

Will Work-Life Balance Influence or Strengthen Between Employee Training and Productivity? The Study of a Five-Star Resort in Bali

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ABSTRACT

Human resources Management is very crucial in the hospitality industry due to its nature of being labor-intensive. One factor that determines the company's performance is employee productivity, and it is related to the training provided to the employees and their work-life balance. The preliminary studies show that 52.3% of the employees at the resort did not receive their desired holiday rights. There were also complaints about their poor services. The purpose of this study is to examine the influence of training and work-life balance on employees' productivity and the moderation of work-life balance between training and employees' productivity. The population used in this research is all full-time employees of the five-star resort Bali, 73 employees. The sampling technique used is saturated sampling by taking all the populations as samples. Data is analyzed with the statistical software PLS SEM 4.0. The results of the study indicate that training influences employee productivity positively, while work-life balance does not influence nor moderate employee productivity positively. Therefore, the five-star resort should maintain its training activities to improve employee productivity. Since the influence of training on employee productivity is very small by 7.2%, it is suggested that the resort explores other factors that might influence employee productivity such as work discipline, compensation, and employee motivation.

(212 words)

Keywords – **A Five-Star Resort, Employee Productivity, Training, Work-Life Balance**

INTRODUCTION

The hospitality industry is a labor-intensive industry (Bednarska, 2013), due to its reliance on human resources for service delivery (Garcia Mestanza et al., 2019). Human resources are essential for businesses to succeed and endure the fierce competition. Many organizations understand that their human capital can give them a competitive edge. The role of human resources significantly influences an organization's performance and success in accomplishing its objectives. One of the many factors that influence an employee's success in their line of work is how productively they complete each task that is assigned to them (Chaerudin et al., 2020).

Productivity is generally defined as “the relationship between output (goods or services) and input (labor, materials, money)”. Productivity is a comparison between input and output results and a measure of productive efficiency. While output is quantified in form, value, and physical

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units, input is frequently restricted to labor. Productivity is conceptually defined as the relationship between the necessary input and the output or results of an organization (Fauzan, 2023).

All entrepreneurs, particularly those in the hotel industry, must take into account the value of employees who are consistently productive at work and who serve as the catalysts for all operational activities. Employees are the primary determinant of the company's performance in this industry and are at the forefront of offering services to all visitors.

The employee productivity is closely related to employee training. Training as one of the six strategies in talent management (Cappelli & Keller, 2014), plays an important role in improving employee productivity. Previous research shows that performance is influenced mostly by training rather than teamwork (Florent & Shu, 2024) and the performance of front-of-house personnel is positively impacted by training (Shu, 2019). Compared to the untrained ones, trained employees are more likely to be competent, informed, and skillful at their jobs (Fauzan, 2023). Training has a positive relationship with development, employee performance, and productivity, with a statistically significant correlation (Alsama & Abunar, 2021).

Another factor closely associated with employee productivity is work-life balance (WLB). According to the concept of work-life balance, a person's life outside work is just as essential as their life at work. This means that time spent on work and leisure activities must be balanced. Activities that are unrelated to work include things like exercising, having hobbies, spending time with family, and getting enough sleep (Rajeena & Jamuna Rani, 2023).

Nonetheless, these are the factors that boost worker productivity. Besides boosting the employees' productivity, a strong work-life balance (WLB) will foster attitudes that improve their work environment, job happiness, organizational commitment, job performance, and career advancement (De Menezes & Kelliher, 2011; Sirgy & Lee, 2018).

A person who strives to balance their personal and professional lives is said to have a work-life balance. When attempting to strike a balance, there will always be repercussions that must be acknowledged. As a result of constantly attempting to balance the two, it may affect both physical and psychological issues (Rajeena & Jamuna Rani, 2023).

The WLB issue is of utmost significance in the hotel sector (Cushing, 2004). According to Cushing (2004), the hotel industry's long-hours culture, working in shifts, and interacting with difficult and disruptive hotel guests have led to burnout (Buick & Thomas, 2001), which primarily affects the front desk or food and beverage service staff (Vallen, 1993). For the majority of hotel employees, it also leads to a lack of Work-Life Balance (WLB).

A similar issue happens at one of the five-star resorts in Bali. According to the authors' initial investigation, most of the employees are not granted the necessary holiday entitlements, as shown in the diagram below:

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Apakah anda mendapatkan hak libur yang anda inginkan?
44 responses

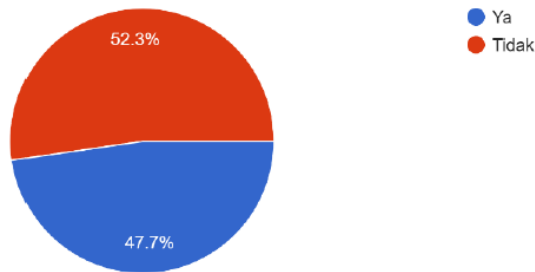


Diagram 1.1. Grants of Employees' Necessary Holiday Entitlements

Prepared by authors (2024)

Based on the above diagram, 52.3% of employees did not receive their desired holiday rights. This interfered with their balance between their personal and professional lives. Based on one of the authors' observations, not all employees have a regular working schedule of eight hours because some frequently work overtime. In addition, employees cannot request their day-offs freely. The leave requests must be made 1 month in advance so the management can seek replacements. The leave process is also complicated with various administrative reporting processes. This points out the issue of work-life balance among the employees.

In terms of employee productivity, some Google reviews show that the employees lacked hospitality attitudes. They were arrogant, lack of manners, and did not show good ethics. Their services were average such as being slow in responding to guests' requests. The reception desk was empty for 15 minutes. The chef lacked cooking skills, the staff did not speak English well, and had poor communication skills. These issues are also related to the lack of training received by the hotel employees.

Based on the above literature and empirical studies, the authors are interested in finding out if training influences employees' productivity positively, if work-life balance influences employees' productivity positively, and if work-life balance strengthens the relationship between training and employees' productivity positively. While it is common to study the influence of training on employees' productivity, studies about the moderation role of work-life balance between training and employees' productivity are still rare and worth investigating further.

LITERATURE REVIEW

Sisca et al. (2020) define work productivity as an individual's mental attitude or specific efforts to maximize work outputs in the form of goods or services by utilizing available resources within a given time frame. Productivity, according to Astuti et al. (2019), is the set of actions

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necessary to transform a set of inputs into some value-added outputs. Productivity, on the other hand, can be simply defined as the ratio of output to input.

According to the aforementioned experts' perspective, work productivity is the capacity of every person, system, or business to generate what they desire through the effective and efficient use of resources.

Hayes and Ninemeier (2016) define training as the process of enhancing an employee's knowledge, abilities, and dispositions to carry out duties essential to a job. According to Tambunan and Sony (2019), job training is a total of activities to provide, obtain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at a certain level of skills and expertise by the level and qualifications of the position or job.

According to the expert's explanation above, training is a brief form of education that typically emphasizes practice, which helps enhance employee performance and lower work errors. It also emphasizes improving the ability to perform specific tasks at this time.

Work-life balance is the individual realization that work and non-work activities are complementary and will support a person's growth according to his or her main life concerns. (Kalliath & Brough, 2008).

In particular, it aims to strike a balance between workers' personal or family lives and their professional lives. The primary premise is that one's life will be ideal if their personal and professional lives complement one another (Shu & Edward, 2024). WLB occurs when work and personal life are in harmony or when there are no competing interests (Lawson et al., 2013; Semlali & Hassi, 2016). WLB can be achieved by imposing boundary management between work and family (Shu & Edward, 2024).

Hypotheses Development

The Relationship between Training and Employees' Productivity

Trained employees are more likely to be competent, informed, and skillful at their jobs (Fauzan, 2023). Training has a positive relationship with development, employee performance, and productivity, with a statistically significant correlation (Alsama & Abunar, 2021).

This forms the first hypothesis:

H1. Training influences employees' productivity positively.

The Relationship of Training, Work-Life Balance, and Employees' Productivity

Training has a positive relationship with employees' productivity, with a statistically significant correlation (Alsama & Abunar, 2021). Another factor closely associated with employee productivity is work-life balance (WLB). When there is a balance between the time spent on work and leisure activities, this will boost employees' productivity. Therefore, training with the combination of work-life balance will improve the employees' productivity.

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This forms the second and third hypotheses:

H2. Work-life balance influences the employees' productivity positively.

H3. Work-life balance moderates the relationship between training and employees' productivity positively.

The conceptual framework is displayed in the diagram below:

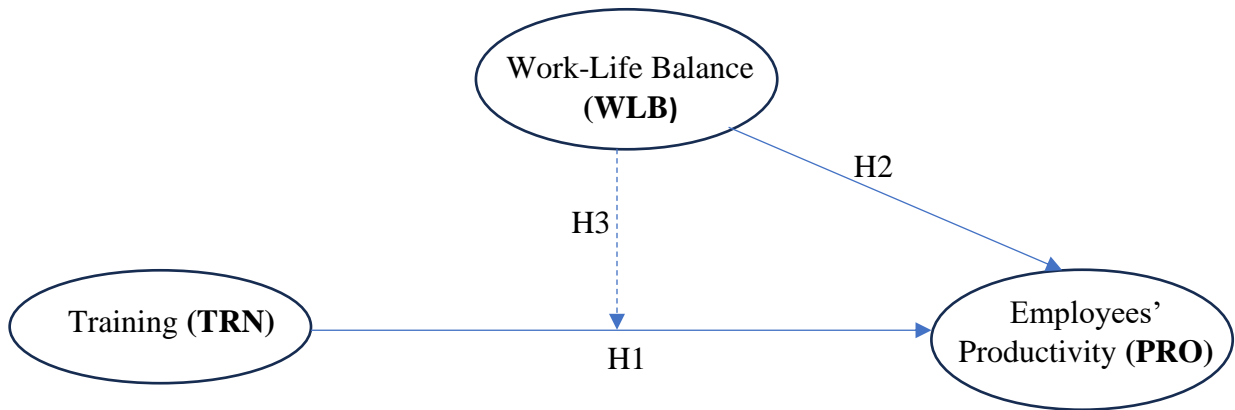


Figure 2.1 The Conceptual Framework

Source: Prepared by authors (2024)

METHODOLOGY

This research uses the quantitative approach since it intends to test the hypotheses. This type of research is usually objective and not in-depth. In this research, the dependent variable changes due to a change in one of the independent variables. This study is also classified as causal research, sometimes referred to as explanatory research, and it investigates whether two distinct variables are causally related (Sugiyono, 2019).

The population of this research is all full-time employees of the five-star resort in Bali with a total of 73 employees. Since the population is relatively small, therefore, the saturated sampling technique is used, that is when the whole population is taken as samples. The primary data is collected by distributing Google forms to all employees with the assistance of the Human Resources Department. The secondary data is taken from articles journals, books related to the variables of the study, the hotel website, and reviews from Trip Advisor.

The characteristics of the respondents collected were mostly male employees with the total of 45 people or 62% while female employees were 28 people or 38%. Most respondents were at staff level with the total of 65 people or 87% and most of them are at the age of 25 until 35 years old accounted for 44 people or 60%.

For variable measurement, the authors adopted 6 measurement items from Mangkunegara (2013) for training; 4 measurement items from Brought et al., (2014) for work-life balance; and 4

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measurement items from Wibowo (2022) for employees' productivity. The data collected is measured with a 5-point Likert scale.

The below table shows the measurement items of each variable:

TABLE 3.1 THE OPERATIONAL VARIABLE DEFINITION

Variable	Measurement Item	Measurement Scale
Training Mangkunegara (2013)	<ol style="list-style-type: none"> 1. The training carried out by the company has clear objectives. 2. The curriculum used during the training process is appropriate for my job. 3. The training locations and facilities are well provided by the company. 4. The number of training participants is appropriate. 5. The trainers have good experience in their fields. 6. I can implement training material in their daily work. 	Likert scale
Work-life balance Brought et al., (2014)	<ol style="list-style-type: none"> 1. I currently have a good balance between the time I spend at work and the time I have available for non-work activities. 2. I have difficulty balancing my work and non-work activities (reverse code). 3. I feel that the balance between my work demands, and non-work activities is currently about right. 4. I believe that my work and non-work life are balanced. 	Likert scale
Employees' productivity Wibowo (2022)	<ol style="list-style-type: none"> 1. I can work without being taught what to do in advance 2. I can do my work with completeness and accuracy. 3. I am responsible for doing my job 4. I can solve problems professionally and rationally. 	Likert scale

Source: Prepared by the Authors (2024)

Before the questionnaire is distributed for data collection, a pre-test of 30 samples of employees from another similar resort is conducted to find out the validity and reliability of the above instruments. The pre-test is conducted using SPSS 28. The results show that all the instruments pass the validity and reliability tests and, therefore, are eligible to be used for further testing.

The data analysis is conducted with PLS-SEM 4. Partial least squares structural equation modeling, or PLS-SEM is a statistical technique for modeling and analyzing the relationships between variables in structural equation modeling. First, the data will be tested for its outer model to assess the relationships between the underlying constructs and the observable indicators. Once

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the data passes the outer model test, then the inner model test is conducted to examine the relationships between the latent variables to assess the structural model (Hair et al., 2019).

RESULTS

The Outer Model Test

The outer model test evaluates the convergent and discriminant validity. The convergent validity test in SmartPLS version 4.0 includes the evaluations of concept validity and outer loading.

Below is the result of the outer model test:

Table 4. 1 Loading, Composite Reliability (CR), Average Variance Extracted (AVE)

Construct/Item	Loading	CR	AVE
Employees' Productivity (PRO)		0.902	0.699
PRO1	0.812		
PRO2	0.740		
PRO3	0.911		
PRO4	0.872		
Training (TRN)		0.884	0.718
TRN1	0.826		
TRN2	0.834		
TRN4	0.881		
Work-Life Balance (WLB)		0.895	0.681
WLB1	0.846		
WLB2	0.824		
WLB3	0.763		
WLB4	0.864		

Source: Prepared by authors, SmartPLS 4 Output (2024)

According to Hair et al.(2019), the outer loading values must be more than 0.7 to meet the standards for external loadings. Based on the outer loading results, three statements from the training variable (TRN 3, TRN5, and TRN6) were invalid since they were below 0.7. Therefore, they were eliminated for further testing. Since the composite reliability values are greater than 0.6,

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and the average variance extracted (AVE) values are greater than 0.5; they show that the rest of the data passes the convergent validity test.

The three variables and their corresponding measurements are shown in the measurement model analysis diagram below:

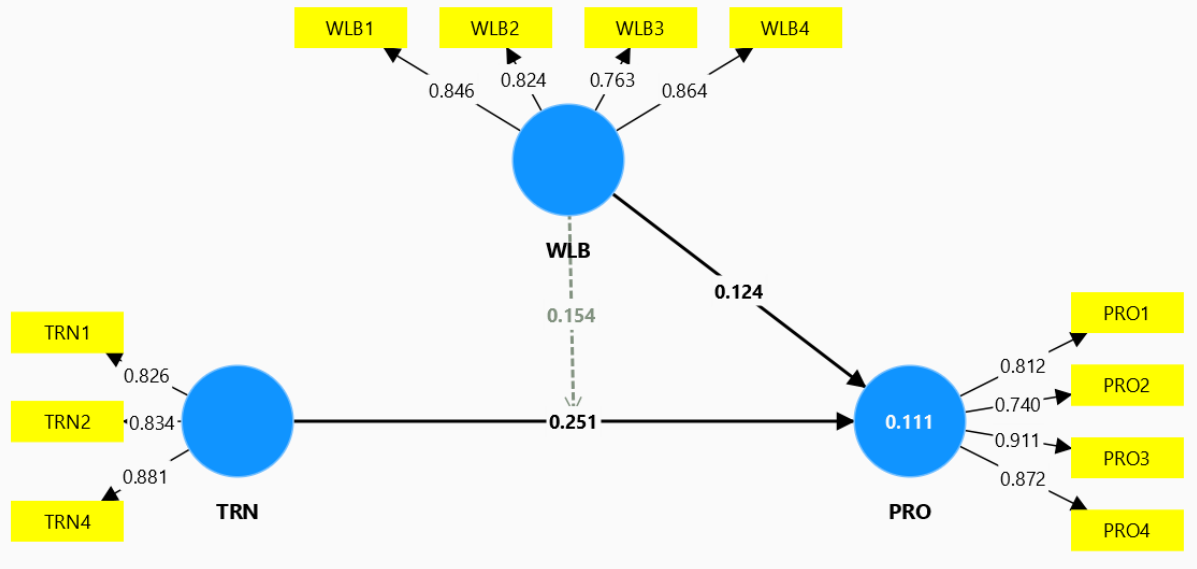


Figure 4. 1 Measurement Model Analysis

Source: Prepared by authors; SmartPLS 4 Output (2024)

To pass the discriminant validity test, the data has to pass the Heterotrait-Monotrait correlation ratio (HTMT), the Fornell-Larcker criterion, and the cross-loading test. Below is the results of the discriminant validity test:

Table 4. 2 Heterotrait-Monotrait Ratio Test Results

Variable	HTMT
TRN <-> PRO	0.239
WLB <-> PRO	0.236
WLB <-> TRN	0.335

Source: Prepared by authors; SmartPLS 4 Output (2024)

The results from the HTMT (Heterotrait-Monotrait ratio) test above show that all the values are below 0.85. These indicate the presence of discriminant validity.

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Table 4.3 Fornell-Larcker Criterion Test Results

Variables	PRO	TRN	WLB
PRO	0.836		
TRN	0.254	0.847	
WLB	0.212	0.285	0.825

Source: Prepared by authors; SmartPLS 4 Output (2024)

As shown in the table above, the bolded numbers are higher than the equivalent values in the same row and column. This indicates all variables passed the Fornell-Larcker Criterion test since there is adequate discriminant validity among the constructs.

Table 4. 4 Cross-loading Test Results

Indicators	PRO	TRN	WLB
PRO1	0.812	0.100	0.124
PRO2	0.740	0.105	0.144
PRO3	0.911	0.355	0.218
PRO4	0.872	0.120	0.181
TRN1	0.190	0.826	0.141
TRN2	0.224	0.834	0.286
TRN4	0.229	0.881	0.283
WLB1	0.145	0.222	0.846
WLB2	0.187	0.181	0.824
WLB3	0.158	0.205	0.763
WLB4	0.199	0.321	0.864

Source: Prepared by authors; SmartPLS 4 Output (2024)

Based on the cross-loading test results above, each statement passes the cross-loading test because its values are greater than 0.7.

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Table 4. 5 Construct Reliability Test Results

Construct	Cronbach's Alpha	Composite reliability (rho_a)
PRO	0.868	1.101
TRN	0.804	0.811
WLB	0.844	0.855

Source: Prepared by authors; SmartPLS 4 Output (2024)

As seen by the table above, all variables have also passed the construct reliability test, where the composite reliability and Cronbach's Alpha values are both more than 0.7.

Before examining structural correlation collinearity, the variation inflation factor (VIF) must be less than 3 for the regression findings to be free of bias (Hair Jr et al., 2021). The VIF values are presented below:

Table 4. 6 VIF Values

Indicators	PRO
PRO1	2.347
PRO2	1.800
PRO3	2.031
PRO4	2.733
TRN1	1.770
TRN2	1.598
TRN4	1.975
WLB1	2.305
WLB2	1.952
WLB3	1.767
WLB4	2.058

Source: Prepared by authors; SmartPLS 4 Output (2024)

The Inner Model Test

Some statistical measurements and analyses, including R-square, effect sizes, and bootstrapping are used in the inner model test evaluation to determine the strength and significance of the correlations between the variables.

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Below is the result of the R-square:

Table 4.7 R-square Result

Construct	R²	R² adjusted
Employees' Productivity (PRO)	0.111	0.072

Source: Prepared by authors; SmartPLS 4 Output (2024)

Based on the results in the above table, the dependent variable (PRO) is influenced by the independent variables (TRN) by 7.2%. The adjusted value of 0.072 indicates a low level of influence. Therefore, it can be said that training has a low influence on employees' productivity.

Below is the result of the F-square:

Table 4.8 F-square Results

Relationship	f-square
TRN -> PRO	0.061
WLB -> PRO	0.015
WLB x TRN -> PRO	0.028

Source: Prepared by authors; SmartPLS 4 Output (2024)

Purwanto & Sudargini (2022) cite Cohen (1988) as saying that values greater than 0.02, 0.15, and 0.35 indicate low, medium, and high effect sizes, respectively. Furthermore, practical criteria for assessing moderation effects indicate that 0.005, 0.01, and 0.025 correspond to low, medium, and high effect sizes, respectively (Kenny ,2018 in Rasoolimanesh et al., 2021).

Consequently, in light of the above table's findings, it can be seen that training (TRN) has a small effect on productivity (PRO); work-life balance (WLB) has a small effect on productivity (PRO); and work-life balance (WLB) has a large effect in between training (TRN) and employee productivity (PRO).

Below is the result of the Path Coefficient (Signification):

Table 4.9 Path Coefficient Results

Path	Original Sample	p-values
TRN -> PRO	0.251	0.049
WLB -> PRO	0.124	0.221
WLB x TRN -> PRO	0.154	0.167

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Source: Prepared by authors; SmartPLS 4 Output (2024)

As stated by Hair et al. (2019), the path values that fall between 0 and 1 are regarded as positive, and those that fall between -1 and 0 are negative. The interpretation of the above results is as follows:

- TRN->PRO has a positive path coefficient value of 0.251. It means there is a weak positive relationship between training and employees' productivity. When training increases, so does employees' productivity, and vice versa. The p-value of 0.049 shows a significant influence of training on employees' productivity since it is below 0.05. Therefore, H1 is accepted, that is, training influences employees' productivity positively.
- WLB->PRO has a positive path coefficient value of 0.124. It means there is a weak positive relationship between work-life balance and employees' productivity. When work-life balance increases, so does employees' productivity, and vice versa. However, the p-value of 0.221 shows an insignificant influence of work-life balance on employees' productivity since it is above 0.05. Therefore, H2 is rejected, that is, work-life balance does not influence employees' productivity positively.
- WLB x TRN ->PRO has a positive path coefficient value of 0.154. It means that work-life balance strengthens the relationship between training and employees' productivity. However, the p-value of 0.167 shows an insignificant moderation of work-life balance between training and employees' productivity since it is above 0.05. Therefore, H3 is rejected, that is, work-life balance does not moderate between training and employees' productivity positively.

DISCUSSION

Since training has a very low influence on employees' productivity (7.2%), the remaining 92.8% suggests the influence of additional factors not examined in this study, such as work discipline, compensation, and motivation.

The result of the first hypothesis is in line with the findings of Fauzan (2023), stated that trained employees are more likely to be competent, informed, and skillful at their jobs. The finding of Alsama and Abunar (2021) also supports this hypothesis that training has a positive relationship with development, employee performance, and productivity, with a statistically significant correlation.

The insignificant influence and moderation of work-life balance could be due to the lowest mean value of the work-life balance variable still in the "good" category. This indicates that resort employees still positively perceive the work-life balance there, despite the troubles and bureaucracy in applying for leaves. In the preliminary survey, there were 47.7% of employees

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were granted their entitled leave, which was almost half of the population. This could be the reason for the insignificant effect as well.

The business of resorts relies highly on seasons, especially the holiday seasons. When it is the low season like working days, the resort tends to be quiet. With the category of luxury resorts with high prices, it surely has a niche market that makes the occupancy rate unstable around the year. Therefore, the work-life balance issues will only occur during the high season, not the low season.

CONCLUSION

This research concludes the significant influence of training on employees' productivity. Despite the low influence, training has the highest path coefficient on employees' productivity compared to the other hypotheses. Therefore, the resort management should still maintain their employees' training activities by ensuring they are conducted regularly; the trainers should be competent to train; and the training should meet the needs of the participants.

Work-life balance has an insignificant influence on employees' productivity and insignificant moderation between training and employees' productivity. Some factors causing this could be the employees still positively perceived the work-life balance at the resort; and the fact that almost half of them were still granted their entitled leave. Due to the nature of the resort business, the work-life balance issues will only occur during the high season, not the low season.

Future studies can broaden their focus by studying several resorts spread across an entire city or region rather than just one. Future research could also explore workplace discipline, pay, and motivation as other factors that may influence employee productivity. Likewise, additional variables like job stress, job burnout, and resilience may be employed to mediate or moderate the independent and dependent variables. Lastly, researchers can employ a qualitative study to obtain a deeper understanding of why work-life balance did not influence the employees' productivity as well as other factors that might influence it in the resort businesses.

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