

**Designing Strength Based Work Life Balance Strategies to Enhance Service Quality:
A Case Study of S.R. Residence Hotel Phetchabun, Thailand.**

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Abstract

Nowadays, every service business must compete with the customer satisfaction for their reputation and success in business. To obtain more competitive advantage and better performance on employees service quality. A company tries to focus on the development of personal work life balance (attitude) and motivation to let employees achieving their task successfully. This research study focuses on employees service quality based on service quality theory. Tangibles – physical facilities, equipment, staff appearance, etc. ,Reliability – ability to perform service dependably and accurately, Responsiveness – willingness to help and respond to customer needs, Assurance – ability of staff to inspire confidence and trust, Empathy – the extent to which caring individualized service is given. The purpose of this study was to examine the impact of work life balance strategies on service quality at the S.R. Residence Hotel, Phetchabun, Thailand. The researcher had conducted mix method research by questionnaires (quantitative) and focus group interviews (qualitative) by using appreciative inquiry (AI) to determined strength-based work life balance on service quality. The questionnaires were distributed to a sample of 60 employees and 40 customers at the S.R. Residence Hotel. The Focus Group interview consisted of 4 group representatives from employees which are Top management, Manager, Low Experience and High Experience employees respectively. The quantitative data was analyzed by using Descriptive mean and standard deviation, Pearson Correlation, Multiple Linear Regression from SPSS to examine and determine the initial impact of work life balance on enhancing service quality at the hotel and qualitative data are using Index of Item Objective Congruence (IOC) with inter coding methods on focus group interview answer to find out the common theme for each questions. The discussion from the research study will develop employee service quality at the S.R. Residence Hotel in the future.

Keywords: Strength Based, Work Life Balance Strategies, Service Quality, Customer Satisfaction.

Introduction

In 2018, the market growth of the new entry hotel business was increasing around 20 percent worldwide. Most of them preferred to practice the best service quality that began

from improve their internal staffs by coaching and training on the current situation depend on employee skills and personal needs (Talabi, 2015).

Thailand is one of the market leaders in the hotel sector, with 30% of the total regional forecast supply within the country, followed by Indonesia with have several hotel businesses are build (25%) (Languopin, 2018).

In the past, S.R. Residence Hotel was not concerned on work life balance strategies, and it effects the service quality in the hotel business. The long-term service quality plans have to set to enhance for improve their service quality through work life balance strategies. With the using of work life balance strategies, the S.R. Residence hotel can develop their employee's performance to improve service quality.

Research Objectives

1. To determine the current situation of work life balance strategies and service quality.
2. To determine the influence of the factors of work life balance strategies on service quality.
3. To determine the perception from the influence of the factors of manager and employee on work life balance strategies effect on service quality by focus group interview.
4. To propose recommendations based on the findings.

Research Questions

1. What is the current situation of work life balance strategies in terms of and service?
2. What is the effect of work life balance strategies on service quality?
3. What are the perception of manager and employee on work life balance strategies effect on service quality based on the focus group interview?
4. What are the recommendations based on the findings?
- 5.

Review of Related Literature

Expectancy discrepancy theory

Expectancy discrepancy theory is the concept when employees become aware of their skills (competence) and motivated to learn, and the anxiety caused by the discrepancy between what they know and what they need to know drives them to make the required effort (*change of behavior*) (Jiang ,2015).

Expectancy discrepancy theory is the tools for develop and manage employees. The concept that employees job satisfaction arises from the discrepancy between what they perceived an employee thinks he or she deserves to get, as well as what the co- worker perceived . (Jiang ,2015).

Employee perceptions on work. The need of self-actualization was the most influential in terms of both perceived fulfillment and perceived satisfaction to the individual. This is the use of discrepancy theory to develop employees. (Jiang, 2016). Consumer satisfaction is the perceptions of delivery and expectations of service that meet expectation.

Studies Related to Dependent Variable

Service Quality

“Service Quality” came from two different words; “service” and “quality”. Service means activity or benefit that hotel offer to customers that is essentially intangible and does not result in the ownership of anything (Kalidas, 2007).

Parasuraman, Zeitham and Berry (2011) defined service quality as "the delivery of excellent or superior service relative to customer expectation." They conducted extensive research into service quality and identified ten criteria in evaluating service quality. Later, they reduced it into five broad dimensions (Kalidas, 2007).

Reliability is defined as the ability to perform the promised service dependably and accurately. Customers like to stay at this hotel, who keep their promises. So, it is an important element in the service quality perception by the customer and loyalty. Hence the hotel needs to be aware of customer expectation of reliability (Kalidas, 2007).

Responsiveness is the willingness to help customers and to provide prompt service. This dimension focuses in the attitude and promptness in dealing with customer requests. The conditions of responsiveness can be improved by continuously view the process of service delivery and employees’ attitude towards requests of customers (Kalidas, 2007).

Assurance dimension can be defined as employee's knowledge, courtesy and the ability of the firm and its employees to inspire trust and confidence in their customers. This dimension is important in services business because customers feel uncertain about their ability to evaluate outcome (Kalidas, 2007).

Empathy dimension defined as the caring, individualized attention provides to the customers by hotel. This dimension tries to convey the meaning through personalized or individualized services that customers are unique and special to the firm (Kalidas, 2007).

Tangibility is defined as the appearance of physical facilities, equipment, communication materials and technology. All these provide enough hints to customers about the quality of service of the firm. Also, this dimension enhances the image of the firm. (Kalidas, 2007).

Studies Related to the Independent Variables

Work Life Balance Strategies

Work–life balance is a combination from "work" (task and job responsible) and "lifestyle" (health, pleasure, leisure, and family) (Estes & Michael, 2005). Work life balance include "lifestyle" and "practice" to balance in work. This generally included with organizational support for support employee's life and adaptable work alternatives, and family or individual leave (Estes & Michael, 2005).

One of the work-life balance strategies in service business is number of working hours of employee work in a day. If employee want to eliminate the distractions in their life and get work done quicker, the number of working hours is a way to discover exactly which behaviors have been holding you back from work more efficiently (Tuwei, 2017).

Another tool for improving employees work life balance is the balancing in employees work and family responsibilities. Family and friend leave strategies which focusing on family leave, holiday leave, and parent sickness leave (Hartel et al., 2007).

Organizations depend on their employees. Healthy, competent, motivated and productive employees are valuable assets. Hence, wellbeing at work is increasingly relevant and has many implications on the competitive advantage (Hagelstam, 2017). Employees seeking advice, instruction or help when they are unsure of what to do. Co-workers can often provide information to support or discourage certain activities. This can be particularly useful for reducing uncertainty about one's expected role within the organization (Jungert, 2012). Managerial support for employees plays an important role in organizational effectiveness. Organizations need effective managerial support to motivate employees (Drucker, 2003). Employees who consider their manager to be qualified, trustworthy, and whose managerial style they like are more inclined to share the organization's values and objectives, and to value the organization (Gaertner and Nollen, 2002).

Appreciative Inquiry (AI) on Work life Balance and Service Quality.

Appreciative Inquiry enhances service quality by positive approach on work life balance strategies. Appreciative Inquiry can be implemented in organizations to enhance perceptions of a positive work and personal life. Declared by some as a "positive revolution" (Cooperrider & Whitney, 2005), Appreciative Inquiry interventions help to identify positive aspects of the organization and build collective energy and vision for change, rather than taking a "problem oriented" approach (Cooperrider & Whitney, 2001). Thus, Appreciative Inquiry focuses on building upon organizational practices that are presently effective (Cooperrider & Whitney, 2005).

Conceptual Framework

The conceptual framework shows independent variables are Number of Working hours, Family Friend Leave Programs, Health and Well Being, Co Worker Support, and Managerial Support that influence to enhance service quality at the S.R. Residence Hotel as a service business. The main objective of this study is to determine the influence of work life balance strategies on service quality at the hotel. The dependent variable of this study is service quality.

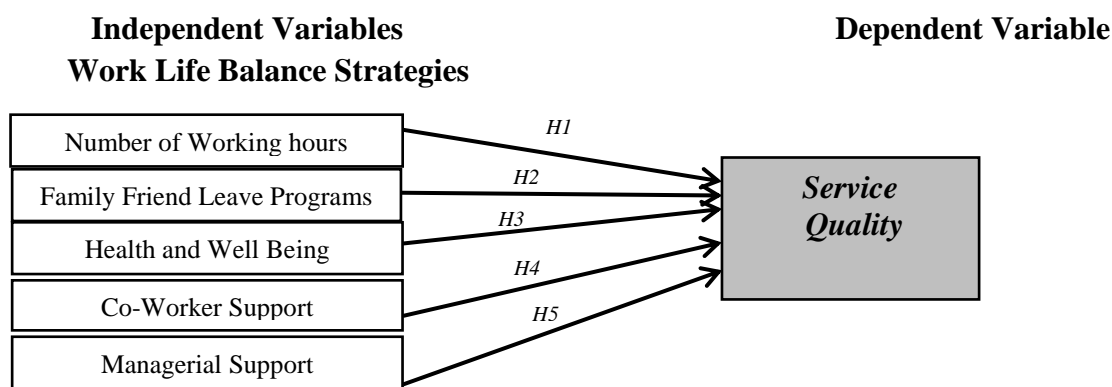


Figure 1 The Conceptual Framework (Developed by the researcher, 2019)

Research Methodology

Research Design

To accomplish this research study, the researcher used the mix methods with qualitative and quantitative research. The qualitative data was obtained from the top management to general employees during the focus group meeting (interviews) to identify the personal strength based on employees in terms of the personal attitude, work life balance strategies, and service quality by Appreciative Inquiry questions.

The quantitative data was collected from questionnaires from internal employees and customers, to determine the work life balance strategies that influence the service quality at the S.R. Residence Hotel.

Research Instruments

Quantitative Research Instrument

Two sets of questionnaires were distributed to employees and customers who come to stay at the hotel. This for ensure and assessment of the current service quality situation and work life balance strategies. The answer from customer questionnaire will used to support and improve employee service quality.

The first part of employee questionnaire is about the demographics and the second part was about the work life balance strategies. For the customer questionnaire the first part was about service quality and the second part was about feedback & suggestion at the S.R. Residence Hotel. The Questionnaire will use the 5-points Likert scale on strongly agree to strongly disagree.

Qualitative Research Instrument

The focus group interview guide by using Appreciative Inquiry questions was created. The questions are;

1. What is your best experiences, when you felt most effective and engaged in the S.R. Residence Hotel? Tell the story of your best experiences about Work life balance and Service Quality at the S.R. Residence Hotel.
2. What is the meaning of Work Life balance for you?
3. What is the meaning of excellent Service Quality for you?
4. What made it possible for you to maintain Work life balance in your life to give better Service Quality at the S.R. Residence Hotel?
5. Describe your (3) three concrete wishes for the future of the S.R. residence Hotel, about Work life Balance and Service Quality?

The focus group interviews questions was administered to the four groups of internal employees (1) Top Management (2) Manager (3) High Experience employees and (4) Low Experience employees. Inter coding was be used to analyze focus group data.

Research Sample

Internal Employees

The target respondents in this research study were 57 employees who work in the hotel. The four different types of employees were: Top Management, Manager, High Experience employees, and Low Experience employees. All came from various departments.

Customers

The second target respondents were customers who came to stay at the S.R. Residence Hotel. The average number of customers who came to stay at the S.R. Residence hotel per month is around 50-60 persons. Therefore, the sample size of customers will be a total of 45 customers chosen randomly. The number of 45 respondents (customers) is determining from the finite size population of (N) in one-month average based on the Krejcie and Morgan, 1970 table.

Discussion of Results

Demographic results in this study shows that 57 respondents-employees; two (2) top management, one (1) manager, and fifty-four (54) employees. Most of them were female (61.4 percent) with the age between 21-30 years old (56.1 percent) and 0-1 years of working experience at this hotel (54.4 percent) as the majority. Most of them working in restaurant department (36.8 percent). The demographic results show that the respondents were from those aged was between 31-45 years old (22.8 percent) and 2 years of working experience (33.3 percent) are the minority. Moreover, most of the employee's status is married (52.6 percent) with the nationality "Thai". The highest educational background is high school diploma (47.4 percent) follow by bachelor's degree (43.9 percent) respectively.

Quantitative results

Descriptive analysis of The Variables

Based on the descriptive mean and standard deviation analysis of current situation of work life balance and service quality can explain from the highest score of mean and standard deviation.

The results are moderate to agree on the current situation as follows:

Table 1

Summary of Descriptive Statistical Analysis (Highest Mean)

Number of Working Hours	N	Mean	Std.Deviation
Number of working hours is fit to my life.	57	3.8246	.73492
Family Friend Leave Programs	N	Mean	Std.Deviation
Family Friend Leave Programs is well provided.	57	3.5789	.88534
Health and Well Being -Incentive	N	Mean	Std.Deviation
Perceived Health and Well Being incentive at work.	57	3.4035	.70355
Co-Worker Support	N	Mean	Std.Deviation
My Co-workers are kind.	57	3.8070	.83321
Managerial Support	N	Mean	Std.Deviation
Managerial Support improve level of service quality.	57	3.5088	.68460

Table 2

Compared Descriptive Analysis of Service Quality (Employees) and Service Quality (Customers)

Questions of Service Quality (Employees)	N	Mean	Std.Deviation
Q.1 Employees perform the services right in the first time.	57	3.7193	.70088
Q.2 Employees provide services as promised.	57	3.6667	.69007
Q.3 Employees serve the customers promptly.	57	3.6842	.78280
Q.4 Employees have high service capabilities.	57	3.6667	.74001
Q.5: Customers feel satisfied during stay At the hotel.	57	3.8421	.70177
Q.6 Customer meet expectation during stay at the hotel.	57	3.8246	.73492
Valid N (listwise)/Total Mean and Std. Deviation	57	3.7339	.72507
Questions of Service Quality (Customers)	N	Mean	Std.Deviation
Q.1 Employees perform the services right in the first time.	45	3.9778	.62118
Q.2 Employees provide services as promised.	45	3.9778	.58344

Q.3 Employees serve the customers promptly.	45	4.1556	.56228
Q.4 Employees have high service capabilities.	45	4.1333	.62523
Q.5 Customers feel satisfied during stay at the hotel.	45	4.1556	.63802
Q.6 Customer meet expectation during stay at the hotel.	45	4.1333	.66058
Valid N (listwise)/Total Mean and Std. Deviation	45	4.0889	.61512

Table 2 shows that descriptive analysis of service quality between employees and customers have the highest mean in question number 5 “Customers feel satisfied during stay at the hotel”. Explain that both employees and customers perceived that customer are satisfied when they stay at the S.R. Residence hotel with the highest mean at 3.8421 and 4.1556 from employees and customers respectively. Meanwhile, question number 2 “Employees provide services as promised” with the lowest mean at 3.6667 (employees) and 3.9778 (customers) from both groups can explained that the reliability of service at the S.R. residence hotel are in the moderate level.

Inferential Analysis of the Variables in the Study

Pearson Correlation Results

Table 3

Results of Pearson Correlation

Independent variables	Pearson Correlation Value	p Value	Strength of the Relationship
1.Number of Working Hours	0.522	.000	Moderate positive relationship
2.Family and Friend Leave programs	0.307	0.020	Very Low positive relationship
3.Health and Well Being Incentive	0.280	0.035	Very Low positive relationship
4.Co-worker support	0.563	.000	Moderate positive relationship
5.Managerial support	0.345	.009	Low positive relationship

Table 3 shows that independent variables have p value less than 0.05 and number of working hours is moderate positive relationship on service quality. Family and Friend Leave programs is very low positive relationship on service quality. Health and Well Being Incentive is very low positive relationship on service quality. Co-worker support is moderate positive relationship on service quality and Managerial support is low positive relationship on service quality at the S.R. Residence hotel respectively.

Multiple Linear Regression (MLR)

Table 4

R Square

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	.461	.408	.47615

a. Predictors: (Constant), Managerial_Support, Co_Worker_Support, Number_of_Working_Hours, Health_and_Well_Being_Incentive, Family_Friend_Leave_Programs

Table 4 shows that independent variables explain 40.8% of the variability of our dependent variable that mean Number of Working Hours, Health and Well-Being Incentive, Family Friend Leave Programs, Co-Worker Support and Managerial Support can explain 40.8% of Service Quality, in part of 59.2% can be explained by other factors.

Table 5

Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	99.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.932	.465		2.002	.051	-.313	2.177		
Number_of_Working_Hours	.541	.148	.532	3.663	.001	.146	.937	.502	1.993
Family_Friend_Leave_Programs	-.291	.156	-.359	-1.868	.068	-.708	.126	.286	3.499
Health_and_Well_Being_Incentive	.093	.151	.098	.616	.541	-.311	.497	.416	2.402
Co_Worker_Support	.446	.115	.488	3.889	.000	.139	.753	.672	1.488
Managerial_Support	-.022	.146	-.024	-.152	.880	-.412	.368	.414	2.418

a. Dependent Variable: Service_Quality

The results of the Multiple Linear Regression is shown in table 6 below;

Table 6

Summary of Hypothesis Testing

Hypotheses	Standardized Coefficients (Beta)	MLR (Beta)	Level of Sig	Results
H1o	Number of working hours has no significant influence on the service quality of the hotel.	.532	.001	Reject: H1o
H1a	Number of working hours has a significant influence on the service quality of the hotel.			
H2o	Family Friend Leave Programs has no significant influence on the service quality of the hotel.	-.359	.068	Failed to reject: H2o
H2a	Family Friend Leave Programs has a significant influence on the service quality of the hotel.			

H3o	Health and Well Being has no significant influence on the service quality of the hotel.	.098	.541	Failed to reject: H3o
H3a	Health and Well Being has a significant influence on the service quality of the hotel.			
H4o	Co Worker Support has no significant influence on the service quality of the hotel.	.488	.000	Reject: H4o
H4a	Co Worker Support has a significant influence on the service quality of the hotel.			
H5o	Managerial Support has no significant influence on the service quality of the hotel.	-.024	.880	Failed to reject: H5o
H5a	Managerial Support has a significant influence on the service quality of the hotel.			

Remark: based on level of p value <0.05

Table 6 shows that number of working hours and co-worker support have significant influence on service quality because level of significant values less than 0.05. Therefore, H1o and H4o are rejected. The family and friend leave programs, health and wellbeing incentive, and managerial support have p value more than 0.05. Therefore, there is no significant influence of these variables on service quality.

The other variables that not significant influence on service quality are family and friend leave programs, health and well-being incentive, and managerial support. Sometimes employees felt satisfied in the level of complacent to go along with the current family and friend leave programs, health and well-being incentive, and managerial support already. They didn't want to change or need more benefit on these three variables.

Family and friend leave programs, health and well-being incentive, and managerial support have improved employees work life balance when they work at the S.R. Residence Hotel. They mentioned and focused only two things which are number of working hours and co-worker support that need to be improved.

Researcher ran the Multiple Linear Regression for the second time on Number of Working Hours and Co-Worker Support to verify the impact of the two independent variables of work life balance strategies that obtained significant influence on the hypothesis testing.

Table 7

R Square - Significant Variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.644 ^a	.415	.393	.48217

a. Predictors: (Constant), Co_Worker_Support, Number_of_Working_Hours

Our independent variables explain 39.3% of the variability of our dependent variable that mean Co-Worker Support and Number of Working Hours can explain 39.3% of Service Quality, in part of 60.7% can be explained by other factors.

Table 8

Coefficients - Significant Variables

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.082	.436		2.481	.016		
Number_of_Working_Hours	.352	.117	.346	3.010	.004	.821	1.219
Co_Worker_Support	.380	.105	.416	3.620	.001	.821	1.219

a. Dependent Variable: Service_quality

Table 9

Summary of significant variables

Variables Type	Variables	Hypotheses	Standardized Coefficients (Beta)	P-Value (Sig.)	VIF
Independent	Co Worker Support	H4	.416	.001	1.219
	Number of Working Hours	H1	.346	.004	1.219
	R-Square		.415		
	Adjust R-Square		.393		

Table 9 explains that number or working hours and co-worker support have p value at .004 and .001 lower than 0.05 respectively. Therefore, number of working hours and co-worker support have significant influence on service quality.

The standardized coefficients (Beta) shows that the co-worker support has .416 more than number of working hours at .346. This mean that co-worker support is the primary influencer on service quality followed by number of working hours influence on service quality.

Qualitative Analysis – Focus Group Interview results

Researcher and two other coders analyzed the answers from focus group interviews in one common theme per question. Focus group interview consisted of four groups were group 1: Low Experience Employees (5 representative employees), group 2: High Experience Employees (5 representative employees), group 3: Manager (1 manager), and group 4: Top Management (2 top management persons).

Table 10

Summary of Qualitative Results

Common themes by 3 coders				
Q.1: What is your best experiences, when you felt most <i>effective</i> and <i>engaged</i> in the S.R. Residence Hotel? Tell the story of your best experiences about Work life balance and Service Quality at the S.R. Residence Hotel.	Q. 2: What is the meaning of Work Life balance for you?	Q.3: What is the meaning of excellent Service Quality for you?	Q.4: What made it possible for you to maintain Work life balance in your life to give better Service Quality at the S.R. Residence Hotel?	Q.5: Describe your (3) three concrete wishes for the future of the S.R. residence Hotel, about Work life Balance and Service Quality?
1. Help each other-Good contribution from colleague (Friendliness) 1.1 Earnestly in work 2. Praise form supervisor 2.1 Managerial Support	1. Balance in family and individual life. 2. Working hours that suitable- No problem between working hours and family. 3. Interest for making days off	1. Smiling from guest 2. Loyalty of customers 3. Good praise-feedback from guest 4. Delivery of we promise	1. Be on time and responsible for job 2. Smiling and be kind 3. Try to improve ourselves 4. Fairness in working	1. Increased Bonus and Benefit (e.g. days off, salary range) 2. More staffs in each duty 2.1 Have Human Resource Persons

2.2 Kindness from Top management	and negotiated about salary and incentive.	5. More reputation	5. Employee helping each other	3. Specific Job Description
3. Good feedback from guest	3.1 Enough holidays and incentive to benefit in personal life	6. Employee can speak at least two or more language (Thai-English)	6. Development of employee skills, train to be more professional by using technology and digital tools to communicate with customers.	4. Teamwork-Good Collaboration
3.1 Acceptance				4.1 Unity and spirit of all employees – be truthful (open minded)
4. The reputation of the hotel	4. Adaptation for work			4.2 Be prompt, be fastest, and be ready
4.1 Customer satisfaction	5. Happiness while doing work, Help each other (teamwork)			4.3 Service Minded
4.2 Loyalty of guest	6. Be responsible for work and be truthful.			5. More facilities and accommodation

Summary, Conclusions and Recommendations

The part presents the summary of results in relation with the research questions, and a conclusion.

Summary of the results

Current Situation

From the descriptive mean and standard deviation analysis of current situation of work life balance and service quality can explain from the highest score of mean and standard deviation in table 1. The results are moderate to agree on the current situation in which from the variables of number of working hours, family and friend leave programs, health and wellbeing incentives, co-worker support, and managerial support are between moderately agree and agree. The results indicate that there is space for further improvement for these five areas.

Table 11

The highest of Means and Standard Deviation of Service Quality

Service Quality (Employees)	N	Mean	Std.Deviation
Q.5 Customers feel satisfied during stay at the hotel.	57	3.8421	.70177
Service Quality (Customers)	N	Mean	Std.Deviation
Q.5 Customers feel satisfied during stay at the hotel.	45	4.1556	.63802

Researcher used the employees and customer results together to see the service quality score that have a highest from mean and standard deviation. The results show that customers feel satisfied in the level of moderately agree to agree.(Table 11)

Table 12

Qualitative results on current situation

Variables	Statement
Number of working hours	- Working hours that Suitable: No problem between working hours and family. - Interest for making days off and negotiated about salary and incentive.
Family and friend leave programs	- Balance in family and individual life.
Co-worker support	- Happiness while doing work, Help each other (teamwork)

Table 12 shows qualitative results statement from focus group interview on each variable. The current situation on work life balance and service quality that employees perceived and want to have a better work life balance are came from number of working hours, family and friend leave programs, health and wellbeing incentives, and co-worker supports.

The balancing between family and individual life is a major concern for work life balance that consist of working hours that suitable and making days off policy from company that will benefit to employee’s family and individual life. Employees try to adapt themselves to work under the several conditions. Practice them to work within the under circumstances that will appear while working all the times. They perceived that they need to flexible themselves for some situation for working along with a harmony in this company.

Researcher conclude the Quantitative and Qualitative results to shows the common results for current situation in table below:

Table 13

Conclusion from quantitative and qualitative of current situation

Common Results	
Quantitative (Statement with highest mean)	Qualitative
1. Number of Working hours (Number of working hours is fit to my life.)	1. Working hours that suitable - No problem between working hours and family.
2. Co-worker support (My Co-workers are kind.)	2. Happiness while doing work, Help each other (teamwork)
3. Family and Friend Leave Incentive (Family Friend Leave Programs is well provided.)	3. Balance in family and individual life.
4. Service Quality (Customers feel satisfied during stay at the hotel.)	4. Delivered of promise

Table 13 researcher concluded the current situation of work life balance strategies on service quality from quantitative and qualitative research. Firstly, number of working hours is fit to each employee life and employees want working hours that suitable for them, no problem between working hours and family. Based on the previous studied, described that employees who have better work life balance will have less stressed related sickness (Nistor, 2018). Work life balance enables employees to be more effective. Therefore, number of working hours make employees produce more productivity as well as the service quality at the hotel.

Secondly, employees perceived that they co-workers support are kind. Employees want happiness while doing works that came from a good teamwork by helping each other from their co-worker. Based on the previous studied said that co-workers can support each other by information or discourage certain activities. Co-workers are important for work outcomes. With co-worker support, the organizational can development and improve their productivity. In this case, the service quality will be better (Jungert, 2012).

Thirdly, employees perceived that family and friend leave programs is well provided for balancing between family and individual life. Family and friend leaves programs is one of the work life balance strategies that can motivate employees for better productivity. Based on the previous study, family and friend leaves programs is balancing employees work and family responsibilities.

Family and friend leave programs are family leave, holiday leave, and parent sickness leave (Hartel et al., 2007). Armstrong (2006) notes that organization that practices on family and friend leave programs are employee fulfillment. Lead to better service quality, reduces work stress and turnover (Tuwei, 2017).

Fourthly, for the hotel service, customers feel satisfied during they stay at the hotel. Employees must deliver service as promise to their customers for better service quality in the future. Deliver service as promise is the responsibilities of employees promise to do their services to customers. The reliable of service (do as promise) are mention in the previous studied which is service reliability is defined as the ability to perform the promised service dependably and accurately (Kalidas, 2007). Therefore, service businesses are finding ways to differentiate themselves from competitors. One fact is to provide better service quality. Service quality theory can be used to determine the quality of business (Finn, 1991).

Work life balance effects on service quality

Researcher used the results from quantitative (Multiple Linear Regression) to see the results finding from hypothesis testing of what is the effect of work life balance on service quality.

Multiple Linear Regression Results

Researcher found the two hypotheses that have a significant to service quality at the hotel, which are shown below:

Table 14

Summary of Multiple Linear Regression results on Work life balance effects on service quality

Independent Variables	Beta	P-Value	Results
1. Co-Worker support	0.416	0.001	Co-worker support is the highest effects on service quality.
2. Number of working hours	0.346	0.004	Number of working hours is the second effects on service quality.

Table 14 shows the work life balance strategies that effects on service quality at the S.R. Residence Hotel. The highest effects came from co-worker support which has the beta at 0.416 and p value at 0.001.

Employees perceived that with the support from their co-worker, the work life balance will be better. Employees need a good collaboration from their friends and want to have a good team for doing work successfully as well.

Number of working hours is the second effects of work life balance on service quality. Employees feel satisfied on the current number of working hours at the S.R. Residence hotel. By the way, number of working hours needs some improvement in terms of the policy or regulation for work hours.

Perception of work life balance on service quality

Researcher used the results from qualitative (interview-focus group answer) for future concrete wishes of what employees’ perception on work life balance and service quality in the future. This for making the recommendations for further improvement at the S.R. Residence Hotel in the future.

Based from the common theme of focus group interview in question 5, perception of manager and employee on work life balance effect on service quality are as follows;

Table 15

Qualitative results on the perception of work life balance on service quality

<i>Focus Group Interview Questions</i>	<i>Results</i>
<i>Question 5: Describe your (3) three concrete wishes for the future of the S.R. residence Hotel, about Work life Balance and Service Quality?</i>	1. Increased Bonus and Benefit (e.g. days off, salary range) 2. More staffs in each duty 2.1 Have Human Resource Persons 3. Specific Job Description 4. Teamwork-Good Collaboration 4.1 Unity and spirit of all employees – be truthful (open minded) 4.2 Be prompt, be fastest, and be ready 4.3 Service Minded 5. More facilities and accommodation

Table 15 shows that the current perception that employees want to solving some conflict in the future are came from the current problems about work life balance and service quality directly which are; employees mentioned the range of salary and bonus as a majority, followed by more staffs in each duties to reduce the heavy load of work in one person by having Human Resources person to control and look after the criteria of job description and provided incentive. Specific job description can make employee know the scope of they work. No biased-on working.

Employees mentioned teamwork and good collaboration, the unity and spirit of all employees by helping each other (teamwork) is a second majority to improve their service quality and maintain their work life balance in the future. Employees should be prompt, be fast, and be ready for conducting a service minded to their customer.

Recommendations on Strength Based Work Life Balance Strategies

The research study recommends the following;

Based on the *quantitative* results, two things that should be focus are;

1. Co-worker support
2. Number of working hours

Employees perceived their colleague are kind to them but lack of willing to help each other, low collaboration and teamwork. They prefer to work individually and finish personal own task. Employees should have more collaboration and good teamwork. Company can improve co-worker support (teamwork) by training employees. Support from co-workers is important. Co-workers support is important work life balance strategies for employees. Employee perceived support from their colleague will have a good work attitudes, including job satisfaction, organizational commitment, and job involvement (Cropanzan, 2008).

Number of working hours for the employees is fit to each individual life and employees felt comfortable with the working hours at this hotel. The number of working is enough in personal life and working life. Employees can manage their time well for work and family. In the meantime, number of working hours still need improvement for better work life balance. From the previous studied suggested that, If employee want to have better work life balance, the number of working hours is a way to have it. (Tuwei, 2017). Employees need flexible and equally of number of working hours. Company should provide employees suitable work hours that suited to each employee styles (Manyika, 2017). Therefore, flexible work hours make it possible for employees to fulfill their work responsibilities and improved service delivery (Tuwei, 2017).

Based on the finding in *qualitative* results on the perception of work life balance on service quality (Table 15), the researcher would like to recommend as following;

1. Increased Bonus and Benefit (e.g. days off, salary range)
2. More staffs in each duty
 - 2.1 Have Human Resource Persons
3. Specific Job Description
4. Teamwork-Good Collaboration
 - 4.1 Unity and spirit of all employees – be truthful (open minded)
 - 4.2 Be prompt, be fastest, and be ready
 - 4.3 Service Minded
5. More facilities and accommodation

Researcher suggested that two most important work life balance variables from this research study that effect the employees in this hotel are number of working hours and co-worker support. The company should consider these two strengths to develop employees work life balance for improve their service quality.

Therefore, in accordance to improve service quality the significant variables things are to booster the relationship from top management to general employees with the support from number of working hours and co-worker support in work life balance programs. The work life balance for employees and service quality for the hotel will be better respectively.

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