



## Work-Life Balance as the Outcome of Boundary Management among Hotel Employees: The Moderating Role of Goal-Self Concordance

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### Abstract

*Tourism and hotel industries position themselves to grow on after the pandemic. As the Hotel industry has entered the recovery stage, the management is back to experiencing some classic human resources issues such as long working hours, shift duties, etc. This results in a lack of Work-Life Balance (WLB) among most hotel employees. This research aims to find out if boundary management influences work-life balance moderated by goal-self concordance. This research uses Structural Equation Modeling (SEM) with Partial Least Square (PLS) version 4.0 software as the analysis tool. With the convenience sampling method, the number of samples collected is 99 employees. Data collection is conducted by distributing Google Forms to hotel employees. The data has passed all criteria of the outer model test. For the result of the inner model test, Boundary Management has a moderate level of influence on WLB by 58.6%. The result of the effect size  $f^2$  shows that Boundary Management influences WLB by 0.283. The two-tail test also shows that Boundary Management influences WLB. However, the Goal-Self Concordance does not moderate between Boundary Management and WLB. Theoretically, employees need to develop their personal goals to achieve this Balance. Practically, the hotel is recommended to improve their employees' WLB by giving them autonomy to choose their work schedule and discuss about setting boundaries between work and family.*

### Abstrak

Industri pariwisata dan perhotelan memposisikan diri untuk terus tumbuh setelah pandemi. Ketika industri Perhotelan telah memasuki tahap pemulihan, pihak manajemen kembali mengalami beberapa permasalahan klasik sumber daya manusia seperti jam kerja yang panjang, tugas shift, dan lain-lain. Hal ini mengakibatkan kurangnya *Work-Life Balance* (WLB) di antara sebagian besar karyawan hotel. Penelitian ini bertujuan untuk mengetahui apakah manajemen batasan berpengaruh terhadap work-life balance yang dimoderatori oleh goal-self concordance. Penelitian ini menggunakan Structural Equation Modeling (SEM) dengan software Partial Least Square (PLS) versi 4.0 sebagai alat analisisnya. Adanya metode convenience sampling, jumlah sampel yang dikumpulkan adalah 99 karyawan. Pengumpulan data dilakukan dengan cara menyebarkan Google Form kepada karyawan hotel. Data telah lolos seluruh kriteria uji model luar. Untuk hasil uji inner model, Manajemen Batas mempunyai tingkat pengaruh sedang terhadap WLB sebesar 58,6%. Hasil effect size  $f^2$  menunjukkan Manajemen Batas mempengaruhi WLB sebesar 0,283. Uji dua sisi juga menunjukkan bahwa Manajemen Batas berpengaruh terhadap WLB. Namun, Goal-Self Concordance tidak memoderasi antara Manajemen Batas dan WLB. Secara teoritis, karyawan perlu mengembangkan tujuan pribadi mereka untuk mencapai Keseimbangan ini. Praktisnya, pihak hotel disarankan untuk meningkatkan WLB karyawannya dengan memberikan kebebasan memilih jadwal kerja dan mendiskusikan batasan antara pekerjaan dan keluarga.

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## INTRODUCTION

The world and Indonesia, specifically, have started to rise from the pandemic Covid-19. Tourism and hotel industries position themselves to grow in 2022 and so on.

(<https://swa.co.id/swa/trends/economic-issues/indonesias-hotel-tourism-outlook-2022>).

The Consumer Confidence Index (CCI) also reached 54% in 2022 and This means consumers' average confidence level is above 50% despite the state of the pandemic. This positivity has encouraged the hotel and restaurant industries in their business operations.

(<https://industri.kontan.co.id/news/phri-jakarta-industri-hotel-dan-restoran-akan-pulih-tahun-ini-meski-diterpa-omicron>)

Furthermore, the characteristics of Covid-19 have recently led to endemic disease (<https://www.suara.com/bisnis/2022/06/20/190629/bisnis-hotel-mulai-menggeliat-fitt-siapkan-rencana-strategis-di-2022>).

As the Hotel industry has entered the recovery stage, the management is back to experiencing some classic human resources issues. Those issues such as extensive working hours, shift work, and dealing with challenging and troublesome guests in hotels. These problems have been taken for granted by both employers and employees in the industry (Hsieh et al., 2005; Sarabakhsh et al., 1989).

Many employees see their working hours as normal and rarely question this practice (Vallen, 1993). The traditionally long-hours culture of the hospitality industry has resulted in burning out (Buick & Thomas, 2001) which is most likely to happen to the front office or food and beverage service employees (Vallen, 1993). It also results in a lack of Work-Life Balance (WLB) among most hotel employees. Therefore, WLB problem has the highest importance in the hospitality industry (Mangruwa et al., 2021).

Some scholars supported the idea of WLB. A good WLB has the advantages of improving workers' well-being, creating attitudes which are beneficial to their work environment, job satisfaction, organizational

commitment (De Menezes & Kelliher, 2011), job performance, and career development (Sirgy & Lee, 2018). Deery (2008) even emphasized how important WLB policies in appealing, inspiring, and keeping high-performance employees.

Adversely, a poor WLB may lead to physical health-related problems, such as permission for sickness (Antai et al., 2015), exhaustion, and increased blood pressure and cholesterol levels (Sirgy & Lee, 2018). Some mental health-related problems such as dissatisfaction in job and life, job exhaustion, depression, and short-temper, are also associated with a poor WLB (Sirgy & Lee, 2018). According to (Deery & Jago, 2015) poor WLB will not only aggravate stress and burnout but will also lead to substance use.

One way to improve WLB is the implementation of boundary management between work and family or personal lives by employees, as it was significantly and positively related with better WLB (Björntoft et al., 2020; Mellner et al., 2014). Good boundary management will result in improved management of work and family demands, which in turn can lead to a good WLB (Mellner et al., 2014). In contrast, high commitment to work and job demands will result in less time and energy for family and personal life, and it is bad for WLB (Kinman & Jones, 2008). Therefore, it is important to create and manage the boundary between work and family or personal lives as it is the basic nature of human being.

According to the Boundary Theory, employees' ability to set boundaries between work and personal life will influence occupational factors and individual behaviors on WLB. Individual boundary management and preferences in separation ("segmentation") and intertwining ("integration") between work and personal life will influence the individual's ability to achieve boundaries. Each employee might have different boundary management and therefore, different degrees of WLB even under the same working conditions. Another factor in achieving boundaries is autonomy

over work, which will lead to WLB, even in a poor working environment (Mazzetti et al., 2019).

WLB can be achieved by exercising goal-oriented behaviors (Sturges, 2012). This is consistent with the nature of human beings where goals influence their everyday behavior. Individuals with intrinsic and identified personal goals will be motivated in fighting for life advancement and self-development such as WLB. Individuals with higher levels of goal self-concordance are more likely to achieve their goals (by 2.20 times) compared to individuals with lower levels of goal self-concordance (Koestner et al., 2008).

In 2003, the epidemic SARS1 attacked some countries on different continents. Hong Kong is one of the first cities affected by SARS1 and this had made the hotel industry suffer. As the industry was recovering greatly from SARS1, the employees were willing to tolerate longer hours to secure their jobs. This is due to the downsizing in the aftermath of SARS1 (Wong & Ko, 2009). A similar situation is also experienced by one of the four-star chain hotels in Medan, North Sumatra, Indonesia.

As Indonesia is recovering from pandemic Covid-19 at the beginning of 2022, the four-star chain hotel has experienced an increase in their operation by around 50%. The increment is reflected in the increase in occupancy rate and MICE events. This will create a problem for WLB as employees experience long working hours, high commitment to work, and job demands which will result in boundary management problems between work and family or personal lives.

Therefore, with the situation analysis above, this study aims to make a novel contribution to the work-life balance research by assessing the relationship between boundary management and work-life balance with the moderation of goal-self concordance.

## LITERATURE REVIEW

Kossek et al., (2012) defines boundary management styles as the approaches individuals use to set boundaries between work and family and other nonwork roles, within the identity centralities and boundary constraints.

From the work–family literature, there are two perspectives of boundary management: the individual perspective which is individuals' tactics or strategies in managing work and family roles; and an organizational perspective which is policies and practices in a company in the forms of flexible work schedules to assist employees in organizing their work and family roles (Kreiner, 2006).

The two main theories in understanding work–family boundary management are boundary theory and border theory. The boundary theory is implemented when an individual seeks to create and maintain physical, cognitive, and behavioural boundaries between work and personal life to make one's life simpler (Allen et al., 2014). According to this theory, people attempt to simplify and classify the world around them by creating, maintaining, or changing boundaries within specific spaces or locations and times such as within particular day and week (Ashforth et al., 2000).

Whereas, according to border theory, there are the times and places boundaries in conjunction with work versus family roles. According to this theory, work–family balance can be attained in multiple ways. Individuals cross borders every day in the forms of physical, temporal, and psychological, such as when they depart to work and return home. They are border keepers to manage the boundary within the borders, such as supervisors at workplace, and spouses at home (Clark, 2000).

There are two dimensions of boundary that separate daily work and home (Hall & Richter, 1988). They are flexibility and permeability. Flexibility happens when the spatial and temporal boundaries are amenable. The more flexible the boundaries,

the more roles to be enacted in a variety of settings such as employees working from home and at varying times such as replying to emails at midnight. Less flexible boundaries mean restricted time and place in playing certain role such as conducting surgery has to be in a surgery room of a hospital. With permeability, even though a person is in a certain setting physically, he/she may be psychologically or behaviorally involved with another setting. For example, an employee who makes a phone call to check on his/her kid at home has a permeable work-role boundary.

The Self-Concordance Model (Sheldon & Elliot, 1999; Sheldon & Houser-Marko, 2001) is a theory of goal motivation that examines how a person strives to achieve his/her goals. The theoretical framework of this model evaluates the concordance of goals with a person's values, interests, and ideals pursued due to self-imposed and external pressure (Sheldon & Elliot, 1999; Sheldon & Kasser, 1998). Specifically, goal self-concordance investigates whether a goal is run after due to intrinsic pleasure (i.e., intrinsic motivation) and the urge for self-growth (i.e., identified motivation) in contrast with self-imposed pressure (i.e., introjected motivation) and attempts to obtain rewards or to avoid punishments (i.e., external motivation).

To measure the goal-self concordance, the author uses the questionnaire statements from (Gaudreau, 2012) which consist of four types of goal motivation: intrinsic (i.e., "I want to pursue Work-Life Balance because of the enjoyment that this goal provides me; I want to pursue Work-Life Balance simply for the interest in the goal itself."), identified (i.e., "I want to pursue Work-Life Balance because I am valuing this goal wholeheartedly.; I want to pursue Work-Life Balance because it is important for my personal development."), introjected (i.e., "I want to pursue Work-Life Balance because I would feel guilty if I didn't.; I put pressure on myself to achieve Work-Life Balance."), and external (i.e., "I want to pursue Work-Life Balance because

somebody is putting pressure on me.; I want to pursue Work-Life Balance because I will get a reward if I do.). Participants rated each item using a scale from 1 (not at all for this reason) to 7 (totally for this reason) (Sheldon & Elliot, 1999). However, this research will use Likert scale, consistent with the measurement of other variables.

Work-Life Balance is the personal insight that work and non-work tasks are in harmony and will foster an individual's development based on his/her primary concern in life. (Kalliath & Brough, 2008). To be specific, it strives for a balance between employees' family or personal life and work lives. The main concept is the idea that work life and personal life complement each other so that one's life will be perfect.

Work-Life Balance is measured with a four-item measure by Brough et al., (2014). They are: (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' (negatively worded item), (3) 'I feel that the balance between my work demands and non-work activities is currently about right' and (4) 'Overall, I believe that my work and non-work life are balanced'. Respondents indicated their agreement on a five-point scale from 1 (strongly disagree) to 5 (strongly agree). High scores represent perceptions of high balance.

Previously, Mellner et al., (2014) conducted research with the title, "Boundary Management Preferences, Boundary Control, and Work-Life Balance among Full-Time Employed Professionals in Knowledge-Intensive, Flexible Work. The result of the research shows that women with children and men need external boundaries in work for successful boundary management. Moreover, self-regulation is an important boundary competence in knowledge-intensive, flexible work. One way to achieve successful boundary control and work-life balance is by promoting employees' health.

Research by Deery (2008) with the title "Work-life balance in the tourism industry: A



case study” produces a model that elaborates the key antecedents, the mediating variables of work-life balance, and the strategies to tackle the imbalance. The preceding variables are working hours, job stress, psychosomatic symptoms, and family pressures. The mediating variables are gender, age, education, and the number of children. Finally, the strategies are to provide flexible working schedules, job sharing and job clarity, healthy leadership, and a variety of holiday arrangements for staff.

Gaudreau (2012) conducted research with the title “Goal self-concordance moderates the relationship between achievement goals and indicators of academic adjustment.” Results of the research show that mastery-approach goals were positively related with academic satisfaction and performance. Similarly, performance-approach goals were related with higher performance. Both results apply only to students with top performance goal self-concordance level. This study illustrates the importance of both goal content and goal motivation in influencing educational outcomes.

#### *Boundary Management Influences Work-Life Balance*

According to Bjärntoft et al. (2020) and Mellner et al. (2014), efforts to manage the boundaries between work and family can improve the work-life balance of employees. It is significantly and positively related to better WLB. When work and family demands are managed well, it will lead to a good WLB. The research model is presented as follows:

(Mellner et al., 2014). When an employee puts more priority on his/her work and job demands, it will jeopardize the WLB since he/she spends less time and energy on family and personal life (Kinman & Jones, 2008).

This forms the first hypothesis:

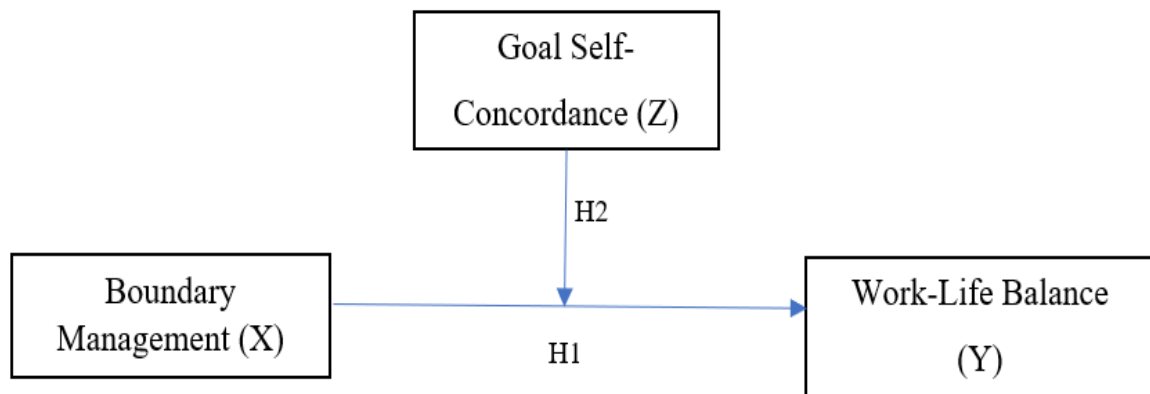
H1. Boundary management influences work-life balance positively.

#### *The Goal-Self Concordance Moderates between Boundary Management and Work-Life Balance*

Consistent with the nature of human beings, individuals with intrinsic and identified personal goals will be motivated to fight for life advancement and self-development (Sheldon & Elliot, 1999), including WLB. Goals will influence an individual’s everyday behavior. Individuals with higher levels of goal self-concordance are more likely to achieve their goals (by 2.20 times) than those with lower levels of goal self-concordance (Koestner et al., 2008). According to Sturges (2012), WLB can be achieved by practicing goal-oriented behaviors.

This forms the second hypothesis:

H2. Goal self-concordance moderates the relationship between boundary management and work-life balance positively.



**Figure 1. Research Model**

Source: Prepared by the writer (2023)

## RESEARCH METHODS

This research uses a quantitative approach since it aims to analyze the statistical data to determine the correlation between Boundary Management as the independent variable, Work-Life Balance as the dependent variable, and Goal-Self Concordance as the moderating variable. The hypotheses are tested with statistical tools.

The population of this research is all employees of the four-star hotel with a total of 149 employees. Due to the busy hotel operations and the limited time of the writer, the samples managed to be collected were 99 employees. Samples were selected by using a non-probability sampling method which is a convenient sampling technique. Convenience sampling gathers information from individuals of a population who are conveniently available or obtained, able to supply, and eager to provide information. The samples are chosen solely by chance,

meaning that anyone who can contribute information to the researcher, whether voluntarily or by chance if the respondent is suitable as a data source.

The respondents' profiles for this research are as follows:

1. Gender: Male and female
2. Working at the Front or Back of the House of the four-star Hotel in North Sumatra.
3. Working in the position of Rank and File until Director

The data is collected by distributing questionnaires in Google form to the hotel employees. The responses are measured using the 5-point Likert scale.

The measurement items of the variables are presented in the table below:

**Table 1. Indicators of Boundary Management, Goal Self-Concordance, and Work-Life Balance**

Variable	Indicators	Questions	Measurement
Boundary Management (X)	Flexibility	I can perform my job outside of my workplace. (a remote worker). I can choose various work schedules.	Likert scale
	Permeability	I can discuss my family issues with my superior at work. I can take phone calls from my spouse while at work.	
Goal Self-Concordance (Z)	Intrinsic	I want to pursue Work-Life Balance because of the enjoyment that this goal provides me.	Likert Scale
	Identified	I want to pursue Work-Life Balance because I am valuing this goal wholeheartedly.	
	Introjected	I want to pursue Work-Life Balance because I would feel guilty if I didn't.	
	External	I want to pursue Work-Life Balance because somebody is putting pressure on me.	
Work-Life Balance (Y)		I currently have a good balance between the time I spend at work and the time I have available for non-work activities.	Likert Scale
		I have difficulty balancing my work and non-work activities.	
		I feel that the balance between my work demands and non-work activities is currently about right.	
		Overall, I believe that my work and non-work life are balanced.	

Source: Adopted by writer from Boundary Management (Hall & Richter, 1988); Goal Self-Concordance (Sheldon & Elliot, 1999); Work-Life Balance (Brough et al., 2014)

The data is analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) as the analysis tool. PLS-SEM comprises the outer model test and inner model test. The outer model test measures the relationships between the observed indicators and the latent constructs. The outer model test consists of Convergent Validity and Discriminant Validity (Hair et al., 2014).

Inner model test examines the structural model or the relationships between the latent variables. The inner model test

consists of R-square and effect sizes to measure the strength and significance of relationships among the variables.

## RESULT AND DISCUSSION

### Outer Model Test

The first test in the outer model is the convergent validity test. It consists of outer loading and constructs validity tests.

To pass the outer loading test, all figures have to be over or bigger than 0.7. Below is the result of the outer loading test:

Figure 2. Measurement Model Analysis

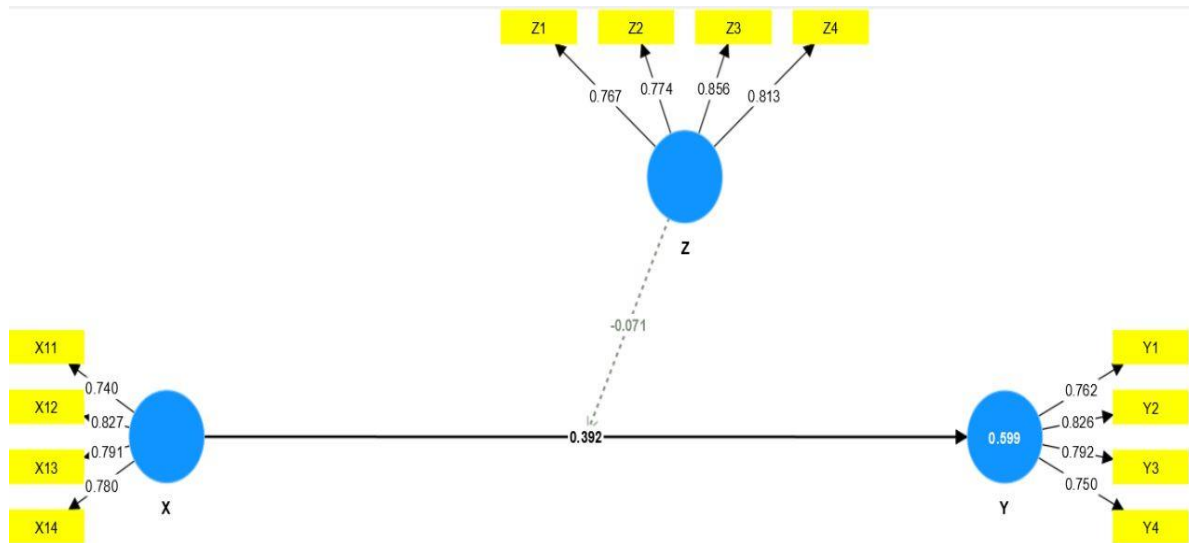


Table 2. Outer Loading Test

	X	Y	Z
X1	0.740		
X2	0.827		
X3	0.791		
X4	0.780		
Y1		0.762	
Y2		0.826	
Y3		0.792	
Y4		0.750	
Z1			0.767
Z2			0.774
Z3			0.856
Z4			0.813

Source: Prepared by writer using Smart PLS version 4.0 (2023)

From the result above, all outer loadings are bigger than 0.7. Therefore, all data of the three variables pass the outer loading test.

The next test will be the construct validity test. To pass this test, the average variant extracted (AVE) must be bigger than 0.5, and the composite reliability is above 0.6 (Ahmad et al., 2016). Below is the result of the construct validity test:

Table 3. Construct Validity Test

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
X	0.793	0.804	0.865	0.617
Y	0.789	0.792	0.864	0.613
Z	0.816	0.823	0.879	0.645

Source: Prepared by writer using Smart PLS version 4.0 (2023)



From the result above, all average variant extracted is bigger than 0.5 and the composite reliability is above 0.6. Therefore, the data of the three variables has passed the construct reliability and validity tests.

The second test conducted is the outer model the discriminant validity test, which consists of cross-loading and Fornell Larcker Criterion tests. The results of the cross-loading test must be bigger than 0.7 in order to pass. Below is the result of cross loading test:

**Table 4. Cross-Loading Test**

	X	Y	Z
X1	0.740	0.460	0.365
X2	0.827	0.584	0.497
X3	0.791	0.513	0.378
X4	0.780	0.432	0.335
Y1	0.388	0.762	0.560
Y2	0.568	0.826	0.535
Y3	0.596	0.792	0.504
Y4	0.438	0.750	0.579
Z1	0.398	0.559	0.767
Z2	0.332	0.512	0.774
Z3	0.459	0.631	0.856
Z4	0.438	0.513	0.813

Source: Prepared by writer using Smart PLS version 4.0 (2023)

From the result of the table, the figures of variable X are bigger than 0.7, and those of variables Y and Z are in the same row. The figures of variable Y are bigger than 0.7 and those of variables X and Z are in the same row. The figures of variable Z are bigger than 0.7 and those of variables X and

Y are in the same row. Therefore, all the data has passed the cross-loading test.

For Fornell Larcker Criterion, the Square root AVE must be bigger than the correlation between latent constructs. Below is the result of the test:

**Table 5. Fornell Larcker Criterion**

	X	Y	Z
X	0.785		
Y	0.640	0.783	
Z	0.509	0.694	0.803

Source: Prepared by writer using Smart PLS version 4.0 (2023)

From the result above, the value of variable X is higher than the other two figures vertically. The figure of variable Y is bigger than the figures horizontally and vertically. The figure of variable Z is bigger than the other two figures horizontally. Therefore, all

the data has passed the discriminant validity test.

The last test in the outer model is the Reliability test. To pass this test, the Cronbach Alpha and composite reliability have to be bigger than 0.7. Below is the result of the construct Reliability test:

**Table 6. Construct Reliability Test**

	Cronbach's Alpha	Composite Reliability ( $\rho_a$ )	Composite Reliability ( $\rho_c$ )	AVE
X	0.793	0.804	0.865	0.617
Y	0.789	0.792	0.864	0.613
Z	0.816	0.823	0.879	0.645

Source: Prepared by writer using Smart PLS version 4.0 (2023)

From the result above, all the Cronbach Alpha and composite reliability are bigger than 0.7. Therefore, all the data has passed the reliability test.

### Inner Model Test

**Table 7. R-Square**

	R-Square	R-Square Adjusted
Y	0.599	0.586

Source: Prepared by writer using Smart PLS version 4.0 (2023)

From the above result, the adjusted R-square is 0.586 which means Boundary Management (variable X) has an influence on Work-Life Balance (WLB) (variable Y) by 58.6%, while the rest 41.4% is influenced by other variables not discussed in this research. According to Hair et al. (2014), when the adjusted R-square is 0.50, it shows that variable X has a moderate level of influence towards Y. Therefore, 58.6% is categorized as a moderate level of influence.

To pass the inner model test, there are some criteria to be met. They are the R-Square, the effect size  $f^2$ , and signification (two-tailed). The first criterion is the R-Square. Below table is the result of the R-Square:

Other variables which could influence Work-Life Balance (WLB) such as workplace flexibility (OECD, 2016), flexible work arrangements (Björntoft et al., 2020), managerial support (Mazzetti et al., 2019), etc. Even though Boundary Management has a moderate influence on Work-Life Balance, these other variables could provide a deeper understanding of how to achieve a better Work-Life Balance.

The next criterion is the effect size  $f^2$ . The table is the result of the effect size  $f^2$ :

**Table 8. The Effect Size  $f^2$**

	X	Y	Z
X		0.283	
Y			
Z		0.455	

Source: Prepared by writer using Smart PLS version 4.0 (2023)

From the result above, variable X influences Y by 0.283. According to Hair et al. (2014), the effect size is small when the result is around 0.02, moderate when the result is around 0.15, and high when the result

is around 0.35. Therefore, variable X influences Y moderately.

The final criterion is the signification (two-tailed). The below table is the result of the signification (two-tailed):

**Table 4.9 The Signification (Two-Tailed)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X ->Y	0.392	0.391	0.091	4.302	0.000
Z ->Y	0.497	0.502	0.098	5.090	0.000
ZxX ->Y	-0.071	-0.078	0.057	1.257	0.209

Source: Prepared by writer using Smart PLS version 4.0 (2023)

From the above result, it shows that both Boundary Management (X) influences Work-Life Balance (Y). However, the Goal-Self Concordance (Z) does not moderate between Boundary Management (X) and Work-Life Balance (Y). Therefore, Goal-Self Concordance (Z) acts as an independent variable in this research.

The first hypothesis is also supported by other scholars who have done similar research. [Mellner et al. \(2014\)](#) conducted similar research in a Swedish telecom company. Based on their findings, there was a main effect of boundary control on work-life balance. Male employees who agreed with high boundary control had better work-life balance compared to others. Boundary management needs to be supported by external boundaries in work. In addition, they also need to have self-regulation as a crucial boundary competence in knowledge-intensive, flexible work. Furthermore, boundary control and work-life balance will also promote the value of health in modern work organizations.

A research by [Bjärntoft et al. \(2020\)](#) shows that occupational factors (Organizational, leadership, and psychosocial) and individual work-related behaviours (over-commitment, overtime work, and boundary management) are associated with Work-Life Balance. Boundary Management was one of the strongest positive associations. When boundary management is high, management of work and family demands will improve and result in good WLB. Supporting boundary management is one of the organizational initiatives to promote WLB, besides reducing excessive job demands, adding psychosocial resources, and increasing perceived flexibility.

The result of the second hypothesis stated that the goal of self-concordance acts as an independent variable since it doesn't moderate between Boundary Management and Work-Life Balance. Hotel employees might be motivated in striving for Work-Life Balance; however, it does not apply in this research. Some factor causing this could be the nature of the hospitality industry. The hospitality industry has been long-known for its long working hours, shift duties, role overload, irregular working hours, and troublesome customers. These have become an underestimated facts in the hospitality industry ([Hsieh et al., 2005](#); [Sarabakhsh et al., 1989](#)). Many hospitality employees accept the culture of long working hours and see it as normal and typical ([Wong & Ko, 2009](#)). From the employers' side, this practice is also common due to chronic labor shortage and high turnover problems. Therefore, employees might have the motivation to achieve WLB, however, if it is not supported by the culture of the company, they will not have motivation towards WLB.

Another moderating factor could be the support from the management towards WLB. Previous research by [Mazzetti et al. \(2019\)](#) emphasized the buffering role of managerial support toward WLB. The support could be in the form of clear rules and regulations about working flexibly, as perceived flexibility relates positively with WLB ([Bjärntoft et al., 2020](#)). Other supports could be sufficient organizational conditions for flexible working arrangements, physical work facilities, and increased autonomy in making decisions about their work and how they will perform their jobs. When all these supports are given to employees, the motivation towards WLB will exist and vice versa.

Related to management support is leadership behaviour. Leadership behaviour has been proposed to influence worker WLB significantly (Haar et al., 2019) (Syrek et al., 2013). Among the three-dimensional leadership behaviour model, the relation-oriented behaviour which focused on consideration, trust, and socialization has the biggest contributor to a good WLB (Haar et al., 2019). Without the appropriate leadership behaviour, employees will not have the motivation to achieve WLB.

Finally, individual behaviours will also influence the achievement of WLB. Some employees enjoy having over-commitment to their work such as performing excessive overtime work, bringing work home, replying to emails during weekends, and holidays, etc. These behaviours are strongly associated with poor WLB (Mellner et al., 2014). In this situation, the motivation is not there in the first place because it is not supported by behaviours associated with WLB.

## CONCLUSIONS

Based on the research results, Boundary Management (variable X) has an influence on Work-Life Balance (WLB) (variable Y) by 58.6%. This means that variable X has a moderate level of influence towards Y. The rest 41.4% is influenced by other variables not discussed in this research such as workplace flexibility, flexible work arrangements, managerial support, etc.

From the result of the inner model test, Boundary Management (X) influences Work-Life Balance (Y). However, the Goal-Self Concordance (Z) does not moderate between Boundary Management (X) and Work-Life Balance (Y). Therefore, Goal-Self Concordance (Z) acts as an independent variable in this research. The reasons could be the nature of the hospitality industry (long work hours, irregular schedules, high turnover, etc) that does not make WLB possible to be implemented even though employees might have the motivation towards it. The support from the management is also important to support employees' motivation

towards WLB. Without support such as flexible working arrangements and increased autonomy in making decisions, employees will not have the motivation towards WLB. Related to management support is Leadership behaviour, especially relation-oriented behaviour. Without appropriate leadership behaviour, employees will not be motivated to achieve WLB. Finally, employees motivation towards WLB will not exist if the motivation is not there in the first place and employees do not exhibit the behaviours associated with WLB. The behaviours such as over-commitment to work, bringing work home, and working during the weekend or public holidays show no motivation from employees to achieve WLB.

From the result of the outer loading test, X<sub>2</sub> statement: "I can choose various work schedules" has the highest loading factor in Boundary Management (variable X). This must be maintained by the Hotel management. When employees are given the autonomy to choose their work schedule, it gives a sense of boundary control in performing their jobs. It increases the employees' motivation towards WLB and the sense of belonging to their job. This will result in job satisfaction. As mentioned before, giving autonomy is a form of management support towards WLB.

The second highest loading factor in Boundary Management is X<sub>3</sub> statement: "I can discuss my family issues with my superior at work." There are two implications for this statement. Firstly, employees are recommended to discuss their family issues related to setting boundaries between work and family with their superiors. They can discuss the boundaries of when they will reply to their supervisors' emails, answer phone calls from work, work on alternate weekends or public holidays as it is common in the hospitality industry, etc. When both employee and supervisor have a clear understanding regarding these boundaries, there will be no miscommunication and misunderstanding. Instead, there will be an increase in productivity, motivation, and

work-life balance (WLB). This is also a form of support towards WLB from the management.

The second implication, there should be a separation between the issues to be discussed with the supervisor. Family issues that are not related to boundary setting should not be discussed. When employees discuss all their family issues, there will be a confidentiality problem and a perception of unprofessionalism. Both supervisor and employee are demanded to keep their professionalism at the workplace. Therefore, there should be a boundary on what needs to be discussed and not, for professionalism.

### Limitations and future research

This research is only limited to one four-star hotel in North Sumatra, Indonesia. Future research could expand the scope of research to one region in Indonesia to see how the Work-Life Balance of Hotel employees has changed due to the increase in travel and tourism activities post-pandemic. This will give in a bigger picture of WLB in the hospitality industry. Future research could also explore other moderating factors related to WLB such as organizational culture, management support, and leadership behaviour to get a deeper understanding of WLB.

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