

Work-life Balance of Small Independent Hotel Managers in Phuket Province

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Abstract

The objectives of this research are (1) to investigate the levels of the work life balance of small independent hotels' managers in Phuket Province, and (2) to investigate the impact of personal characteristics on the work-life balance of the same group of managers. The target population of this research is managers of small independent hotels in Phuket. A quantitative approach was applied. The findings showed that small independent hotels' managers had to perform many roles in a given time. Therefore, it is difficult for them to manage their job and take care of their family simultaneously. The results also found that personal characteristics in terms of age, marital status, education, and number of children partially affects the work-life balance of small independent hotels' managers in Phuket.

Key words: work-life balance, manager, small independent hotel, Phuket

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ความสมดุลในชีวิตการทำงานของผู้จัดการโรงแรมอิสระ ขนาดเล็กในจังหวัดภูเก็ต

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บทคัดย่อ

การวิจัยในครั้งนี้ มีวัตถุประสงค์ (1) เพื่อประเมินระดับความสมดุลในชีวิตการทำงานของผู้จัดการโรงแรมขนาดเล็กในจังหวัดภูเก็ตและ (2) เพื่อวิเคราะห์ผลกระทบของปัจจัยเชิงประชากรศาสตร์ต่อระดับความสมดุลในชีวิตการทำงานของ ผู้จัดการโรงแรมขนาดเล็กในจังหวัดภูเก็ต กลุ่มตัวอย่างในการศึกษาครั้งนี้คือ ผู้จัดการโรงแรมขนาดเล็กในจังหวัดภูเก็ต ใช้วิธีการวิจัยเชิงปริมาณ ผลการวิจัยพบว่า ผู้จัดการโรงแรมอิสระขนาดเล็กในจังหวัดภูเก็ตต้องปฏิบัติงานหลายบทบาทในเวลาเดียวกัน การทดสอบสมมติฐานพบว่า ปัจจัยส่วนบุคคล ได้แก่ อายุ สถานภาพส่วนบุคคล ระดับการศึกษา และจำนวนบุตร มีผลกระทบต่อความสมดุลในชีวิตการทำงานของผู้จัดการโรงแรมขนาดเล็กในจังหวัดภูเก็ต

คำสำคัญ : ความสมดุลในชีวิตการทำงาน, ผู้จัดการ, โรงแรมอิสระขนาดเล็ก, ภูเก็ต

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Introduction

Work is important and necessary in human life, and also work is the part of human life which is undertaken more than other activities, particularly in the industrial society. It is expected that humans will spend at least one-third of their life time at work, in the office or factory, and some still believe that in the near future, humans will need to spend their life time involved more increasingly with work (Chalermarn, P., 2003). Over the last several years, partly due to the changing of the population and socio-economic trends, there are increasing numbers of working women and an aging workforce, from management perspectives. Therefore, the public and private sectors of each country all over the world are more interested in Work-Life Balance (or WLB) in order that people can earn a living in equilibrium with the other side of people's lives.

“If any organization demands to attract and retain skillful employees to stay as long as possible in the organization, it is necessary to pay attention to manage human resources with a good Work-Life Balance. Otherwise, the employees might feel unhappy and resign from the organization to seek better alternatives for their lives” (Pongatichart, P., 2005).

Phuket is a famous tourist destination on the Andaman coast of Thailand. The hotel industry in Phuket has flourished in the last two decades. In the year 2010, the total number of hotels in Phuket was 702. However most of the hotels (61.12%) in Phuket were small independent hotels without a license (Manager Online, 2010). With the limited number of employees and non-standardized management, small independent hotels' managers have to manage everything by themselves, and sometimes they even have to serve the hotel customers when there is a staff shortage in the business. These heavy workloads affect their personal and family lives as well as create health problems. Furthermore, small independent hotels'

managers also receive low remuneration compared to large hotels' managers, thus the turnover rate of small hotel managers is quite high if compared to that of hotel chain companies (Kasikorn, 2014).

From the reasons above, it is interesting to investigate the work-life balance of small independent hotels' managers in Phuket. The results of this study will be beneficial to further improve and develop the work-life balance of small independent hotels' managers.

Literature Reviews

1. Work-life balance

Work-life balance is a broad and complex phenomenon, lacking a universal definition. Greenhaus, et.al.(2005) refer to work-life balance as "the extent to which an individual is equally engaged and equally satisfied with his or her work role and family role". From their definition, work-life balance consists of three components: (1) time balance refers to equal time being given to both work and family roles, (2) involvement balance refers to equal levels of psychological involvement in both work and family roles, and finally (3) satisfaction balance refers to equal levels of satisfaction in both work and family roles. Clarke (2000) indicates that a good work-life balance can be satisfactory and functioning well when a 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.

2. Work-Life Balance in the Hotel Industry

Kathleen (2011) mentions that, in the hotel industry, 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. A flexible work schedule that will afford breaks and time off for the workers can reduce the stress related to work.

The hotel industry has numerous job roles and on many occasions embraces the 24 hour way of business. On many occasions, this leaves the employees with many more work hours devoted to the job rather than to other activities. To ensure the work-life balance, a shift pattern is imperative for the smooth operation of hotels. Sullivan and Lewis (2006) state that other working practices in hotel operation that could help in enhancing the balance, include part time hours, and annualised hours.

The work-life balance is normally determined by the context of the work at hand. The work demand can be very high or low; it depends on the work culture, and this 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 demand and needs of the customers should be addressed keenly, as it is a service industry, and thus there is a need for managers to ensure that a cordial business relationship is established between the employees and the clients (Lewis, Gambles and Rapoport, 2007). Consequently, the small independent hotels' managers have to ensure that a 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.

3. Personal characteristics and their impact on work-life balance

The European Agency for Safety and Health at Work (2014) mentioned that the personal characteristic of workers needing a balance between work and life have led organizations to promote the introduction of policies such as flexible working. As a result of demographic, employment and organizational trends, both men

and women have experienced an increase in demands from the familial, household and work domains. Frone (2000) reports that work-life conflict affects performance. Additionally, from his study, personal factors also affect employees' work-life balance and job performance.

Devi and Rani (2013) explain that the work life balance is greatly influenced by personality characteristics. This brings the dimension of psychology into the management of small hotels. As such, the work balance of the small independent hotels' managers can be understood through psychological theories that deal with the personality concept. They also report that the independent managers should have enough time to do leisure activities that are balanced with their managerial job, due to the aspect of independence.

Therefore, a hypothesis structure was developed.

H1: Age has an impact on small independent hotels' managers' work-life balance.

H2: Education has an impact on small independent hotels' managers' work-life balance.

H3: Marriage status has an impact on small independent hotels' managers' work-life balance.

H4: Number of children has an impact on small independent hotels' managers' work-life balance.

Research Methodology

This research applied a quantitative approach by using a questionnaire to collect data. The managers of the small independent hotels in Phuket were the target population. A questionnaire was utilized. It consists of five parts:

⁴ The term was first used by Odling-Smee, Laland and Feldman (1996).

Part 1: characteristic factors of the respondent in terms of gender, age, marriage status, education and number of children.

Part 2: working factors of the respondent in terms of total salary, experience in a managerial position, working periods per day, types of the working periods, length of overtime per month and the number of training programs per year.

Part 3: family factors of the respondent in terms of rest hours per day, health condition, time to travel with family and overall happiness.

Part 4: work-life balance of small independent hotels' managers in Phuket. The respondents were asked to rate their level of agreement on 15 items which were benchmarked from Kathleen (2011). The 5-point Likert scale was applied, when 1 = strongly disagree and 5 = strongly agree.

Part 5: additional recommendations and suggestions.

Convenience sampling was also applied. From the list of accommodation reported by the Thai Hotels Association (2014), there were only 154 small independent hotels with a maximum of 50 rooms in Phuket. From the researcher's observation, there were many hotels not in that list, so the researcher visited all the famous beaches and other tourist destinations in Phuket (e.g. Patong, Naiyang, Saku, Kamala, Naihan, Surin, Town, Cherngtalay, Bangtao, Rawai, Kata, Karon and Kathu). If any small independent hotels were found, the researcher would personally visit and asked the managers to complete the questionnaires. However, due to the time limitation, within two months from September to October, 310 small independent hotel managers were approached and 300 hotel managers agreed to complete the questionnaire.

The researcher brought the draft questionnaire to seek content validity by presenting it to the research advisor to check the accuracy, clarity and precision, according to the objectives. Then, the

researchers took the revised questionnaire to test the reliability with 30 managers and calculated the Cronbach's Alpha Coefficient (Cronbach, 1951). The result of the Cronbach's Alpha Coefficient was 0.7967. The statistical package for the Social Sciences for Windows Release (SPSS) was applied in this research.

Findings

1. Demographic characteristics of the respondents

Table 1 shows the characteristics of the respondents; the majority were male (64 %), aged 56-60 years old (40%). 48% of the respondents were single. More than half of the respondents held a Bachelor's degree (51.30%). Less than half of the respondents had no children (45.30%).

Table 1 Frequency and percentage of the characteristic factors of the respondent

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
3. Marriage 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

Characteristic Factors	Frequency (n = 300)	Percentage (%)
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

2. Working factors of small independent hotel managers in Phuket

Table 2 shows the working factors of the respondents, 29.00% of the respondents get an average salary of 15,000-20,000 Baht per Month. 28.70% had 3-5 years' work experience as small independent hotels' manager. Almost half of them had to work 9-12 hours per day while 60.00% work in normal office hours. More than half of the respondents work less than 20 hours overtime per month. Lastly, almost half of the respondents had not attended training programs during the last 12 months.

Table 2 Frequency and percentage of working factors of the respondent

Working Factors	Frequency (n = 300)	Percentage (%)
1. Total salary		
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
2. Experience in managerial position		
Less than 3 years	64	21.30

Working Factors	Frequency (n = 300)	Percentage (%)
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. Length 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. The number of training programs		
Less than 1 time/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

3. Work-life balance of small independent hotels' managers in Phuket Province

The research investigated the work-life balance of small independent hotels' managers in Phuket. The results are shown in Table 3. Out of 15 attributes, the respondents strongly agreed that they had to perform many roles in a manager position within a given time (4.22). They agreed that their time resources were equally distributed between the job and home (3.96); their family life seldom suffered due to their managerial role (3.87); they found it difficult to manage their job and dependent care issues at home simultaneously (3.78), and they had enough time to spend on family duties and societal roles (3.59).

Table 3 Mean and standard deviation of managers' opinion of the work life balance levels of small independent hotels in Phuket Province.

The work life balance of small independent hotels managers in Phuket Province	Mean	S.D.	Level of Opinion
1. I have to perform many roles in a managerial position and a given time.	4.22	0.79	Strongly agree
2. My time is equally distributed between the job and home.	3.96	0.85	Agree
3. My family life seldom suffers due to my manager's role	3.87	0.91	Agree
4. I find it difficult to manage my job and family care issues at home simultaneously.	3.78	0.93	Agree
5. I have enough time to spend on family duties and societal roles.	3.59	0.93	Agree
Overall	3.31	0.61	Fair

4. Age and Work-life balance

Table 4 shows that 12 out of 15 attributes were found statistically

significant differently among the respondents in different age groups: (1) They had to perform many roles in a managerial position and a given time ($p < 0.05$), (2) as they were burdened with small independent hotel manager's roles, they found it difficult to attend social/ community activities ($p < 0.01$); (3) they were too fatigued to look after their family due to their work load in manager roles ($p < 0.01$); (4) due to the excessive workload and lack of time, they were not able to give proper attention to their personal life ($p < 0.001$); (5) due to the work/family issues and lack of time, they found it difficult to take care of their health ($p < 0.001$); (6) the role conflicts their job and family life given that there is a lot of stress ($p < 0.001$); (7) their health problems were 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 had to leave home early before their working start time to have a handover on their responsibilities ($p < 0.05$); (10) they had enough time to spend on family duties and societal roles ($p < 0.001$); (11) their time was equally distributed between the job and home ($p < 0.05$); and (12) they found it difficult to manage their job and family care issues at home simultaneously ($p < 0.05$). Therefore, H1 was accepted.

Table 4 The ANOVA comparison of age and managers' work-life balance.

Managers' work-life balance	p-value
1. I have to perform many roles in a managerial position and a given time	0.028*
2. As I am burdened with small independent hotel manager's roles, I find it difficult to attend social/ difficult to attend social/community activities.	0.006**
3. I am too fatigued to look after my family due to my work load in manager roles.	0.002**

Managers' work-life balance	p-value
4. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.000***
5. Due to the work/family issues and lack of time, I find it difficult to take care of my health.	0.000***
6. The role conflicts my job and family life and gives me a lot of stress.	0.000***
7. My health problems are related to the long and continuous work schedule.	0.000***
8. The long hours of work make me stressed and short tempered.	0.002**
9. I have to leave home earlier before my working start time to have a handover for my responsible activities.	0.012*
10. I have enough time to spend on family duties and societal roles.	0.000***
11. My time resources are equally distributed between the job and home.	0.045*
12. I find it difficult to manage my job and dependent care issues at home simultaneously.	0.020*

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

LSD Post Hoc test in Table 5 shows that the respondents who were in the age of 56 - 60 years old had a WLB higher than the respondents who were younger than 36 years old in that they have to perform many roles in manager position and a given time.

Additionally, the 56 - 60 years old managers had a WLB higher than the younger managers in that (1) they were burdened with small independent hotel manager's roles, they found it difficult to attend social/community activities, and (2) due to the work/family issues and lack of time, they found it difficult to take care of their health.

The 36 - 55 years old managers had a WLB higher than the older managers in 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, (3) the long hours of work make them stressed and short tempered.

The 36 - 55 years old managers had a WLB higher than the other age groups of managers in that (1) they had to leave home earlier before their working start time to have a handover for their responsibilities and (2) they have to leave home early before start working time to handover in their responsible activity.

Lastly, the 36 year or older respondents had a WLB higher than the 35 year olds or younger managers in that (1) they had enough time to spend on family duties and societal roles, (2) their time resources were equally distributed between the job and home, and (3) they found it less difficult to manage their job and dependent care issues at home simultaneously.

Table: 5 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 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

Managers' work-life balance	N	Mean	S.D	Letter*
As I am burdened with small independent hotels' manager's roles, 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
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	A
56-60 years old	120	2.55	1.09	B
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	76	2.89	1.16	A
56-60 years old	120	2.54	1.08	B
The role conflicts my job and family life and gives 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

Managers' work-life balance	N	Mean	S.D	Letter*
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 earlier before start working time to have ahandover 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
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 the 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 work load in manager roles.				
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

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

5. Education and Work-life balance

ANOVA in Table 6 shows that there were statistically substantial differences in respondents' education and work-life balance in the following attributes: (1) as they were burdened with small independent hotels' managers' roles, they found it difficult to attend social/ community activities ($p < 0.05$), (2) they were too fatigued to look after their family due to their work load in managers' roles ($p < 0.01$); (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/family issues and lack of time, they found it difficult to take care of their health ($p < 0.05$), and (5) their health problems were related to the long and continuous work schedule ($p < 0.05$). Therefore, H2 was accepted.

Table: 6 The ANOVA comparison of education and managers' work-life balance

Managers' work-life balance	p-value
1. As I am burdened with small independent hotels' managers' roles, I find it difficult to attend social/ community activities.	0.043*
2. I am too fatigued to look after my family due to my work load in manager roles.	0.004**
3. Due to the excessive workload and lack of time, I am not able to give proper attention to my personal life.	0.037*
4. Due to the work/family issues and lack of time, I find it difficult to take care of my health.	0.004**
5. My health problems are related to the long and continuous work schedule	0.028*

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

LSD Post Hoc testing Table 7 shows that respondents who have a master's degree or higher, had a WLB higher than the respondents who have a lower degree in that (1) as they were burdened with small independent hotel manager's roles, they found it difficult to attend social/community activities, (2) they are too fatigued to look after their family due to their work load in manager roles, (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 the 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. Additionally, the respondents who have a bachelor's degree felt stronger than the respondents who have a masters or higher degree in that their health problems were related to the long and continuous work schedule.

Table: 7 LSD multiple comparison between education and managers' work-life balance

Managers' work-life balance	N	Mean	S.D	Letter*
As I am burdened with small independent hotels' managers' roles, 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 work load in managers' 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

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.				
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 the 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	AB
Bachelor's degree	154	2.66	1.17	A
Master's degree or higher	59	3.12	1.10	B

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

6. Marital status and Work-life balance

T-test in Table 8 shows that there were statistically substantial differences in respondents' marital status and managers' work-life balance. Single managers feel more free and enjoy their profession as they have no dependent care issues ($p < 0.01$). Therefore, H3 was accepted.

Table 8: The comparison of marital status and managers' work-life balance

Managers' work-life balance	Mean	S.D	P- Value
I feel free and enjoy my profession as I have no dependent care issues.			
Single	3.44	1.08	0.006**
Married and Divorced/Separated	3.01	1.20	

Remarks: ** $p < 0.01$

7. Number of children and Work-life balance

ANOVA in Table 9 shows that there were statistically substantial differences in the respondents' number of children and work-life balance in the following aspects: (1) they had to perform many roles in a managerial position and a given time ($p < 0.05$); (2) their health problems were 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 made them stressed and short-tempered ($p < 0.05$); (5) they had enough time to spend on family duties and societal roles ($p < 0.05$), and (6) they found it difficult to manage their job and dependent care issues at home simultaneously ($p < 0.05$). Therefore, H4 was accepted.

Table 9 The ANOVA comparison of number of children and managers' work-life balance.

Managers' work-life balance	p-value
1. I have to perform many roles in a managerial position and a given time.	0.025*
2. My health problems are related to the long and continuous work schedule.	0.041*

Managers' work-life balance	p-value
3. I feel free and enjoy my profession as I have no dependent care issues.	0.001***
4. The long hours of work make me stressed and short tempered.	0.029*
5. I have enough time to spend on family duties and societal roles.	0.027*
6. I find it difficult to manage my job and dependent care issues at home simultaneously.	0.032*

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

LSD Post Hoc test in table 10 showed that the respondents who had less than three children had a WLB higher than the respondents with three children in that (1) they had to perform many roles in a managerial position and a given time; (2) their health problems were related to the long and continuous work schedule; (3) the long hours of work make them stressed and short tempered.

The respondents who had no children had a WLB higher than the respondent with children in that they feel free and enjoy their profession as they have no dependent care issues. Surprisingly, the respondents with two children felt stronger than other respondents 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.

Table 10 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 manager position and 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

Managers' work-life balance	N	Mean	S.D	Letter*
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
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

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

Conclusion and recommendations

Objective 1: To investigate the levels of the work-life balance of small independent hotels' managers in Phuket Province.

The results showed that small independent hotels' managers in Phuket had to perform many roles in a managerial position and a given time. Therefore, it is difficult for them to manage their job and take care of their family simultaneously. Furthermore, they did not have enough time to spend on their family duties and societal roles. As Karakas and Lee. (2004) suggested, the work-life balance could be maintained when the employees have enough time to attend to their jobs and home life to ensure that the employees spend proper time with family members, and have adequate time to relax which will enhance emotional well-being. Clarke (2000) also found that the personal activities and the work end up integrating as one due to the independent managers not drawing

parallels in their work-life balance.

Objective 2: To investigate the impact of personal characteristics (age, education, marriage status, and number of children) on the work-life balance of small independent hotels' managers

The findings of this study support Frone (2000) in that the personal characteristics have partially affected the work-life balance of small independent hotels' managers in Phuket. The results of this study found that the senior small independent hotels' managers (56- 60 years old) have suffered from a work-health imbalance. Due to the heavy workload, they do not have enough time to take good care of their health. On the other hand, the younger managers with an age of less than 35 years old have experienced work-family imbalance since they do not have enough time to spend with their family. Higher educated managers (Master's or higher degree) have a better work-life balance. This study also supports Devi and Rani (2013) who found that the single managers and managers with no children should have enough time to do leisure activities and enjoy their profession as they have no dependent care issues.

It is obvious that management careers in the hotel sector place demands on a person's time and constraints on his/her schedule. Small independent hotels' managers, especially, have to work within huge constraints since they have to take more responsibilities with a limited number of staff. Therefore, small independent hotels should support their managers by providing adequate staff in each department, by providing appropriate training and policies, and most importantly by helping to create a culture where individuals are respected and a work-life balance is encouraged. In addition, the organisation must take into consideration the business context and try to come up with innovative ways to maximise the work-life

balance within the constraints of the business environment. The small independent hotels' managers should also show trust in their employees, empowering them to make decisions to complete tasks. Managers must recognise their own weaknesses, and the weaknesses of employees, and seek training and development opportunities to improve on these areas.

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