are equally distributed between job and home.				
35 years old or younger	76	3.75	0.91	A
36-55 years old	104	4.05	0.74	B
56-60 years old	120	4.01	0.87	B
I find it difficult to manage my job and dependent care issues at home simultaneously.				
35 years old or younger	76	3.53	1.01	A
36-55 years old	104	3.82	0.93	B
56-60 years old	120	3.90	0.85	B
I am too fatigued to look after my family due to my workload in my managerial role.				
35 years old or younger	76	2.74	1.10	A
36-55 years old	104	3.11	1.10	B
56-60 years old	120	2.60	1.10	A
Overall work- life balance				
35 years old or younger	76	3.25	0.95	A
36-55 years old	104	3.52	0.92	B
56-60 years old	120	3.18	0.91	A

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the age factor and work-life balance variables, the researcher divided the respondents into 3 groups. The ANOVA analysis calculation was used to investigate the differences. The results in Table 8 show that there were significant differences in 12 work-life balance variables among 3 age groups.

For further analysis using LSD Post Hoc test, Table 8 shows that the respondents who were in the age group of 56-60 years old had a work-life balance situation where they have to perform many more roles in a managerial position and in a given time, more than the respondents who were in the age groups of 36-55 years old and 35 years old or younger. Simultaneously, the respondents who were in the age group of 36-55 years old had a better work-life balance than the age group of 35 years old or younger.

The age group of 56-60 years old had a work-life balance in that (1) as they were burdened with small independent hotel's manager's roles, they found it difficult to attend social/community activities; and (2) due to work/family issues and a lack of time, they found it difficult to take care of their health, more than the respondents who were in the age groups of 36-55 years old and 35 years old or younger.

The age of 36-55 years old had the work-life balance that (1) due to the excessive workload and lack of time, they were not able to give proper attention to their personal life; (2) their health problems were related to the long and continuous work schedule; and (3) the long hours of work made them stressed and short-tempered, more than the respondents who were in the age groups of 56-60 years old and 35 years old or younger. Simultaneously, the respondents who were in the age group of 35 years old or younger had a work-life balance different from the age group of 36-55 years old.

The employees who are in the age group of 36-55 years old had an overall work-life balance as per the following: (1) the role conflicts in their job and family life have given them a lot of stress; (2) they had to leave home even earlier before work start time to have a handover for their responsibilities and (3) they were too fatigued to look after their family due to their workload in their managerial role more than the respondents who were in the age groups of 56-60 years old and 35 years old or younger.

Meanwhile, the age groups of 36-55 years old and 56-60 years old respondents had a work-life balance in that, (1) they had enough time to spend on family duties and societal roles; (2) their time resources were equally distributed between job and home; and (3) they found it difficult to manage their job and dependent care issues at home simultaneously, greater than the respondents who were in the age group of 35 years old or younger.

Table 9 Comparison of marital status and managers' work-life balance

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
1. I have to perform many roles in my manager's position and in a given time.					
Single	144	4.28	0.72	1.404	0.161
Married and Divorced/Separated	156	4.14	0.87		
2. My family life seldom suffers due to my managerial role.					
Single	144	3.94	0.83	1.521	0.129
Married and Divorced/Separated	156	3.78	0.95		
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.					
Single	144	3.37	0.97	-0.333	0.739
Married and Divorced/Separated	156	3.41	1.12		
4. I am too fatigued to look after my family due to my workload in my managerial role.					
Single	144	2.75	1.11	-0.975	0.330
Married and Divorced/Separated	156	2.88	1.11		
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.					
Single	144	2.87	1.21	-0.375	0.708
Married and Divorced/Separated	156	2.92	1.11		
6. Due to work/family issues and a lack of time, I find it difficult to take care of my health.					
Single	144	2.85	1.19	0.253	0.800
Married and Divorced/Separated	156	2.82	1.10		
7. The role conflicts in my job and family life have given me a lot of stress.					
Single	144	2.62	1.22	-1.052	0.294
Married and Divorced/Separated	156	2.78	1.08		

Table 9 Continued

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
8. My health problems are related to the long and continuous work schedule.					
Single	144	2.80	1.11	-0.153	0.879
Married and Divorced/Separated	156	2.83	1.18		
9. I feel free and enjoy my profession as I have no dependent care issues.					
Single	144	3.44	1.08	2.762	0.006**
Married and Divorced/Separated	156	3.01	1.20		
10. Due to the hotel's business needs, I find it difficult to spend evenings and weekends with my family.					
Single	144	3.21	1.18	0.629	0.530
Married and Divorced/Separated	156	3.12	1.17		
11. The long hours of work make me stressed and short-tempered.					
Single	144	3.12	1.18	1.227	0.221
Married and Divorced/Separated	156	2.95	1.12		
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.					
Single	144	3.37	1.04	0.647	0.518
Married and Divorced/Separated	156	3.29	1.10		
13. I have enough time to spend on family duties and societal roles.					
Single	144	3.54	0.90	-1.063	0.289
Married and Divorced/Separated	156	3.66	0.94		
14. My time resources are equally distributed between job and home.					
Single	144	3.96	0.81	0.435	0.664
Married and Divorced/Separated	156	3.91	0.89		

Table 9 Continued

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
15. I find it difficult to manage my job and dependent care issues at home simultaneously.					
Single	144	3.71	0.98	-1.031	0.304
Married and Divorced/Separated	156	3.83	0.91		
Overall work-life balance					
Single	144	3.32	0.88	0.192	0.825
Married and Divorced/Separated	156	3.33	0.92		

Remarks: **p<0.01

In term of respondents differing marital status, the independent sample t-test in table 9 shows that there were substantial differences in respondents' marital status and the level of the managers' work-life balance in that they feel free and enjoy their profession as they had no dependent care issues(p<0.01).

Table 10 ANOVA comparison of education and managers' work-life balance

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and a given time.	0.62	0.541
2. My family life seldom suffers due to my managerial role.	0.56	0.569
3. As I am burdened with a small independent hotel's managerial role, I find it difficult to attend social/community activities.	3.19	0.043*
4. I am too fatigued to look after my family due to my workload in a managerial role.	5.60	0.004**
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	3.33	0.037*
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	5.63	0.004**
7. The role conflicts in my job and family life have given me a lot of stress.	2.61	0.075

Table 10 Continued

Managers' work-life balance	F -Test	p-value
8. My health problems are related to the long and continuous work schedule.	3.63	0.028*
9. I feel free and enjoy my profession as I have no dependent care issues.	0.12	0.884
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	2.72	0.67
11. The long hours of work make me stressed and short-tempered.	1.31	0.272
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	2.14	0.120
13. I have enough time to spend on family duties and societal roles.	1.39	0.252
14. My time resources are equally distributed between job and home.	1.99	0.139
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	0.124	0.884
Overall work-life balance	4.658	0.010**

Remarks: *p<0.05, **p<0.01

In terms of respondents differing levels of education, the ANOVA in table 10 shows that overall there were substantial differences in respondents' levels of education and the levels of managers' work-life balance (p<0.01) including the following items: (1) as they burdened with a small independent hotel's managerial role, they find it difficult to attend social/community activities (p<0.05); (2) they are too fatigued to look after their family due to their workload in a managerial role (p<0.01); (3) due to the excessive workload and lack of time, they are not able to give proper attention to their personal life (p<0.05); (4) due to work/family issues and lack of time, they find it difficult to take care of their health (p<0.05); (5) their health problems are related to the long and continuous work schedule (p<0.05).

Table 11 LSD multiple comparison between education and managers' work-life balance

Managers' work-life balance	N	Mean	S.D	Letter*
As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/ community activities.				
Lower than Bachelor's degree	87	3.39	1.03	A
Bachelor's degree	154	3.29	1.06	A
Master's degree or higher	59	3.69	1.02	B
I am too fatigued to look after my family due to my workload in manager roles.				
Lower than Bachelor's Degree	87	2.81	1.10	A
Bachelor's Degree	154	2.66	1.14	A
Master's Degree or higher	59	3.22	1.00	B
Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.				
Lower than Bachelor's Degree	87	2.91	1.07	A
Bachelor's Degree	154	2.78	1.21	A
Master's Degree or higher	59	3.24	1.15	B
Due to work/family issues and lack of time, I find it difficult to take care of my health.				
Lower than Bachelor's Degree	87	2.84	1.07	A
Bachelor's Degree	154	2.69	1.15	A
Master's Degree or higher	59	3.27	1.13	B
My health problems are related to the long and continuous work schedule.				
Lower than Bachelor's Degree	87	2.86	1.07	A,B
Bachelor's Degree	154	2.66	1.17	A
Master's Degree or higher	59	3.12	1.10	B
Overall work-life balance				
Lower than Bachelor's Degree	87	3.31	1.01	A
Bachelor's Degree	154	3.24	1.04	A
Master's Degree or higher	59	3.52	1.02	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the education factor and varying levels of managers' work-life balance, the researcher divided the respondents into 3 groups. The ANOVA analysis was calculated to investigate the differences. The results from table 10 show that there were significant differences in 5 work-life balance variables among the 3 levels of education.

For further analysis using the LSD Post Hoc test, Table 11 shows that respondents who have a Master's degree or higher had an overall of work-life balance as follows: (1) as they were burdened with a small independent hotel's managerial role, they found it difficult to attend social/ community activities; (2) they are too fatigued to look after their family due to their workload in a managerial role; (3) due to the excessive workload and lack of time, they were not able to give proper attention to their personal life; (4) due to work/family issues and lack of time, they found it difficult to take care of their health; and (5) their health problems were related to the long and continuous work schedule. Simultaneously, the respondents who have an education level lower than a Bachelor's degree had a work-life balance in that their health problems were related to the long and continuous work schedule, more than the respondents who have a Bachelor's degree.

Table 12 ANOVA comparison of number of children and manager's work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in my managerial position and in a given time.	3.16	0.025*
2. My family life seldom suffers due to my managerial role.	1.03	0.378
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	1.95	0.122
4. I am too fatigued to look after my family due to my workload in my managerial role.	1.67	0.173
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	1.58	0.195
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	1.32	0.268
7. The role conflicts in my job and family life have given me a lot of stress.	0.91	0.437

Table 12 Continued

Managers' work-life balance	F -Test	p-value
8. My health problems are related to the long and continuous work schedule.	2.79	0.041*
9. I feel free and enjoy my profession as I have no dependent care issues.	5.90	0.001***
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.01	0.388
11. The long hours of work make me stressed and short-tempered.	3.04	0.029*
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	1.32	0.269
13. I have enough time to spend on family duties and societal roles.	3.10	0.027*
14. My time resources are equally distributed between job and home.	1.76	0.155
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	2.97	0.032*
Overall work-life balance	3.46	0.017*

Remarks: * $p < 0.05$, *** $p < 0.001$

In terms of number of children, the ANOVA in table 12 shows that overall there were substantial differences in respondents' number of children and the levels of managers' work-life balance in the ($p < 0.05$) including that: (1) they have to perform many roles in a managerial position and in a given time ($p < 0.05$); (2) their health problems are related to the long and continuous work schedule ($p < 0.05$); (3) they feel free and enjoy their profession as they have no dependent care issues ($p < 0.001$); (4) the long hours of work make them stressed and short-tempered ($p < 0.05$), (5) they have enough time to spend on family duties and societal roles ($p < 0.05$); and (6) they find it difficult to manage their job and dependent care issues at home simultaneously ($p < 0.05$).

Table 13 LSD multiple comparison of the number of children factor and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
I have to perform many roles in my managerial position and in a given time.				
None	136	4.23	0.74	A
1 Child	63	4.37	0.79	A
2 Children	75	4.24	0.75	A
3 Children or more than	26	3.81	1.02	B
My health problems are related to the long and continuous work schedule.				
None	136	2.87	1.05	A
1 Child	63	2.71	1.30	A
2 Children	75	2.97	1.14	A
3 Children or more than	26	2.27	1.00	B
I feel free and enjoy my profession as I have no dependent care issues.				
None	136	3.52	1.01	A
1 Child	63	2.87	1.22	B
2 Children	75	3.16	1.20	B
3 Children or more than	26	2.88	1.40	B
The long hours of work make me stressed and short tempered.				
None	136	3.13	1.08	A
1 Child	63	3.02	1.31	A
2 Children	75	3.16	1.16	A
3 Children or more than	26	2.42	1.06	B
I have enough time to spend on family duties and societal roles.				
None	136	3.54	0.87	A
1 Child	63	3.48	1.06	A
2 Children	75	3.85	0.85	B
3 Children or more than	26	3.35	1.06	A

Table 13 Continued

Managers' work-life balance	N	Mean	S.D	Letter*
I find it difficult to manage my job and dependent care issues at home simultaneously.				
None	136	3.78	0.90	A
1 Child	63	3.63	1.13	A
2 Children	75	4.00	0.72	B
3 Children or more than	26	3.46	1.03	A
Overall work-life balance				
None	136	3.31	0.80	A
1 Child	63	3.33	0.97	A
2 Children	75	3.42	0.70	A
3 Children or more than	26	2.97	0.95	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the number of children factor and work-life balance variables, the researcher divided the respondents into 4 groups. The ANOVA analysis was calculated to investigate the differences. The results from table 12 show that there were significant differences in 6 work-life balance variables among the 4 groups of number of children.

For further analysis using LSD Post Hoc test, Table 13 shows that the respondents who had no children, 1 child or 2 children a work-life balance as per the following: that (1) they had to perform many roles in a managerial position and in a given time; (2) their health problems were related to the long and continuous work schedule and (3) the long hours of work make them stressed and short-tempered more than the respondents who were had 3 children or more.

The respondents who had no children had a work-life balance in that they feel free and enjoy their profession as they had no dependent care issues, more than the respondents who had 1, 2, 3 or more children.

Meanwhile, the respondents who had 2 children had a work-life balance in that: (1) they had enough time to spend on family duties and societal roles, and (2) they find it difficult

to manage their job and dependent care issues at home simultaneously, more than the respondents who had no, 1, 3 or more children.

Hypothesis 2: Work factors including average salary and compensation, experience as manager, working periods per day, nature of the working periods, amount of overtime per month and training programs affect the work-life balance of managers of small independent hotels in Phuket Province.

Table 14 ANOVA comparison of average salary/compensation and managers' work-life balance.

Managers' work-life balance	F - Test	p-value
1. I have to perform many roles in my managerial position and in a given time.	5.67	0.004**
2. My family life seldom suffers due to my managerial role.	1.55	0.214
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	1.16	0.315
4. I am too fatigued to look after my family due to my workload in a managerial role.	0.48	0.619
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.61	0.544
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	1.09	0.337
7. The role conflicts in my job and family life have given me a lot of stress.	2.29	0.103
8. My health problems are related to the long and continuous work schedule.	0.15	0.860
9. I feel free and enjoy my profession as I have no dependent care issues.	0.53	0.592
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.34	0.263
11. The long hours of work make me stressed and short-tempered.	1.62	0.201
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	0.08	0.928
13. I have enough time to spend on family duties and societal roles.	6.05	0.003**
14. My time resources are equally distributed between job and home.	7.16	0.001***
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	2.82	0.061
Overall work-life balance	1.68	0.140

Remarks: **p<0.01, ***p<0.001

In terms of average salary and compensation, the ANOVA in table 14 shows that there were substantial differences in respondents' levels of average salary/compensation and the levels of managers' work-life balance in that: (1) they had to perform many roles in a managerial position and in a given time ($p < 0.01$); (2) they had enough time to spend on family duties and societal roles ($p < 0.01$); and (3) their time resources were equally distributed between job and home ($p < 0.001$).

Table 15 LSD multiple comparison of average salary/compensation and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
I have to perform many roles in my managerial position and in a given time.				
Less than 20,000 Baht/Month	138	4.09	0.84	A
20,001-35,000 Baht/Month	100	4.25	0.72	B
More than 35,000 Baht/Month	62	4.48	0.72	B
I have enough time to spend on family duties and societal roles.				
Less than 20,000 Baht/Month	138	3.40	0.90	A
20,001-35,000 Baht/Month	100	3.68	0.97	B
More than 35,000 Baht/Month	62	3.85	0.87	B
My time resources are equally distributed between job and home.				
Less than 20,000 Baht/Month	138	3.76	0.85	A
20,001-35,000 Baht/Month	100	4.14	0.78	B
More than 35,000 Baht/Month	62	4.10	0.86	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the average salary/compensation factor and varying levels of managers' work-life balance, the researcher divided the respondents into 3 groups. The ANOVA analysis was calculated to

investigate the differences. The results from table 14 show that there were significant differences in 3 work-life balance variables among the 3 groups of average salary and compensation.

For further analysis using the LSD Post Hoc test, Table 15 shows that the respondents who had an average salary/compensation of more than 35,000 Baht/Month had a work-life balance in that:(1) they had to perform many roles in a managerial position and in a given time; (2) they had enough time to spend on family duties and societal roles; and (3) their time resources were equally distributed between job and home, more than the respondents who had an average salary/compensation of less than 20,000 Baht/Month and 20,001-35,000 Baht/Month.

Table 16 ANOVA comparison of managers' experience and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	2.33	0.075
2. My family life seldom suffers due to my managerial role.	0.30	0.826
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	0.20	0.896
4. I am too fatigued to look after my family due to my workload in a managerial role.	0.02	0.995
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.39	0.762
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	0.12	0.946
7. The role conflicts in my job and family life have given me a lot of stress.	0.07	0.977
8. My health problems are related to the long and continuous work schedule.	0.29	0.836
9. I feel free and enjoy my profession as I have no dependent care issues.	2.08	0.103
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.30	0.274
11. The long hours of work make me stressed and short-tempered.	0.23	0.876
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	0.04	0.990
13. I have enough time to spend on family duties and societal roles.	2.30	0.078

Table 16 Continued

Managers' work-life balance	F -Test	p-value
14. My time resources are equally distributed between job and home.	5.56	0.001***
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	0.74	0.532
Overall work-life balance	1.60	0.161

Remarks: ***p<0.001

In terms of manager's experience, the ANOVA in table 16 shows that there were substantial differences in respondents' experience in a managerial position and the levels of managers' work-life balance in that their time resources are equally distributed between the job and home (p<0.001).

Table 17 LSD multiple comparison of the managers' experience factor and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
My time resources are equally distributed between job and home.				
Less than 3 years	64	3.67	0.93	A
3-5 years	86	3.85	0.82	A,B
6-10 years	62	4.10	0.76	B
More than 11 years	88	4.17	0.81	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the manager's experience factor and varying levels of managers' work-life balance, the researcher divided the respondents into 4 groups. The ANOVA analysis was calculated to investigate the differences. The results from table 16 show that there were significant differences in 1 work-life balance variable among the 4 groups of manager's experience.

For further analysis using the LSD Post Hoc test, Table 17 shows that the respondents who had 3-5 years, 6-10 years, and more than 11 years manager's experience had a work-life balance in that their time resources were equally distributed between job and home,

more than the respondents who had less than 3 years manager's experience. Simultaneously, the respondents who had 6-10 years, and more than 11 years manager's experience had a work-life balance in that their time resources were equally distributed between job and home, more than the respondents who had 3-5 years manager's experience.

Table 18 ANOVA comparison of working period per day and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	5.25	0.006**
2. My family life seldom suffers due to my managerial role.	0.16	0.849
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	3.29	0.039*
4. I am too fatigued to look after my family due to my workload in a managerial role.	0.69	0.501
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.71	0.494
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	0.42	0.659
7. The role conflicts in my job and family life have given me a lot of stress.	0.25	0.776
8. My health problems are related to the long and continuous work schedule.	0.34	0.712
9. I feel free and enjoy my profession as I have no dependent care issues.	1.66	0.192
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	0.33	0.571
11. The long hours of work make me stressed and short-tempered.	0.56	0.101
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	2.32	0.463
13. I have enough time to spend on family duties and societal roles.	0.77	0.097
14. My time resources are equally distributed between job and home.	2.35	0.595
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	0.52	0.532
Overall work-life balance	0.27	0.767

Remarks: *p<0.05, **p<0.01

In terms of working period per day, the ANOVA in table 18 shows that there were substantial differences in respondents' levels of working period per day and the levels of managers' work-life balance in that: (1) they have to perform many roles in a managerial position and in a given time ($p < 0.01$); and (2) as they are burdened with a small independent hotel's managerial role, they find it difficult to attend social/community activities ($p < 0.05$).

Table 19 LSD multiple comparison of working period per day and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
I have to perform many roles in a managerial position and in a given time.				
8 hours	118	4.05	0.85	A
9-12 hours	130	4.30	0.72	B
More than 12 hours	52	4.42	0.75	B
As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/ community activities.				
8 hours				
9-12 hours	118	3.30	1.04	A
More than 12 hours	130	3.36	1.05	A
	52	3.73	1.03	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the working period per day factor and varying levels of managers' work-life balance, the researcher divided the respondents into 3 groups. The ANOVA analysis was calculated to investigate the differences. The results from table 18 show that there were significant differences in 2 work-life balance variables among the 3 groups of working period per day.

For further analysis using the LSD Post Hoc test, Table 19 shows that the respondents who had a working period per day of more than 12 hours had a work-life balance in that they had to perform many roles in a managerial position and in a given time, more than the respondents who had working period per day of 8 hours and 9-12 hours. Meanwhile the respondents who had a working period per day of 8 hours and 9-12 hours had a work-life balance

in that as they were burdened with a small independent hotel's managerial role, they found it difficult to attend social/community activities, more than the respondents who had a working period per day of more than 12 hours.

Table 20 Comparison of the type of working period and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
1. I have to perform many roles in a managerial position and in a given time					
Normal office hours	180	4.27	0.74	1.166	0.245
Shift duty	120	4.16	0.85		
2. My family life seldom suffers due to my managerial role.					
Normal office hours	180	3.93	0.88	1.402	0.162
Shift duty	120	3.78	0.95		
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.					
Normal office hours	180	3.41	0.98	0.109	0.914
Shift duty	120	3.39	1.15		
4. I am too fatigued to look after my family due to my workload in a managerial role.					
Normal office hours	180	2.84	1.09	0.653	0.515
Shift duty	120	2.76	1.16		
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.					
Normal office hours	180	2.96	1.15	0.888	0.375
Shift duty	120	2.83	1.20		
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.					
Normal office hours	180	2.91	1.13	1.034	0.302
Shift duty	120	2.77	1.15		

Table 20 Continued

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
7. The role conflicts in my job and family life have given me a lot of stress.					
Normal office hours	180	2.81	1.12	1.798	0.073
Shift duty	120	2.56	1.23		
8. My health problems are related to the long and continuous work schedule.					
Normal office hours	180	2.85	1.12	0.746	0.456
Shift duty	120	2.75	1.16		
9. I feel free and enjoy my profession as I have no dependent care issues.					
Normal office hours	180	3.22	1.12	-.322	0.748
Shift duty	120	3.27	1.25		
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.					
Normal office hours	180	3.14	1.17	-.158	0.874
Shift duty	120	3.17	1.23		
11. The long hours of work make me stressed and short-tempered.					
Normal office hours	180	3.16	1.14	1.974	0.049*
Shift duty	120	2.89	1.18		
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.					
Normal office hours	180	3.38	1.11	0.285	0.776
Shift duty	120	3.34	1.02		
13. I have enough time to spend on family duties and societal roles.					
Normal office hours	180	3.68	0.91	2.210	0.028*
Shift duty	120	3.44	0.95		

Table 20 Continued

Managers' work-life balance	N	Mean	S.D	t-value	P- Value
14. My time resources are equally distributed between job and home.					
Normal office hours	180	3.97	0.84	0.803	0.803
Shift duty	120	3.94	0.86		
15. I find it difficult to manage my job and dependent care issues at home simultaneously.					
Normal office hours	180	3.79	0.91	0.687	0.687
Shift duty	120	3.75	0.96		
Overall work-life balance					
Normal office hours	180	3.35	0.95	1.398	0.163
Shift duty	120	3.25	0.86		

Remarks: *p<0.05

In terms of respondents differing type of working period, the independent sample t-test in table 20 shows that there were substantial differences in respondents' levels of type of working period and the levels of managers' work-life balance in that: (1) the long hours of work make them stressed and short-tempered ($p<0.05$); and (2) they have enough time to spend on family duties and societal roles ($p<0.05$).

Table 21 ANOVA comparison of amount of overtime per month and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	1.25	0.293
2. My family life seldom suffers due to my managerial role.	1.70	0.168
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	1.94	0.123
4. I am too fatigued to look after my family due to my workload in a managerial role.	0.26	0.852

Table 21 Continued

Managers' work-life balance	F -Test	p-value
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.59	0.621
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	0.37	0.775
7. The role conflicts in my job and family life have given me a lot of stress.	2.25	0.863
8. My health problems are related to the long and continuous work schedule.	0.13	0.269
9. I feel free and enjoy my profession as I have no dependent care issues.	0.95	0.419
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.26	0.290
11. The long hours of work make me stressed and short-tempered.	0.63	0.599
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	2.77	0.042*
13. I have enough time to spend on family duties and societal roles.	4.70	0.003*
14. My time resources are equally distributed between job and home.	2.46	0.063
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	1.97	0.118
Overall work-life balance	0.53	0.660

Remarks: *p<0.05

In terms of the amount of overtime per month, the ANOVA in table 21 shows that there were substantial differences in respondents' levels of the amount of overtime per month and the levels of managers' work-life balance in that: (1) they had to leave home even earlier before start-work time to have a handover for their responsibilities ($p < 0.05$); and (2) they had enough time to spend on family duties and societal roles ($p < 0.01$).

Table 22 LSD multiple comparison of amount of overtime per month and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
I have to leave home even earlier before work start-time to have a handover for my responsibilities.				
Less than 20 hours	160	3.43	1.06	A
20-45 hours	80	3.35	1.09	A
45-60 hours	22	3.68	0.84	A
More than 60 hours	38	2.95	1.14	B
I have enough time to spend on family duties and societal roles.				
Less than 20 hours	160	3.54	0.87	A
20-45 hours	80	3.83	0.98	A
45-60 hours	22	3.77	0.92	A
More than 60 hours	38	3.18	0.98	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the amount of overtime per month factor and varying levels of managers' work-life balance, the researcher divided the respondents into 4 groups. The ANOVA analysis was calculated to investigate the differences. The results from table 21 show that there were significant differences in 2 work-life balance variables among the 4 groups of amount of overtime per month.

For further analysis using the LSD Post Hoc test, Table 22 shows that the respondents who had an amount of overtime per month less than 20 hours, 20-45 hours and 45-60 hours had a work-life balance in that: (1) they had to leave home even earlier before start-work time to have a handover for their responsibilities; and (2) they had enough time to spend on family duties and societal roles, more than the respondents who were had an amount of overtime per month of more than 60 hours.

Table 23 ANOVA comparison of number of training programs and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	2.57	0.078
2. My family life seldom suffers due to my managerial role.	0.52	0.598
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	0.25	0.975
4. I am too fatigued to look after my family due to my workload in a managerial role.	0.90	0.409
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.50	0.606
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	0.56	0.570
7. The role conflicts in my job and family life have given me a lot of stress.	0.19	0.828
8. My health problems are related to the long and continuous work schedule.	2.27	0.105
9. I feel free and enjoy my profession as I have no dependent care issues.	0.02	0.979
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	0.04	0.962
11. The long hours of work make me stressed and short-tempered.	0.52	0.959
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	1.62	0.199
13. I have enough time to spend on family duties and societal roles.	5.95	0.003**
14. My time resources are equally distributed between job and home.	0.92	0.400
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	2.88	0.058
Overall work-life balance	2.297	0.550

Remarks: **p<0.01

In terms of the number of training programs, the ANOVA in table 23 shows that there were substantial differences in respondents' levels of number of training programs and the levels of managers' work-life balance in that they had enough time to spend on family duties and societal roles (p<0.01).

Table 24 LSD multiple comparison of number of training programs and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
I have enough time to spend on family duties and societal roles.				
Less than 1 time/year	129	3.41	0.94	A
2-3 times/year	115	3.63	0.91	B
More than 4 times/year	56	3.91	0.88	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the number of training programs factor and varying levels of managers' work-life balance, the researcher divided the respondents into 3 groups. The ANOVA analysis was calculated to investigate the difference. The results from table 23 show that there were significant differences in 1 work-life balance variable among the 3 groups of number of training programs.

For further analysis using the LSD Post Hoc test, Table 24 shows that the respondents who had training programs more than 4 times/year had a work-life balance in that they had enough time to spend on family duties and societal roles, more than the respondents who had training programs less than 1 time/year, and 2-3 times/year.

Hypothesis 3: The family factor, including rest time per day, health, amount of travel with family and happiness levels, affects the work life balance of managers of small independent hotels in Phuket Province.

Table 25 ANOVA comparison of rest time per day and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	2.27	0.081
2. My family life seldom suffers due to my managerial role.	1.78	0.151
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	4.49	0.004**
4. I am too fatigued to look after my family due to my workload in a managerial role.	3.66	0.013*

Table 25 Continued

Managers' work-life balance	F -Test	p-value
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	5.73	0.001***
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	5.67	0.001***
7. The role conflicts in my job and family life have given me a lot of stress.	3.96	0.009**
8. My health problems are related to the long and continuous work schedule.	5.74	0.001***
9. I feel free and enjoy my profession as I have no dependent care issues.	3.81	0.011*
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.95	0.121
11. The long hours of work make me stressed and short-tempered.	3.65	0.013*
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	2.85	0.038*
13. I have enough time to spend on family duties and societal roles.	3.03	0.030*
14. My time resources are equally distributed between job and home.	0.43	0.729
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	2.33	0.074
Overall work-life balance	6.83	0.000***

Remarks: *p<0.05, **p<0.01, ***p<0.001

In terms of rest time per day, the ANOVA in table 25 shows that overall there were substantial differences in respondents' levels of rest time per day and the levels of managers' work-life balance(p<0.001), including these items: (1)as they were burdened with a small independent hotel's managerial role, they found it difficult to attend social/community activities (p<0.01); (2) they were too fatigued to look after their family due to their workload in a managerial role (p<0.05); (3) due to the excessive workload and lack of time, they were not able to give proper attention to their personal life (p<0.001); (4) due to work/family issues and lack of time, they found it difficult to take care of their health (p<0.001); (5) the role conflicts in their job and family life have given them a lot of stress(p<0.01);(6)their health problems are related to the long and continuous work schedule(p<0.001); (7) they felt free and enjoy their profession as they have no

dependent care issues ($p<0.05$); (8) the long hours of work make them stressed and short-tempered ($p<0.05$); (9) they had to leave home even earlier before start-worktime to have a handover for their responsibilities ($p<0.05$); and (10) they had enough time to spend on family duties and societal roles ($p<0.05$).

Table 26 LSD multiple comparison of rest time per day and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.				
Less than 6 hours/day	54	3.74	0.94	A
6-8 hours/day	168	3.38	1.02	A,B
8-10 hours/day	51	3.02	1.26	B
More than 10 hours	27	3.56	0.80	A,B
I am too fatigued to look after my family due to my workload in a managerial role.				
Less than 6 hours/day	54	3.19	1.21	A
6-8 hours/day	168	2.81	1.06	B
8-10 hours/day	51	2.49	1.19	B
More than 10 hours	27	2.67	0.96	B
Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.				
Less than 6 hours/day	54	3.33	1.29	A
6-8 hours/day	168	2.92	1.07	A,B
8-10 hours/day	51	2.41	1.28	B
More than 10 hours	27	2.89	0.93	A,B
Due to work/family issues and lack of time, I find it difficult to take care of my health.				
Less than 6 hours/day	54	3.31	1.19	A
6-8 hours/day	168	2.86	1.07	A,B
8-10 hours/day	51	2.45	1.25	B
More than 10 hours	27	2.63	0.93	A,B

Table 26 Continued

Managers' work-life balance	N	Mean	S.D	Letter*
The role conflicts in my job and family life have given me a lot of stress.				
Less than 6 hours/day	54	3.11	1.31	A
6-8 hours/day	168	2.71	1.09	B
8-10 hours/day	51	2.35	1.23	B
More than 10 hours	27	2.56	1.09	B
My health problems are related to the long and continuous work schedule.				
Less than 6 hours/day	54	3.20	1.19	A
6-8 hours/day	168	2.86	1.09	A,B
8-10 hours/day	51	2.35	1.14	B
More than 10 hours	27	2.56	0.97	A,B
I feel free and enjoy my profession as I have no dependent care issues.				
Less than 6 hours/day	54	3.59	1.21	A
6-8 hours/day	168	3.07	1.23	B
8-10 hours/day	51	3.25	1.31	B
More than 10 hours	27	3.59	0.84	A
The long hours of work make me stressed and short tempered.				
Less than 6 hours/day	54	3.35	1.15	A
6-8 hours/day	168	3.10	1.11	A
8-10 hours/day	51	2.63	1.25	B
More than 10 hours	27	3.00	1.18	A
I have to leave home even earlier before work start-time to have a handover for my responsibilities.				
Less than 6 hours/day	54	3.70	1.13	A
6-8 hours/day	168	3.35	1.00	B
8-10 hours/day	51	3.16	1.25	B
More than 10 hours	27	3.15	0.91	B

Table 26 Continued

Managers' work-life balance	N	Mean	S.D	Letter*
I have enough time to spend on family duties and societal roles.				
Less than 6 hours/day	54	3.93	0.89	A
6-8 hours/day	168	3.51	0.92	B
8-10 hours/day	51	3.55	1.01	B
More than 10 hours	27	3.44	0.85	B
Overall work-life balance				
Less than 6 hours/day	54	3.62	0.99	A
6-8 hours/day	168	3.29	0.90	B
8-10 hours/day	51	3.12	0.89	B
More than 10 hours	27	3.22	0.90	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the rest time per day factor and varying levels of managers' work-life balance, the researcher divided the respondents into 4 groups. The ANOVA analysis was calculated to investigate the differences. The results from table 25 show that there were significant differences in 10 work-life balance variables among the 4 groups of working period per day.

For further analysis using the LSD Post Hoc test, Table 26 shows that the respondents who had a rest time of less than 6 hours per day had a work-life balance including: (1) as they are burdened with a small independent hotel's managerial role, they find it difficult to attend social/ community activities; (2) due to the excessive workload and lack of time, they are not able to give proper attention to their personal life; (3) due to work/family issues and lack of time, they find it difficult to take care of their health and (4) their health problems are related to the long and continuous work schedule, more than the respondents who had a rest time of 6-8 hours per day, 8-10 hours per day, and more than 10 hours per day. Simultaneously, the respondents who had a rest time of 6-8 hours per day, and more than 10 hours per day had a work-life balance as per the 4 items mentioned above more than those with 8-10 hours per day.

Furthermore, the respondents who had a rest time of less than 6 hours per day had a work-life balance in that: (1) they are too fatigued to look after their family due to their workload in a managerial role; (2) the role conflicts in their job and family life have given them a lot of stress; (3) they have to leave home even earlier before start-worktime to have a handover for the irresponsibility; and (4) they have enough time to spend on family duties and societal roles, more than the respondents who had a rest time of more than 10 hours per day.

Meanwhile, the respondents who had a rest time of less than 6 hours per day and more than 10 hours per day had a work-life balance in that they feel free and enjoy their profession as they have no dependent care issues, more than the respondents who had are at time of 6-8 hours per day and 8-10 hours per day. And the respondents who had a rest time of less than 6 hours per day, 6-8 hours per day and more than 10 hours per day had a work-life balance in that the long hours of work make them stressed and short-tempered, more than the respondents who had a rest time of 8-10 hours per day.

Table 27 ANOVA comparison of health and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	1.12	0.343
2. My family life seldom suffers due to my managerial role.	0.69	0.557
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	0.13	0.945
4. I am too fatigued to look after my family due to my workload in a managerial role.	0.64	0.587
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.51	0.676
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	1.27	0.286
7. The role conflicts in my job and family life have given me a lot of stress.	0.17	0.918
8. My health problems are related to the long and continuous work schedule.	1.29	0.277
9. I feel free and enjoy my profession as I have no dependent care issues.	1.58	0.195
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.87	0.136

Table 27 Continued

Managers' work-life balance	F -Test	p-value
11. The long hours of work make me stressed and short-tempered.	0.77	0.510
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	0.83	0.477
13. I have enough time to spend on family duties and societal roles.	0.27	0.845
14. My time resources are equally distributed between job and home.	0.92	0.431
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	1.56	0.924
Overall work-life balance	0.58	0.679

In terms of health conditions, the ANOVA in table 27 shows that there were not substantial differences in respondents' levels of the time per day and levels of managers' work-life balance.

Table 28 ANOVA comparison of amount of travel with family and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	0.43	0.728
2. My family life seldom suffers due to my managerial role.	1.24	0.297
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	1.56	0.200
4. I am too fatigued to look after my family due to my workload in a managerial role.	2.53	0.057
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	4.11	0.007**
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	2.03	0.109
7. The role conflicts in my job and family life have given me a lot of stress.	2.24	0.084
8. My health problems are related to the long and continuous work schedule.	5.77	0.001***
9. I feel free and enjoy my profession as I have no dependent care issues.	0.37	0.773

Table 28 Continued

Managers' work-life balance	F -Test	p-value
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.48	0.221
11. The long hours of work make me stressed and short-tempered.	6.90	0.000***
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	2.34	0.074
13. I have enough time to spend on family duties and societal roles.	1.98	0.117
14. My time resources are equally distributed between job and home.	0.20	0.898
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	1.58	0.195
Overall work-life balance	2.42	0.136

Remarks: **p<0.01, ***p<0.001

In terms of the amount of travel with family, the ANOVA in table 28 shows that there were substantial differences in respondents' levels of the amount of travel with family and the levels of managers' work-life balance in that: (1) due to the excessive workload and lack of time, they were not able to give proper attention to their personal life ($p<0.01$); (2) their health problems are related to the long and continuous work schedule ($p<0.001$); and (3) the long hours of work make them stressed and short tempered ($p<0.001$).

Table 29 LSD multiple comparison of amount of travel with family and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.				
None	35	3.26	0.89	A
1-3 times	156	3.03	1.21	A
4-5 times	67	2.70	1.11	B
More than 6 times	42	2.50	1.17	B

Table 29 Continued

Managers' work-life balance	N	Mean	S.D	Letter*
My health problems are related to the long and continuous work schedule.				
None	35	3.11	0.96	A
1-3 times	156	2.96	1.19	A
4-5 times	67	2.64	1.04	B,A
More than 6 times	42	2.26	1.01	B
The long hours of work make me stressed and short tempered.				
None	35	3.71	0.89	A
1-3 times	156	3.10	1.18	B
4-5 times	67	2.88	1.05	B
More than 6 times	42	2.60	1.23	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the amount of travel with family factor and varying levels of managers' work-life balance, the researcher divided the respondents into 4 groups. The ANOVA analysis was calculated to investigate the difference. The results from table 28 show that there were significant differences in 3 work-life balance variables among the 4 groups of amount of travel with family.

For further analysis using the LSD Post Hoc test, Table 29 shows that the respondents who never travel with family and those who travel 1-3 times per year with family had a work-life balance in that: (1) due to the excessive workload and lack of time, they are not able to give proper attention to their personal life; and (2) their health problems are related to the long and continuous work schedule, more than the respondents who travel with family 4-5 times per year and more than 6 times per years. Meanwhile, the respondents who travel with family 4-5 times per year had a work-life balance in that their health problems are related to the long and continuous work schedule, more than the respondents who travel with family more than 6 times per year.

Furthermore, the respondents who never travel with family had a work-life balance in that the long hours of work make them stressed and short-tempered more than the respondents who travel with family 1-3 times per year, 4-5 times per year and more than 6 times per years.

Table 30 ANOVA comparison of happiness levels and managers' work-life balance.

Managers' work-life balance	F -Test	p-value
1. I have to perform many roles in a managerial position and in a given time.	3.05	0.029*
2. My family life seldom suffers due to my managerial role.	7.79	0.000***
3. As I am burdened with a small independent hotel managerial role, I find it difficult to attend social/community activities.	1.51	0.210
4. I am too fatigued to look after my family due to my workload in a managerial role.	1.13	0.335
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	2.86	0.037*
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.	3.45	0.017*
7. The role conflicts in my job and family life have given me a lot of stress.	1.97	0.118
8. My health problems are related to the long and continuous work schedule.	2.45	0.064
9. I feel free and enjoy my profession as I have no dependent care issues.	3.10	0.027*
10. Due to the hotel business needs, I find it difficult to spend evenings and weekends with my family.	1.31	0.270
11. The long hours of work make me stressed and short-tempered.	0.76	0.518
12. I have to leave home even earlier before work start-time to have a handover for my responsibilities.	0.17	0.917
13. I have enough time to spend on family duties and societal roles.	5.90	0.001***
14. My time resources are equally distributed between job and home.	1.42	0.237
15. I find it difficult to manage my job and dependent care issues at home simultaneously.	3.44	0.017*
Overall work-life balance	2.66	0.033*

Remarks: *p<0.05, ***p<0.001

In terms of happiness levels, the ANOVA in table 30 shows that there overall were substantial differences in respondents' levels of happiness and the levels of managers' work-life balance ($p < 0.05$) including: (1) they had to perform many roles in a managerial position and in a given time ($p < 0.05$); (2) their family life seldom suffers due to their managerial role ($p < 0.001$); (3) due to the excessive workload and lack of time, they were not able to give proper attention to their personal life ($p < 0.05$); (4) due to the work and family issues and lack of time, they found it difficult to take care of their health ($p < 0.05$); (5) they felt free and enjoy their profession as they have no dependent care issues ($p < 0.05$); (6) they had enough time to spend on family duties and societal roles ($p < 0.001$); and (7) they found it difficult to manage their job and dependent care issues at home simultaneously ($p < 0.05$).

Table 31 LSD multiple comparison of the happiness levels factor and managers' work-life balance.

Managers' work-life balance	N	Mean	S.D	Letter*
I have to perform many roles in a managerial position and in a given time.				
Very happy	81	4.21	0.80	A
Happy	183	4.30	0.73	A
Fair	27	3.81	1.04	B
Unhappy	9	4.11	0.78	A
My family life seldom suffers due to my managerial role.				
Very happy	81	4.02	0.99	A
Happy	183	3.92	0.78	A,B
Fair	27	3.44	0.97	A,B
Unhappy	9	2.78	1.39	B
Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.				
Very happy	81	2.90	1.25	A
Happy	183	2.83	1.14	A
Fair	27	3.52	0.75	B
Unhappy	9	2.78	1.56	A

Table 31 Continued

Managers' work-life balance	N	Mean	S.D	Letter*
Due to work/family issues and lack of time, I find it difficult to take care of my health.				
Very happy	81	2.88	1.27	A
Happy	183	2.76	1.03	A
Fair	27	3.48	1.05	B
Unhappy	9	2.56	1.74	A
I feel free and enjoy my profession as I have no dependent care issues.				
Very happy	81	3.51	1.21	A
Happy	183	3.17	1.13	A,B
Fair	27	3.15	1.13	A,B
Unhappy	9	2.44	1.33	B
I have enough time to spend on family duties and societal roles.				
Very happy	81	3.88	0.98	A
Happy	183	3.51	0.88	A
Fair	27	3.11	0.80	B
Unhappy	9	3.89	1.17	A
I find it difficult to manage my job and dependent care issues at home simultaneously.				
Very happy	81	3.98	1.00	A
Happy	183	3.75	0.88	A
Fair	27	3.33	0.92	B
Unhappy	9	3.89	1.05	A
Overall work-life balance				
Very happy	81	3.37	0.81	A
Happy	183	3.28	0.98	A
Fair	27	3.41	0.77	A
Unhappy	9	2.53	0.97	B

*Means with the same letter are not significantly different at the 5% level.

In order to test whether there were any significant differences between the happiness level factor and varying levels of managers' work-life balance, the researcher divided the respondents into 4 groups. The ANOVA analysis was calculated to investigate the differences. The results from table 30 show that there were significant differences in 7 work-life balance variables among the 4 groups of happiness levels.

For further analysis using the LSD Post Hoc test, Table 31 shows that the respondents who had the happiness levels of Very Happy, Happy, and Fair had an overall work-life balance at a strong level and which was higher than the respondents who had the Unhappy level. Other than that, the respondents who had the happiness levels of Very Happy, Happy, and Unhappy had a work-life balance in that: (1) they had to perform many roles in a managerial position and in a given time; (2) due to the excessive workload and lack of time, they were not able to give proper attention to their personal life; (3) due to the work and family issues and lack of time, they found it difficult to take care of their health; (4) they had enough time to spend on family duties and societal roles; and (5) they found it difficult to manage their job and dependent care issues at home simultaneously, more than the respondents who had a happiness level of Fair.

Furthermore, the respondents who had the happiness levels of Very Happy had a work-life balance in that: (1) their family life seldom suffers due to their managerial role; and (2) they felt free and enjoy their profession as they had no dependent care issues, more than the respondents who had the happiness levels of Happy, Fair, and Unhappy. Meanwhile, the respondents who had the happiness levels of Happy and Fair had a stronger work-life balance than the respondents who had the happiness level of Unhappy.

Chapter5

Discussions and Conclusions

5.1 Discussions and Conclusions

This study aims to finding the work-life balance levels of managers of small independent hotels in Phuket Province. The results of this study present (1) the levels of the work-life balance of managers of small independent hotels in Phuket Province, and (2) the relationship between that and the personal characteristics, work factors and family factors of those managers of small independent hotels.

Objective 1: examine the work factors of managers of small independent hotels in Phuket Province.

Most of the small independent hotel managers in Phuket had 3-5 years' experience in management. They typically worked for 9-12 hours per day in normal office hours and worked not over 20 hours of overtime per month. More than half of the small independent hotel managers received not more than 25,000 baht per month as their salary. Less than half of them did not have an opportunity to attend any training programs during the last 12 months. This study's results show the working conditions of manager in small independent hotels in Phuket Province in which it found that the majority of managers were between 56-60 years old and had been working in a managerial position for 5 years or less. Consequently, most of them had been promoted into management when they were a senior employee or had been working with that hotel for a long period. The results found they had a low salary/compensation (less than 25,000 Baht/month) if compared with their age, work experience and current living cost. Furthermore, they work in long periods per day (8-12 hours) including also working overtimes which affects their rest time and time spent with family. The research results show that the most of the small independent hotel managers had poor working conditions which may be affecting their work-life balance. This research's results have been supported by the studies of Rutherford (2005) about the influences on the American hotel business, the results of which found that the work-life balance of employees has been affected by shifts in emphasis among the country's living patterns including the age of managers.

Objective 2: investigate the levels of the work-life balance of managers of small independent hotels in Phuket Province.

The results indicated that the small independent hotel managers had strongly agreed that they had to perform many roles in their managerial positions and in a given time, and that they had to do so because most of the small independent hotels are family businesses. Therefore, the hotel's staff need to do undertake many different roles which also applied to the hotel managers. Due to the size of the properties, small independent hotels hire a few staff, so the hotel manager must perform many tasks to serve the hotel guests. As a result, they found that it was difficult to manage their job and take care of issues at home simultaneously. They do not have enough time to spend on their family duties and societal roles. As family is a very important aspect of their life, this problem has given them a lot of stress and it is affecting the work-life balance of managers in small independent hotels. The research results are in accordance with Clarke (2000) whereby one issue in the management of small hotels by independent managers, is that sometimes one experiences a career without boundaries; this normally happens when the managers do not draw parallels between their other activities and work, so that they end up integrating them as one. Thus, there is a work-life balance at the 'Fair' level for the managerial positions of small independent hotels in Phuket.

Objective 3: investigate the influence of personal characteristics, work factors and family factors on the work-life balance of managers of small independent hotels.

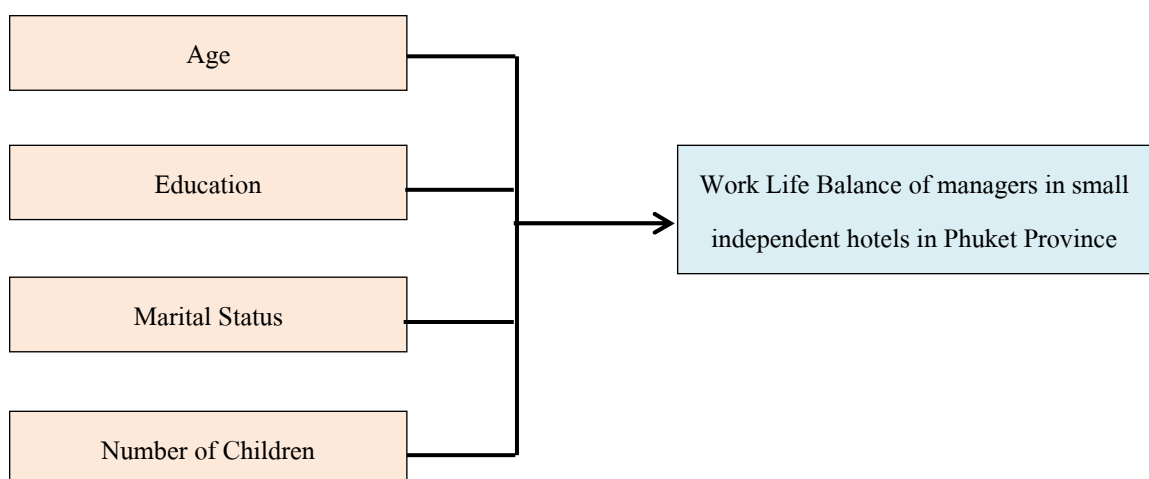
The 3 influence factors that impact the work-life balance of managers of small independent hotels consist of personal characteristics, work factors and family factors, and these can be used in a predictive manner. While the personal characteristics are internal factors of the employees, the work factors and family factors are external factors of the employees. There is also the social factor. The findings and results can be used to develop a strategy for the managing of the work-life balance in the managerial positions of small independent hotels in Phuket.

Personal Characteristics Factor

In terms of age, the findings show that young managers with an age of less than 35 years old seem to have a lower work-life balance than older managers (aged between 36-60 years old). Low income, limited managerial experience and lack of training and development opportunities might be the cause of the problem for them. Most of them are first jobbers, aged

less than 35 years old, recently married, and with more than 3 children (with the low income not related to the gender of the manager.) The study demonstrates that the important factors affecting the work-life balance are due to the quality of life and the inadequacy of the income to cover family expenses and the lack of time-management to be able to allocate time for a balance between work and family. The gender of the manager does not influence the work life balance which is in contrast with a study carried out by Duxbury and Higgins (2007), where they found that women have a greater tendency to report higher levels of role overload and caregiver strain. This was attributed to the many roles at home for women, such as the childcare.

Figure 2 The effect of the personal characteristic factor on the work-life balance of managers of small independent hotels in Phuket Province.

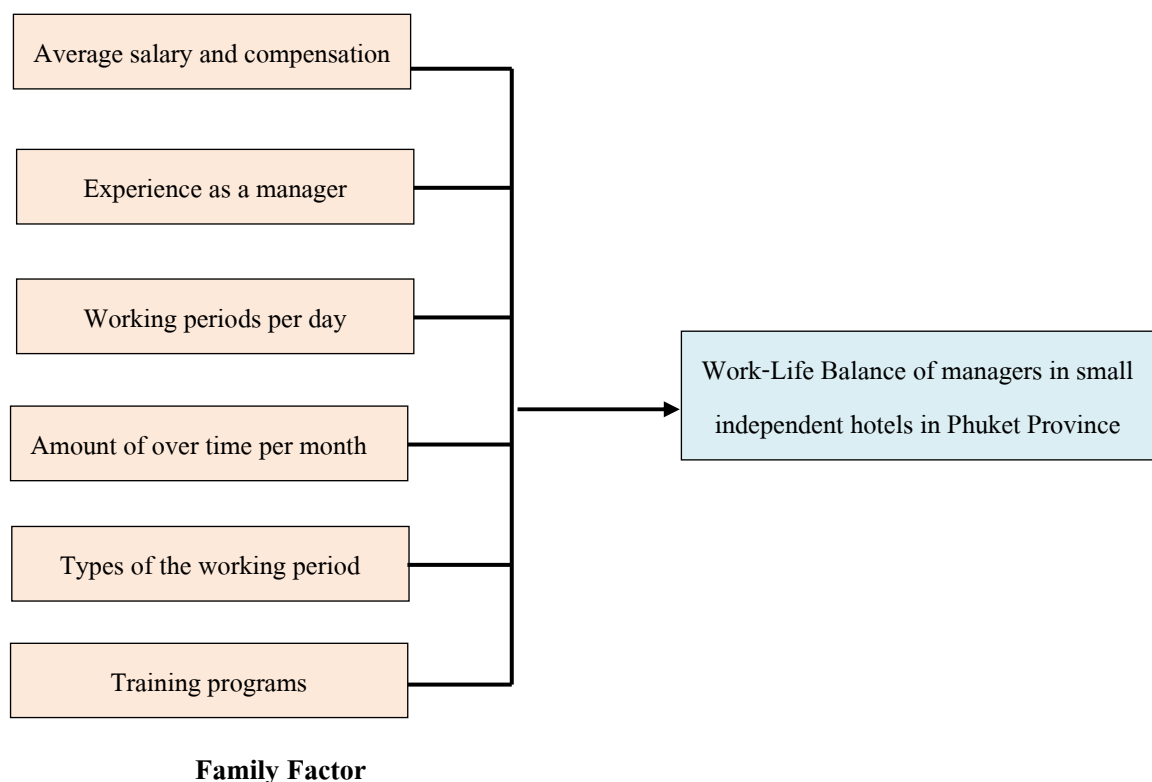


Work Factor

Work factors in terms of average salary and compensation, experience as a manager, working periods per day, the types of working periods, amount of overtime per month and training programs had an effect on the work-life balance of managers of small independent hotels in Phuket Province. The results ascertain that the managers of small independent hotels with a high salary/compensation of more than 35,000 Baht/Month, with more than 6 years manager's experience, with a working period of more than 9 hours per day (but with not more than 60 hours overtime per month) during normal office hours and receiving training programs more than 2 times per year had a good work life balance. The reason came from the time

balancing work, personal life and family whereby the highly experienced managers can manage their time better than the low experience managers, whilst also having adequate income for the current living costs and the opportunity to learn and develop their knowledge and skills at the management level which can build up the working decisiveness of managers. This study's results as presented in Figure 3 are in accordance with a study carried out by Lowe (2005) in Canada that deduced that work-life balance depends on job security, work demands and work overload. According to Sullivan and Lewis (2006), organisations are to achieve benefits that relate to work-life balance. According to a study carried out by Duxbury and Higgins (2007), long working hours and high stress affect the ability of the employee to strike harmony between work and family life. They also increase health risks that stem from psychological side effects.

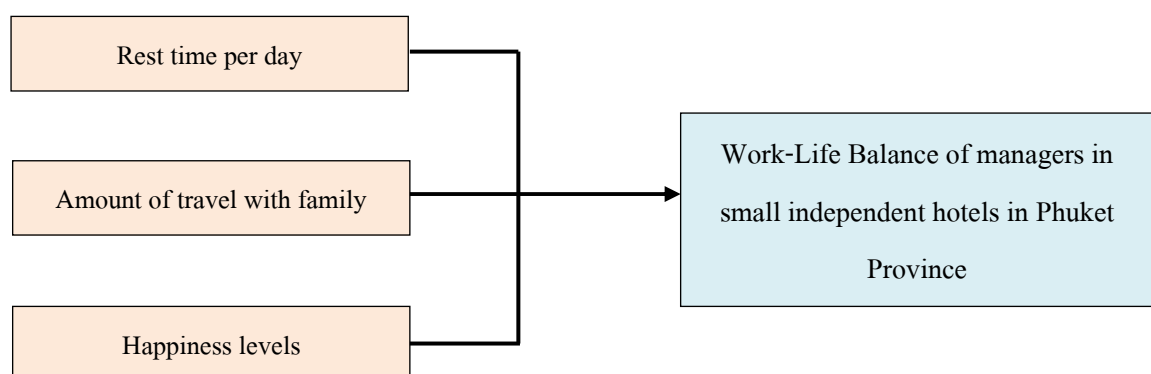
Figure 3 The effect of the work factor on the work-life balance of managers of small independent hotels in Phuket Province.



The family factor consists of rest time per day, amount of rest time per day, health, amount of travel with family, and happiness levels that affect the work-life balance of managers of small independent hotels in Phuket Province. In this study, the researcher discovered

that the family factor, in terms of rest time, travel with family and happiness levels, had an effect on the work-life balance of managers of small independent hotels in Phuket Province. The results indicate that most managers consider 6 hours or less rest-time per day to be appropriate. Factoring in 9 hours of work per day, this gives them enough time to take care of their family (including time for travelling with their family) which allows them to maintain a positive and effective family relationship and level of life happiness. The results of this study are in accordance with a study carried out by Lowe (2005) in Canada which found out that one in four employees usually have high levels of conflict that touch on work and family based responsibilities. Over 60% of the employees included in the study experienced work-family conflict and the major factor that contributed to work-life conflict was the duration of time an employee spent at work.

Figure 4 The effect of the family factor on the work-life balance of managers of small independent hotels in Phuket Province.



5.2 Recommendations

According to the discussion results above, personal characteristics, the work factor, and family factor affect the work-life balance of managers of small independent hotels in Phuket Province. The researcher will present the recommendations that will help to retain valued hotel managers to cooperate with small hotels in the long term and have benefits for the further improvement and development of the work-life balance of small independent hotel managers in Phuket Province, detailed as follow:

1. The Human Resources division of small hotels independent should be reviewed and revise the role and responsibilities of hotel managers to be suitable and practicable, whereby they can balance appropriately work and family life.

2. The small independent hotels should prepare activities that include the participation of members of the managers' families whereby these activities can build up a closer relationship and more understanding of the role and responsibilities of the hotel managers.

3. The small independent hotels should plan appropriate work schedules to better mesh the personal life of hotel managers and to comply with labor laws in Thailand. In addition, career paths and knowledge management are important for the opportunity to advance the development of hotel managers

4. The small independent hotels should set up a health program for the employees e.g. annual medical checking, healthcare payment, annual leave, sport's day, etc.

5. The work-life balance should ensure that the employees have enough time to attend to their jobs and home life. This will entail ensuring that the employees spend appropriate time with their family members and have adequate time to relax which will enhance their emotional wellbeing.

5.3 Limitations and suggestion for further research

This research had limitation as follows:

1. The sample size of this research is too small even though it specified the population as both the managers and owners of small independent hotels. Also, it is only in Phuket province. The result of this study might not be generalized. Therefore, the suggestion for further research is that the researcher should expand the research area to cover the southern tourist cities, i.e., Phuket, Krabi, Phang-nga, Trang, etc., because the population will be increased and with a greater opportunity for selecting the sample.

2. The results of this research are quite biased because 76 percent of populations were the owners of the small independent hotels who also act as the manager. Thus, most of them had the mindset of the owner-role that it is very different from that of an employee-role because the owner receives more benefits from the hotel business. Therefore, the owner will do everything to make the hotel successful and will also gain a lot of benefits without regard to the work-life balance whereas the employee in a managerial position (24 percent of population)

receives just a salary and compensations. So, they work more according to a true manager's role and responsibilities and attempt to strike a balance between work and personal life (including family.) It would be interesting to investigate the difference in work-life balance between the small independent hotel owner-managers and the purely employee-managers. As a suggestion for further research, the researcher should separate the sample pool into two groups – one specifically for owner-managers and another specifically for employee-managers of small independent hotels.

For further research, the majority of results in this study found that the problems of work-life balance of the hotel managers were linked to health conditions, time management, and the normal life management with their family. Therefore, the researcher recommends a future study with the aim of creating a work-life balance improvement program for hotel owners, managers, and employees in order to help and support the initiative to measure and increase their work-life balance quota, and thus in turn augment their level of overall life satisfaction and fulfillment.

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Appendix A

Questionnaire

Work-life balance of small independent hotel managers in Phuket Province

This study is a part of the graduate program in the degree of Master of Business Administration in Hospitality and Tourism Management (International Program), Prince of Songkla University. The objectives of this research are: (1) to examine the work factors of managers of small independent hotels in Phuket Province, (2) to measure the levels of the work-life balance of managers of small independent hotels in Phuket Province, and (3) to investigate the impact of personal characteristics, work factors and family factors on the work-life balance of managers of small independent hotels. It will take about 15-20 minutes of your time to complete this survey. Your responses will be kept completely confidential. No individual respondent will be identified to any other person or in any written form. The results of this study will be beneficial for the further improvement and development of the work-life balance of small independent hotel managers in Phuket Province.

Thank you very much for your cooperation. Your response will be greatly appreciated. If you have any further questions, please contact via email: (nitipongservice@hotmail.com) or call me on 081-525-2966, 084-246-9977.

Thank you and Kind Regards,

Mr. PeerapongKongchuay

Part 1: Profile of the respondent

Please write symbol \surd in the brackets that reflect your situation as accurately as possible.

1. Gender

- Male Female

2. Age

- Not over 25years old 26-35years old
 36-45years old 46-55 years old
 56-60 years old older than 60 years old

3. Marital Status

- Single Married
 Divorced/Separated

4. Education

- Lower than Bachelor's degree Bachelor's degree
 Master's degree or higher Other, please specify

5. Number of Children

- None 1 2 3 or more than

Part 2: the work factors of the respondent

Please write symbol \surd in the brackets that reflect your situation as accurately as possible.

1. Average salary (Total income per month)

- Less than 15,000 Baht/Month 15,001-20,000 Baht/Month
 20,001-25,000 Baht/Month 25,001-30,000 Baht/Month
 30,001-35,000 Baht/Month More than 35,000 Baht/Month

2. How many years have you worked in this position (manager's position)?

- Less than 3 years 3-5 years
 6-10 years 11-15 years
 16-20 years More than 20 years

3. On average, how many hours do you work per day for your hotel?

- 8 hours 9-12 hours More than 12 hours

4. Are you working in:

Normal office hours (e.g. 07.00-17.00 or 08.00-18.00)

Shift duty (e.g. Morning, Afternoon and Night shift)

5. How many hours overtime do you work per month, on average?

Less than 20 hours

20-45 hours

45-60 hours

More than 60 hours

6. How many training programs have you attended in the last 12 months?

Never

1-2 times/year

3-4 times/year

5-6 times/year

7-8 times/year

More than 8 times/year

Part 3: Family factors of the respondent

Please write symbol \surd in the brackets that reflect your situation as accurately as possible.

1. How many hours rest do you take per day, on average?

Less than 6 hours/day

6-8 hours/day

8-10 hours/day

More than 10 hours

2. How is your health?

Excellent

Good

Fair

Slight illness

Chronic illness

3. How often have you travelled with your family in the last 12 months?

None

1-2 times

3-4 times

5-6 times

7-8 times

More than 9 times

4. Please indicate the overall happiness level in your family.

Very Happy

Happy

Fair

Unhappy

Very unhappy

Part 4: Work-life balance of managers of small independent hotels in Phuket Province

Please write symbol \surd in the box that indicates to what extent you agree or disagree with each statement. Your information will be kept strictly confidential

The answers in part 4 are a rating divided into 5 different agreement levels as follows:

Interval Scale	Agreement Level
5	Strongly agree
4	Agree
3	Neutral
2	Disagree
1	Strongly disagree

Questions on work-life balance	Agreement Level				
	1	2	3	4	5
1. I have to perform many roles in a managerial position in a given time.					
2. My family life seldom suffers due to my manager's role.					
3. As I am burdened with a small independent hotel manager's role, I find it difficult to attend social/community activities.					
4. I am too fatigued to look after my family due to my workload in a managerial role.					
5. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.					
6. Due to work/family issues and lack of time, I find it difficult to take care of my health.					
7. The role conflicts in my job and family life given me a lot of stress.					

Questions on work-life balance	Agreement Level				
	1	2	3	4	5
8. My health problems are related to the long and continuous work schedule.					
9. I feel free and enjoy my profession as I have no dependent care issues.					
10. Due to the hotel business needs, I find it difficult to spend the evenings and weekends with my family.					
11. The long hours of work make me stressed and short tempered.					
12. I have to leave home even earlier before start-work time to have a handover for my responsibilities.					
13. I have enough time to spend on family duties and societal roles.					
14. My time resources are equally distributed between job and home.					
15. I find it difficult to manage my job and dependent care issues at home simultaneously.					

Part 5: Additional recommendations and suggestions:

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Thank you for taking the time to answer this questionnaire.

Appendix B: Questionnaire's reliability

Scale	Scale Corrected			
Mean	Variance	Item-	Alpha	
if Item	if Item	Total	if Item	
Deleted	Deleted	Correlation	Deleted	
A1	44.1333	71.1540	.1212	.8010
A2	44.6667	80.8506	-.4877	.8396
A3	45.0000	63.6552	.5341	.7763
A4	45.6667	60.7126	.6980	.7634
A5	45.4667	57.0161	.7311	.7548
A6	45.4333	56.3230	.7426	.7529
A7	45.8333	58.3506	.7155	.7580
A8	45.6333	58.3092	.7389	.7565
A9	45.3000	68.2862	.2165	.7986
A10	45.3000	59.5966	.5814	.7693
A11	45.6000	57.9724	.7237	.7569
A12	45.2667	60.5471	.6430	.7660
A13	45.0000	73.6552	-.0899	.8222
A14	44.4667	68.3954	.3019	.7921
A15	44.8333	75.7299	-.2046	.8234
Reliability Coefficients				
N of Cases = 30.0 N of Items = 15				
Alpha = .7967				

Appendix C: Certificate



JOURNAL OF
INTERNATIONAL STUDIES
Faculty of International Studies, Prince of Songkla University

December 9, 2015

Letter of Acceptance

Manuscript No.: 2015-02

Author: Peerapong Kongchuay

Title: "Work life balance of independent small hotel managers in Phuket province"

Dear Mr. Peerapong Kongchuay

The Editorial Team of Journal of International Studies (JIS), is pleased to inform you that your manuscript entitled **"Work life balance of independent small hotel managers in Phuket province"** has been accepted for the publication.

Your manuscript is scheduled to be published in the upcoming journal issue Journal of International Studies, Prince of Songkla University, **Vol. 5 No. 2, July – December 2015**.

Kind regards,

Dr. Supachai Jeangjai

Executive Editor (Journal of International Studies)

Associate dean for Research and Development

VITAE

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Student ID 5630120014

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List of Publication and Proceedings

Mr.Peerapong Kongchuay. (2015) Work Life Balance of Small hotels independent's manager in Phuket Province Journal of International Studies, Prince of Songkal University. 5(2)
(July – December 2015)