

**JOB STRESS, WORK-LIFE BALANCE, AND LIFE
SATISFACTION AMONG HOTEL EMPLOYEES:
PROACTIVE COPING AS A MODERATOR**

BY

**CHUA CHEAP YHONG
LAU SHIN YUEN
MA KAR LOH
TAY LI PENG
YAP PEGGY**

**A research project submitted in partial fulfillment of the
requirement for the degree of**

**BACHELOR OF BUSINESS ADMINISTRATION
(HONS)**

UNIVERSITI TUNKU ADDUL RAHMAN

**FACULTY OF BUSINESS AND FINANCE
DEPARTMENT OF BUSINESS**

AUGUST 2018

Copyright @ 2018

ALL RIGHTS RESERVED. No part of this paper may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, graphic, electronic, mechanical, photocopying, recording, scanning, or otherwise, without the prior consent of authors.

DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
- (4) The word count of this research report is 20249 words.

	Name of Student:	Student ID:	Signature:
1.	Chua Cheap Yhong	15ABB06917	_____
2.	Lau Shin Yuen	15ABB07296	_____
3.	Ma Kar Loh	15ABB07368	_____
4.	Tay Li Peng	15ABB07463	_____
5.	Yap Peggy	15ABB06836	_____

Date: 17th August 2018

ACKNOWLEDGEMENT

First of all, we would like to thank Universiti Tunku Abdul Rahman (UTAR) for giving a great opportunity to conduct the research. We have learned a lot from this research project, especially on teamwork, cooperation, and time management. This experience may be useful for our future career.

Next, we would like to thanks and express our deeply sincere gratitude to our beloved supervisor, Dr. Ng Lee Peng. She had given a lot of guidance, support, and shares her wise knowledge to us in this research project for about seven months. She never feels impatient about guiding us throughout the entire research project.

Furthermore, we would also like to thank all cooperated respondents who helped us to complete the questionnaire. Without their cooperation, we will unable to collect data and conduct our research project. In addition, our friends and family play a vital role too. Without their unconditional love, care, encouragement, and support, we believe we would not able to complete this research project.

Last but not least, we would like to thanks and appreciated to every team members for the blood, tears, and sweat of hard work to complete this research together. The project could not be done on time without the teamwork of each team member.

DEDICATION

This research is dedicated to all individuals who have contributed to this research, either directly or indirectly. Throughout carrying this research project, friends and family have been very supportive and kind in providing us guidance and encouragement. Respondents were helpful and spent their valuable time on questionnaires. Besides that, all group members have worked hard and perform their roles effectively.

Lastly, we would like to dedicate to our research project supervisor, Dr. Ng Lee Peng for her professional advices, encouragements, efforts and time spent on us.

TABLE OF CONTENTS

	Page
Copyright Page.....	ii
Declaration.....	iii
Acknowledgement.....	iv
Dedication.....	v
Table of Contents.....	vi
List of Tables.....	xii
List of Figures.....	xiv
List of Appendices.....	xv
List of Abbreviations.....	xvi
Preface.....	xvii
Abstract.....	xviii
CHAPTER 1 INTRODUCTION	
1.0 Introduction.....	1
1.1 Research Background.....	1
1.2 Problem Statement.....	6
1.3 Research Objectives	
1.3.1 General Objective.....	9
1.3.2 Specific Objective.....	9
1.4 Research Questions.....	9

1.5	Hypotheses of the Study.....	10
1.6	Significance of the Study.....	11
1.7	Chapter Layout.....	12
1.8	Conclusion.....	13
CHAPTER 2 LITERATURE REVIEW		
2.0	Introduction.....	14
2.1	Literature Review	
2.1.1	Job Stress.....	14
2.1.2	Proactive Coping.....	17
2.1.3	Work-Life Balance.....	19
2.1.4	Life Satisfaction.....	21
2.2	Review of Relevant Theoretical Models	
2.2.1	Model 1.....	24
2.2.2	Model 2.....	25
2.2.3	Model 3.....	27
2.2.4	Model 4.....	28
2.2.5	Model 5.....	29
2.3	Proposed Conceptual Framework.....	30
2.4	Hypothesis Analysis	
2.4.1	The relationship between job stress and WLB.....	31

2.4.2	Moderating effect of proactive coping between job stress and WLB.....	32
2.4.3	The relationship between WLB and life satisfaction.....	33
2.4.4	The relationship between job stress and life satisfaction.....	34
2.5	Conclusion.....	35
CHAPTER 3 RESEARCH METHODOLOGY		
3.0	Introduction.....	36
3.1	Research Design.....	36
3.2	Data Collection Methods	
3.2.1	Primary Data.....	37
3.3	Sampling Design	
3.3.1	Target Population.....	39
3.3.2	Sampling Frame and Sampling Location.....	40
3.3.3	Sampling Elements.....	40
3.3.4	Sampling Technique.....	41
3.3.5	Sampling Size.....	41
3.4	Research Instrument	
3.4.1	Questionnaire.....	42
3.4.2	Pilot Study.....	44
3.5	Constructs Measurement (Scale and Operational Definition)	

3.5.1	Nominal Scale.....	45
3.5.2	Ordinal Scale.....	46
3.5.3	Likert Scale.....	46
3.5.4	Origin of Measure of Construct.....	47
3.6	Data Processing	
3.6.1	Questionnaire Checking.....	49
3.6.2	Data Coding.....	49
3.6.3	Data Editing.....	50
3.6.4	Data Transcribing.....	50
3.7	Data Analysis	
3.7.1	Descriptive Analysis.....	51
3.7.2	Scale Measurement.....	51
3.7.3	Inferential Analysis.....	52
	3.7.3.1 Partial Least Square-Structural Equation Modelling (PLS-SEM).....	52
3.8	Conclusion.....	54
CHAPTER 4	RESEARCH RESULTS	
4.0	Introduction.....	55
4.1	Descriptive Analysis.....	55
4.1.1	Demographic Profile of Respondents.....	55
4.1.2	Central Tendencies Measurement of Constructs.....	59

4.1.2.1	Job Stress.....	59
4.1.2.2	Proactive Coping.....	61
4.1.2.3	Work-Life Balance.....	64
4.1.2.4	Life Satisfaction.....	66
4.1.3	Descriptive Statistic.....	68
4.2	Partial Least Square-Structural Equation Modelling.....	69
4.2.1	Measurement Model (Outer Model).....	70
4.2.2	Structural Model (Inner Model).....	76
4.2.2.1	Collinearity Assessment.....	76
4.2.2.2	Hypothesis Testing.....	77
4.3	Conclusion.....	79
CHAPTER 5	DISCUSSION AND CONCLUSION	
5.0	Introduction.....	80
5.1	Summary of Statistical Analyses.....	80
5.2	Discussion of Major Findings	
5.2.1	Relationship between job stress and WLB.....	82
5.2.2	Moderating effect of proactive coping between job stress and WLB.....	83
5.2.3	Relationship between WLB and Life Satisfaction.....	84
5.2.4	Relationship between Job Stress and Life Satisfaction.....	84
5.3	Implications of the Study.....	85

5.4	Limitations of the Study	
5.4.1	Respondents Participation.....	86
5.4.2	Language.....	87
5.4.3	Sample Size.....	87
5.4.4	Limitation of Cross-Sectional Design.....	87
5.5	Recommendations for Future Study.....	88
5.6	Conclusion.....	89
	References.....	90
	Appendices.....	113

LIST OF TABLES

	Page
Table 1.1: Table of Tourist Arrivals and Receipts to Malaysia from 2006 to 2016.....	4
Table 3.1: List of hotel which has been approached and consent given.....	38
Table 3.2: Pilot Test Results.....	44
Table 3.3: Operational definition of the key construct.....	47
Table 3.4: Cronbach's Alpha Coefficient Range.....	51
Table 3.5: Measurement Model Analysis using PLS-SEM.....	53
Table 4.1: Respondents' demographic profile for hotel employees.....	55
Table 4.2: Central Tendencies Measurement of Constructs: Job Stress.....	59
Table 4.3: Central Tendencies Measurement of Constructs: Proactive Coping.....	61
Table 4.4: Central Tendencies Measurement of Constructs: Work-life Balance...	64
Table 4.5: Central Tendencies Measurement of Constructs: Life Satisfaction.....	66
Table 4.6: Descriptive statistics of data on job stress, proactive coping, WLB and life satisfaction	68
Table 4.7: Measurement Model.....	71
Table 4.8: Cross Loadings.....	73
Table 4.9: Discriminant validity results based on Fornell-Larker criterion.....	74
Table 4.10: Collinearity Assessment (Inner VIF values).....	76

Table 4.11: Hypothesis Testing.....	77
Table 4.12: R square and Q square.....	78
Table 5.1: Summary of Hypothesis Results.....	82

LIST OF FIGURES

	Page
Figure 1.1: Percentage share to GDP 2017.....	2
Figure 1.2: Real Contribution of Travel and Tourism to GDP for Malaysia from 1995 to 2017.....	3
Figure 2.1: Conceptual Model of Ozkan and Ozdevecioğlu (2013).....	24
Figure 2.2: Conceptual Model of Brough, Timms, O' Driscoll, Kalliath, Siu, Sit and Lo (2014).....	25
Figure 2.3: Transactional Framework of Lazarus and Folkman (1984).....	27
Figure 2.4: Conceptual Model of Tasdelen-Karckay and Bakalim, O (2017)....	28
Figure 2.5: Conceptual Framework of Ukil and Ullah (2016).....	29
Figure 2.6: Conceptual model of factors influencing life satisfaction.....	30
Figure 3.1: G Power Result.....	42
Figure 3.2: Example of Nominal Scale.....	45
Figure 3.3: Example of Ordinal Scale.....	46
Figure 3.4: Example of Likert Scale.....	47
Figure 4.1: Indicator Outer Loading among Path coefficients among the variables.....	70
Figure 4.2: Path coefficients among the variables after interaction term was introduced into the model.....	75
Figure 4.3: p-value on the relationships among variables in the path model.....	77

LIST OF APPENDICES

	Page
Appendix 3.1: Questionnaire.....	113
Appendix 3.2: Standard Permission Letter....	122
Appendix 3.3: Pilot Test Result.....	123
Appendix 4.1: Descriptive Analysis.....	124
Appendix 4.2: Descriptive Statistic	136
Appendix 4.3: Multiple Ways of Conducting Research	137
Appendix 4.4: Structural Model (Inner Model)	139
Appendix 4.5: Inferential Analysis.....	139

LIST OF ABBRVATION

AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
DBA	Doctor of Business Administration
GDP	Gross Domestic Product
i.e	id exd (that is)
JS	Job Stress
LS	Life Satisfaction
N	Number of Participants
PC	Proactive Coping
PhD	Doctor of Philosophy
PLS	Partial Least Squares
PLS-SEM	Partial Least Square-Structural Equation Modelling
Q ²	Predictive Relevance
R_WLB	Reversed coding of Work-Life Balance
SEM	Standard Error of the Mean
SPM	Sijil Pelajaran Malaysia
SPSS	Statistical Package for the Social Sciences
STPM	Sijil Tinggi Pelajaran Malaysia
VIF	Variance Inflation Factor
WFB	Work-Family Balance
WFC	Work-Family Conflict
WLB	Work-Life Balance

PREFACE

This research is a compulsory subject to be taken by final year students in Universiti Tunku Abdul Rahman (UTAR) before graduating from university. This study has been conducted for half year by researchers from Bachelor of Business Administration (HONs). Throughout the event, we able to learn the process and skill on conducting research project.

The researchers examine “The relationship between job stress, WLB and life satisfaction among hotel employees: proactive coping as a moderator” for this project. This research aims to define the relationship within the variables. Hence, researchers conducted the project in order to understand impact of job stress towards WLB and life satisfaction with proactive coping act as moderator. This research able to improve hotel employees’ WLB and life satisfaction by knowing the origin cause of job stress.

WLB and life satisfaction plays a very vital role in an organization to enhance performance, efficiency and effectiveness. Such an effort able to reduce the risk of employee turnover. Hence, company able to retain good employee. Besides, the results obtained in this research can be beneficial for future study and future researchers to better understanding cause-and-effect relationship.

ABSTRACT

Hotel industry is the one of biggest contribution to Gross Domestic Product (GDP) in Malaysia and also one of industries that demands a lot of hard work. The purpose of this study is to examine the relationship between job stress, work-life balance (WLB), and life satisfaction. Specifically, this study sought to determine whether proactive coping have the relationship with job stress and WLB. Besides that, this study can contribute to hotel industry by providing information in order to increase hotel employees working performance more effectively.

120 of questionnaires have been distributed to hotel employees in Malaysia by adopted convenience sampling approach and cross-sectional survey was used to investigate the association between the variables. The data collected was then analyzed using Social Science (SPSS). Partial Least Square-Structural Equation Modelling (PLS-SEM) was carried out to test on the relationship among job stress, WLB, life satisfaction and proactive coping. Based on the result, only relationship between WLB and life satisfaction is significant, whereas, there was no significant relationship between the job stress and WLB, proactive coping did not significantly moderate the relationship between job stress and WLB, and job stress has a no significant influence on life satisfaction.

Last but not least, this research is concluded with the discussion and limitations of the study. Recommendation for future researchers who work on similar topic was provided in the end of this study as well.

CHAPTER 1: INTRODUCTION

1.0 Introduction

The objective of the research is to examine the relationship between job stress, WLB and life satisfaction among hotel employees: proactive coping as a moderator. This chapter starts with the research background and problem statement that illustrates the core idea of this research. The purpose and overview of the research develop relevant hypothesis and questions after findings and searching will be discussed in first chapter.

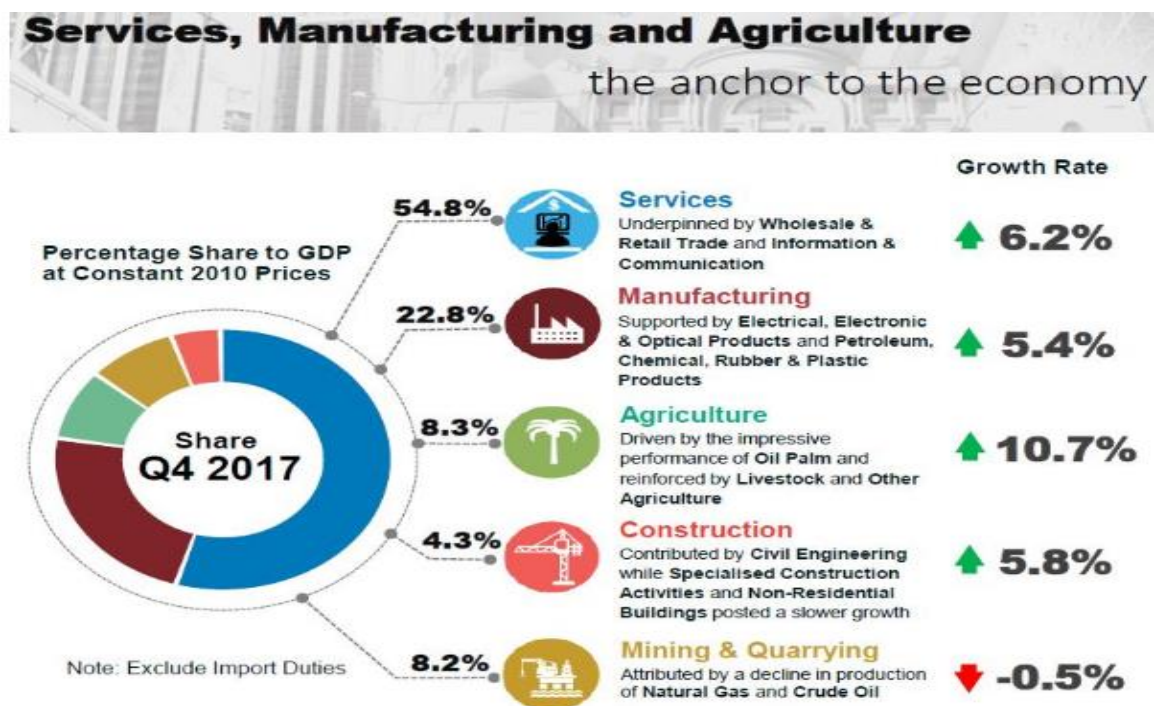
1.1 Research Background

Hotel is as a building where people can stay, in return for payment (Longman Dictionary of American English, 1983). The word of the hotel comes from the French word hôtel (the root word is hôte, which means host'). Since about 18th Century, “hotel” became fashionable and replaced the word “inn” which has been used since 14th Century.

Hotel industry is the sub-segment of travel and tourism industry (Travel and Tourism Economic Impact 2016 World, 2016). Revolution of hotel industry starting from late 90s and the numbers of hotel in Malaysia is expanding continuously (Aminudin, 2013). Hotel industry is one of the main contributors to national Gross Domestic Product (GDP) in Malaysia (Lahap, Ramli, Said, Radzi, & Zain, 2016). According to Figure 1.1, service sector in Malaysia was contributed around 54 percent to GDP of the country in year 2017. By the way, Figure 1.2 showed the positive linkage between tourism and GDP of Malaysia. The increase number of tourist's arrival in the country will contribute to greater economic growth too. The increase in receipt from tourist will further spur the economic growth of the nation. Malaysia was ranked at top four among the Asia

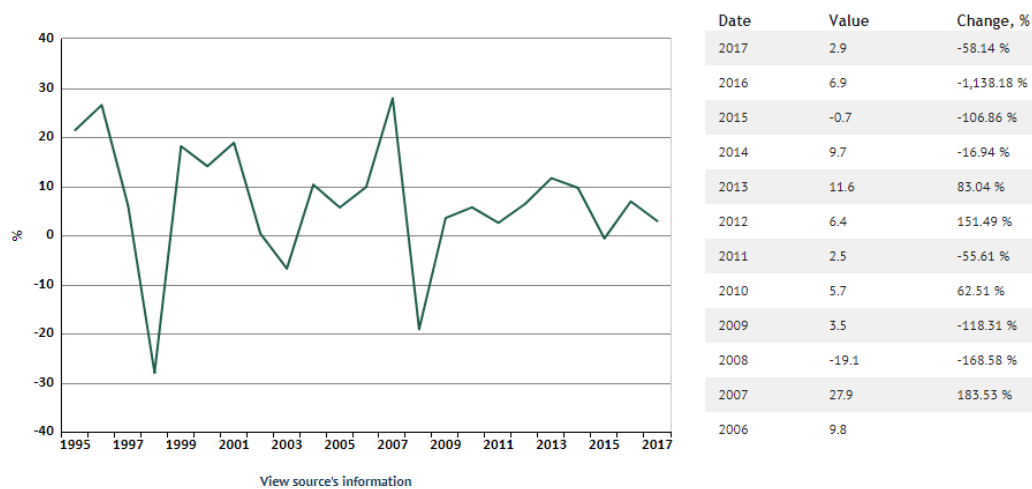
Pacific countries (World Tourism Organization, 2016) from the list of top 25 most visited in 2016 and ranked at 11th in the list of international tourist arrivals features only one Asian destination in 2015 (World Tourism Organization, 2016).

Figure 1.1: Percentage Share to GDP 2017



Source: Department of Statistics Malaysia Official Portal

Figure 1.2: Real Contribution of Travel and Tourism to GDP for Malaysia from 1995 to 2017



Source: <https://knoema.com/atlas/Malaysia/topics/Tourism/Travel-and-Tourism-Total-Contribution-to-GDP/Contribution-of-travel-and-tourism-to-GDP-growth>

Malaysian government organized a national tourism campaign every year in order to promoting the attractiveness of Malaysia as a MICE (Meetings, Incentive, Conventions and Exhibitions) destination in South East Asian region. Government has allocated RM400 million under Budget 2017 to enhance the tourism facilities ("Emphasis on promoting, improving tourism facilities under Budget 2017", 2018). Increase the demand of hotels and supply of hotels due to increasing number of incoming tourists. Today, there have total 2361 of hotels in Malaysia (Idris, 2018) and the number of hotels will expect an increase in the following years because this industry seems to a promising business in this sector.

Table 1.1: Table of Tourist Arrivals and Receipts to Malaysia from 2006 to 2016

Tourist Arrivals & Receipts to Malaysia by Year		
YEAR	 ARRIVALS	 RECEIPTS (RM)
2016	26.76 million	82.1 Billion
2015	25.72 million	69.1 Billion
2014	27.44 million	72.0 Billion
2013	25.72 million	65.4 Billion
2012	25.03 million	60.6 Billion
2011	24.71 million	58.3 Billion
2010	24.58 million	56.5 Billion
2009	23.65 million	53.4 Billion
2008	22.05 million	49.6 Billion
2007	20.97 million	53.4 Billion
2006	17.55 million	36.3 Billion

Source: Malaysia Tourism Statistics in Brief. (n.d.). Retrieved from <https://www.tourism.gov.my/statistics>

Local hotels need to improve their quality in order to strive for the success among the competitors. Hotel employees play a critical role in successful hotel operations (Enz & Siguaw, 2000) because they often confront the customers and solve a number of problems. Most of the hotel employees need to deal with customers daily, where this type of interaction force the employees to come out with a quick response in the time they provide the pleasant service (Sampson & Akyeampong, 2014). In addition, many frontline hotel employees felt stress because of job demands which are the psychological stressors related to excessive work and inflexible working hours. These job demands cause the employees lack of time for their family and have a lower quality of life (Ariza-Montes, Arjona-Fuentes, Han & Law, 2018).

4 stars and 5 stars hotels have no routine holiday and required to work 7 days per week and 24 hours per day (Bustamam, Teng, & Abdullah, 2014). In the luxury hotels, employees have to provide professional services which could generate a mental and physical stress towards the employees. Employees are the key determinants of service quality, image, income and productivity of an organization (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). They carry out their task in different departments like customer service, food and beverage, housekeeping, and others which have a high frequency of face to face interaction with their customer. In other words, they need to be able to handle the issues faced by them daily in a very quick response to meet the expectation of customers. Due to these, some of the employees might feel that they have a high stress level in their position (Bharwani & Butt, 2012).

Stress can directly or indirectly affect emotional exhaustion, satisfaction, and turnover. Job stress is a wherever and all aspect of the phenomenon (Lazarus, 1993). Job stress can be a particular issue in customer-oriented fields and occurs dissonance among employees due to employees often experience conflict demands of the company, consumers, and supervisors (Ruyter, Wetzels, & Feinberg, 2001). Moreover, it is an issue where managers have to face because it impacts the performance of all levels of employees (Ross, 1995). Other than that, high level of job stress impact the productivity of the employees and there will be a huge amount of health care cost need to bear by the employers (Krone, Tabacchi, & Farber, 1989). Job stress can be reduced when there is a good relationship between employers and employees (Khodarahimi, Intan, & Norzarina, 2012).

The employers are concerned about the issues of employees stress nowadays. According to Landsbergis, Cahill, and Schnall (1999), imbalance between demands and resources of the job might increase the work-family conflict of an individual which impact WLB negatively. The integration between family and job of an individual will be influenced by the quality of the personal and work-life (Lockwood, 2003). As result, work-life programmes are necessary to be conducted because of it able to help the employees who face the problem in

balancing themselves in their job and personal life. (Lockwood, 2003; Landauer, 1997).

In today's complex business environment, organization and society are filled with different responsibilities and commitment. Therefore, WLB is a critical issue at the workplace. WLB is represented as a state of equilibrium. It stated that there should have a balance between an individual's life and job. When the employees are feeling stressful, they might propose to the organization to establish WLB in order to reduce their stress level and can get find back the balance between their work and family. WLB is vital because it could influence employees' attitude when performing their job in the organization (Guest, 2002). In other words, employees which able to perform their task are the one that find the balance between their work and non-work domains (Virick, Lilly, & Casper, 2007).

Diener, Emmons, Larsen, & Griffin (1985) explained life satisfaction as subjective well-being that comprises life beyond work. Job satisfaction is described as the degree of the overall expectation of an individual match with the actually what they perceived from their jobs (Locke, 1969). Although job satisfaction and life satisfaction is different in definition, however, both are essential to the development of positive employees behaviors and attitudes (Ernst Kossek & Ozeki, 1998). Work and life satisfaction depends on several factors which are likely to interact with each other (Benz & Frey, 2008). Suldo and Huebner (2004) stated that positive life satisfaction can enhance individual resilience and protect against adverse life experiences. Moreover, higher life satisfaction could improve an individual's work, income and even health condition (Lau, Tsui, Wong & Yang, 2010). Employees with higher life satisfaction normally gain a more supportive social relationship and social benefits and have fewer lifestyle problems such as drug addiction (Pavot & Diener, 2008).

1.2 Problem Statement

As part of the important segment of the hospitality sector, the productivity of the hotel depends on the human resource factors (AlBattat & Som, 2013). The scope

of work includes interaction with the customer, long working hours, repetitive work, high workspace and problems with coordination of work (Hannerz, Tüchsen, & Kristensen, 2002). This job stress creates a demand of an individual to make the decision to get a balance between work life and family (Wong & Ko, 2009). However, people find that it was difficult to work under different roles in the same time, for example, a parent in home or manager in the department which cause them to feel stress (Grandey & Cropanzano, 1999). As a result, when the employees start to feel that their life is not more balanced due to the job, it will influence them to quit the current job.

People involved in service industry must have positive emotion because they have to deal with their guests who expect them to provide good quality of service in order to meet customer's expectation (Hofmann & Stokburger-Sauer, 2017). According to Dann (1990), frontline work in the hotels which have a high frequency of face to face interaction with the customers are exposed to high stress which required them to respond immediately. Such scenario is most prevalent in the luxury hotels, employees need to deliver their professional knowledge when dealing with the customers. Customers' expectation becomes high when enjoying the service in the luxury hotel because they want to get the valuable service from what they paid. Therefore, there will be a relatively high job stress for the employees work in the luxury hotel as compare to other types of hotels.

Sampson and Akyeampong (2014) proved that individuals who work in the hospitality industry show a sign of stress and overload because of the high pressure and demand that placed by the organization. Lee and Wang (2002) stated that an individual's workload and responsibility give rise to high occupational stress. Job stress had been linked to the negative effects of the employees' well-being and psychological in many occupations like academics which is not merely in the hotel industry (Kinman & Jones, 2003; Bell, Rajendran & Theiler, 2012). High work-life conflict or low WLB reduced job satisfaction, lower organizational commitment and productivity, higher absenteeism and intention to quit (Hobson, Delunas & Kesic, 2001; Bell et al., 2012). Razak, Yusof, Azidin, Latif, & Ismail (2014) stated that people in high-stress condition will have certain

negative consequences, however, if the stress can be handled effectively then the stress can result in better performance. Bell et al. (2012) also stated that high stress will lead to ill-being when the individual didn't use or choose the suitable coping strategy to cope with the stress. According to Lazarus and Folkman (1984) (as cited in Rotondo, Carlson & Kincaid, 2003), the stress can be eliminated through effective coping. The stressors on strain can be moderated by coping strategy in the case where the individual able to perceives the positive change in stressors and environment. The styles of coping might change when an individual face different problems or stress level. When situations faced by the individual change frequently, help-seeking and problem-focused styles such as direct action coping styles will be more effective (Rotondo et al., 2003).

Past researches have proved that WLB has a positive impact on job involvement and life satisfaction (Omran, 2016; Haar, Russo, Suñe, & Ollier-Malaterre, 2014). Haar et al. (2014) mentioned that WLB has a vital role in explaining job and work-life enrichment which bring advantages to life satisfaction of the individual.

There are other researches carried out in hospitality industry of Malaysia. In the study of AlBattat and Som (2013), they seek for the impacts of demographic factors, job stress, job satisfaction and working environment on employee satisfaction in Malaysia hospitality industry and concluded that job dissatisfaction will increase employee turnover rate. Turnover crises can be reduce by increase salary and improve the working environment whereas low salaries, poor training and unacceptable working conditions could lead to higher turnover rate (AlBattat, Som, & Helalat, 2014). Research carried out by Abdullah, Karim, Patah, Zahari, Nair, and Jusoff (2009) in hotel industry Klang Valley, Malaysia found out the factor influence the employee satisfaction and loyalty and conclude that the increase of employee satisfaction could increase the participation of them in their daily tasks. Rubel, Kee, and Rimi (2017) found out between role stressors and turnover intention, work-family conflict (WFC) act as a significant mediator.

Despite a number of studies highlighted the relationship between WLB and life satisfaction (Omran, 2016; Haar et al., 2014) and stress and WLB (Razak et al.,

2014; Bell et al., 2012), limited studies were found to examine the inter-relationships among job stress, WLB and life satisfaction. Therefore, this research intends to fill the gaps by look into the indirect influence of WLB in the relationship between job stress and life satisfaction. Besides, this research will evaluate the moderating effect of proactive coping strategy between job stress and work-life balance among employees in the hotel industry.

1.3 Research Objectives

1.3.1 General Objective

The main objective for the study is to determine the relationship among job stress, WLB and life satisfaction and proactive coping with stress as a moderator.

1.3.2 Specific Objective

- i. To determine the influence of job stress on WLB.
- ii. To determine the moderating effect of proactive coping on the relationship between job stress and WLB.
- iii. To determine the influence of WLB on life satisfaction.
- iv. To determine the influence of job stress on life satisfaction.

1.4 Research Questions

Research questions were developed regarding about the problem statement in order to examine the issues.

- i. To what extent is the influence of job stress to WLB of employees in the hotel industry?

- ii. Does proactive coping moderate the relationship between job stress and WLB?
- iii. To what extent is the influence of WLB to life satisfaction of employees in the hotel industry?
- iv. To what extent is the influence of job stress to life satisfaction of employees in the hotel industry?

1.5 Hypothesis of the Study

Hypotheses were confirmed as the result of researchers determined the independent, dependent variables and research questions.

Hypothesis 1

H₀: Job stress does not have a significant influence on WLB.

H₁: Job stress has a significant influence on WLB.

Hypothesis 2

H₀: Proactive coping does not moderate the relationship between job stress and WLB.

H₁: Proactive coping moderate the relationship between job stress and WLB.

Hypothesis 3

H₀: WLB does not have a significant influence on life satisfaction.

H₁: WLB has a significant influence on life satisfaction.

Hypothesis 4

H₀: Job stress does not have a significant influence on life satisfaction.

H₁: Job stress has a significant influence on life satisfaction.

1.6 Significance of study

Hotel industry is the most suitable environment for studying the job stress in Malaysia because employees in hotel are always at high risk of job stress. Hotel industry is often characterized by high rates of overwhelming workload, pressure and demands in a complex and changeable environment (Zhao, Ghiselli, Law & Ma, 2016). This research represents the first attempt to investigate the relationship among job stress, WLB and life satisfaction as well as the moderating effects of proactive coping in hotel industry. Job stress, WLB and proactive coping play a vital role in enhancing worker's life satisfaction in hotel industry. Further, this study would develop and examining whether there are significant differences in term of coping strategies on stress. One of the most important ways to achieve organization efficiency is the identification of the causes of stress and ways to cope with it. If the person able to use the correct coping strategy, in return contribute to reduce job stress.

This study would be beneficial to the hotel employers as the relevant information about the issues mention above will create level of awareness and help the employers to come out with the solution to solve the problems faced by employees in hotel industry. The research also provides an idea of the influence of the job stressors to the employees. Better WLB creates more satisfied employees and when employees experience more life satisfaction, they tend to perform better. Since there are only few studies undertaken to investigate the vital of those mentioned variables, the outcome of this study will give insights for management and employees to have a better understanding of the hotel industry.

1.7 Chapter Layout

The entire study consists of five chapters. These five chapters will be focusing on their respective areas.

Chapter 1: Introduction

Chapter one consists of the general view of job stress, WLB, and life satisfaction among hotel employees. It contains the background of the research, problem statement, research objectives, research questions, and hypotheses of the study and significance of the study.

Chapter 2: Literature Review

For this chapter, it consists the reviews of secondary sources of data done on this topic. Further, the conceptual framework provides the network of relationships among the independents variables and dependents variable. This chapter ends with hypotheses development which formulated the relationships among variables.

Chapter 3: Research Methodology

The discussion of research methodology will be clarify in this chapter. It contains of data collection methods, research design, sampling design, measurement scales, and methods of data analysis.

Chapter 4: Research Results

Chapter four will shows the data and analyze of the results which are relate to the research questions and hypotheses. Partial Least Square-Structural Equation Modelling (PLS-SEM) 3.0 software is used to analyze research result.

Chapter 5: Discussion and Conclusion

The last chapter includes the summary of research and provides the results discussed in previous chapter. In addition, it also contains discussions of major findings, implications of study, limitations of study and recommendations for future research.

1.8 Conclusion

In a nutshell, research background outlines the job stress, life satisfaction and work-life balance among hostel employees in Malaysia. Moreover, the problem statement highlights the gap and limitation of the studies in the relevant areas. This chapter had described the research objectives, problem statement, and hypotheses of the study which provide guidance for the directions of the study. Besides, significance of study will be used by the following chapter as well. The information that gathers will serve as a guideline for this research and the variables will be discussed further in the next chapter.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

For chapter two, it reviewed the relationship among job stress, WLB and life satisfaction with proactive coping as a moderator among employees in the hotel industry. Moreover, the theoretical models and hypothesis development related to research ideas, conceptual frameworks and conclusions are provided.

2.1 Literature Review

2.1.1 Job Stress

Over the years, stress was defined in various ways. Basically, stress was explained as the pressure from the surrounding environment, then as the strain with an individual. Stress was referred to a situation where an individual is under pressure and does not have enough ability to cope with it (Tekeste & Nekzada, 2014). According to Michie (2002), a sign of stress can be observed through individual's behavior, particularly in behavioral changes. Stress typically occur when the situations are unexpected, unforeseen, uncertain, ambiguous or abnormal, or involved dispute or loss.

Stress related to job occurs when the employee's job requirements are not in match with employee capacity, resources, and needs. Job stress is the most commonly faced by many organizations' employees no matter in which industry. Based on Wickramasinghe (2012), job stress is an adverse reaction when the individual experienced too much pressure or demands at work. Nevertheless, job stress can have a positive impact in the workplace as it forces employees to make full use of their capabilities (Jarinto, 2011). However, negative stress is more common and can adversely affect employees' health and performance (Sohail & Rehman, 2015). In Johanson, Youn and Woods (2010)'s research, the researchers measure the amount

of stress that perceived by hotel leaders and results demonstrated that more than half of the managers' stress levels would lead to stress-related illness.

Job stress can undermine the individuals and organizations goals (Michie, 2002). Cooper, Rout and Faragher (1989) believed that job stress poses a serious threat to business. Job stress leads to behavioral changes that eventually reduce the cooperation among employees (Sohail & Rehman, 2015). Job stress is an important concept for every employee and every organization as excessive stress can interfere with employee productivity and performance. High job stress among employees lead to negative consequences, such as declining health condition, lack of motivation, low productivity and low quality of life. Job stress is highly personalized phenomena that have big difference even under the same circumstances for different reasons. As job stress have significant negative impacts on business outcomes, every organization should pay attention to the way to reduce job stress.

Job stress can happen at any time. However, it can be controlled by the situation that employees have a good relationship with colleagues and get support from supervisors (Razak et al., 2014). The way to reduce employees' job stress, increase job satisfaction and performance is to enhance the working environment by providing strong support from supervisors (Yang, Shen, Zhu, Liu, Deng, Chen & See, 2015). In addition, support from colleagues and superiors build trust that motivates employees to openly communicate for constructive criticisms and encouraging words to each other. Having good relationships at work are usually successful and productive as it encourages every employee work to shoulder the burden of each other (Yang et al., 2015). Collins (2007) emphasizes that importance of healthy or unhealthy coping strategies, as well as in various forms of support in the working environment, as collective support is associated with individual differences.

Job stress is the main concern among organization (Jamal & Baba, 1992). Many studies involve measuring stress factors such as job requirement, time pressure, unclear role and nervous under construct "stress". For example, Parker and Decotiis

(1983) viewed time pressure and tension as two dimensions of job stress. According to their research results, stress is the most relevant results of the anxiety. Most people see stress as a response to unpleasant events. Jamal and Baba (1992) determine the anxiety as the main effect of work-related stress as well. In Central Florida, Shani and Pizam (2009) had carried out a study of depression among hotel employees. According to the result, burnout and job stress have the most significant influence on work-related depression. Therefore, effective proactive coping on stress is used due to its effect and increasing knowledge on work-related stress (Shani & Pizam, 2009).

Other than that, job stress can be caused by role ambiguity and role conflict which appear from the working environment and personal characteristics (Nazri & Ghee, 2015). Role conflict is conceptual differences between the subordinates and supervisors on the tasks and activities required for the workplace. On the other hand, role ambiguity occurs when the employees are not clear or feel uncertain when the role expectations are ambiguous due to lack of information (Nazri & Ghee, 2015). In the study of Ryan, Ma and Ku (2009), role ambiguity showed a positive relationship with WFC. The result indicated that role ambiguity increases the level of WFC which was the strongest contributor to WFC.

Heavy workload is another factor that affects the employees' job stress. Work overload occurs when organization demand is more than the employee's capacity (Othman, Lamin & Othman, 2014). The employee who suffers from heavy workload may find their work activities are extremely stressful and lack of time to relax. Heavy workload causes employees to spend lesser time with their family. This clearly shows that employees unable to achieve WLB if they work for more hours. Therefore, employees need to own free time to balance their work and life (Mukhtar, 2012). The employers need to construct policies that would reduce workload of the employee without influencing the productivity of organization in order to achieve WLB (Razak et al., 2014).

Job stress has become a general issue for employees regardless of the industry they are involved in. WLB and stress go hand in hand with job stress as both are in

parallel. What important in this regard is the important employee balance of their lives and the effectiveness and practices that conducted by the organization that helps support them in achieving this goal. According to Meenakshi and Bhuvaneshwari (2013), companies employ high quality compensation and benefits packages for their employees and may see as pioneers in the WLB advocacy. When organization more focused on work and WLB related programs, which may help to erase workplace stress and conflict between work-life.

2.1.2 Proactive Coping

Coping is defined as thoughts and behaviors that people use to deal with the internal and external of circumstances that are appraised as stressful (Lazarus & Folkman, 1984). According to Lazarus (1999), the previous literature related to stress and coping are more focusing on the threats and challenges that faced by an individual in their daily life and their cognitive, affective and behavioral responses to those threats and challenges.

Besides, as Endler and Parker (1994) stated that the published general psychological literature related to coping over the last two decades was reflects the importance of coping as a moderating variable between a stressor and strain. However, the majority of literature studies have focused on coping with past or present event (Folkman & Moskowitz, 2004) as known as reactive coping styles (Greenglass & Fiksenbaum, 2009).

Lazarus and Folkman's (1984) introduced a coping model for stress which include two major coping strategies, namely problem-focused and emotion-focused coping. These coping strategies have led to the emergence of additional coping theories, for example proactive coping (Aspinwall & Taylor, 1997) and avoidance-focused coping (Endler & Parker, 1994). Coping strategy like reactive coping reduce the stress level after the stressful situation happened (Keeton, 2016) whereas proactive coping help the individual to reduce the stress level before stressors occurs (Aspinwall & Taylor, 1997).

An individual manage the internal and external demands of stressful event by using a set of behavioral and cognitive strategies is known as proactive coping strategy (Ding, Yang, Zhang, Qiu, He & Sui, 2015). Individual needs to change the way of handle stress circumstances which they can't influence. This coping style considers as an effective proactive method for teachers to cope with their stress (Verešová, & Malá, 2012). Furthermore, individual implemented strategies by anticipating the opportunities and problems in far future, and carry out a future-oriented plans when face obstacles (Aspinwall & Taylor, 1997).

It is important for the employees to be able to use appropriate coping strategy to manage negative emotions and resolve problems because decreased performance is likely to come with negative repercussions. The adoption of proactive coping strategies in the workplace has been found to be effective in reducing work-related stress (Aspinwall & Taylor, 1997). Other than that, proactive coping has been shown beneficial to personal growth, goal fulfillment and quality of life (Stiglbauer & Batinic, 2015; Schwarzer & Taubert, 2002). It enables the individual to be prepare for face some potential challenges and threat in the future (Aspinwall & Taylor, 1997). Therefore, proactive coping strategy enables the employees to find a better solution to solve the workplace stressors in order to create a healthier working environment. In proactive coping, people want to improve their quality of life and build up the resources that assure the quality and progress of operating. In order to achieve the objective, they proactively create a better working conditions which able to increase the performance levels of themselves. Proactive coping acts as a predictor of many positive behavioral outcomes including functional independence, job burnout, life satisfaction, depression, professional efficacy, and psychological well-being (Uskul & Greenglass, 2005; Greenglass, Marques & Behl, 2005).

In addition, proactive coping has often been shown to positive effect to individuals' well-being (Gan, Yang, Zhou, & Zhang, 2007), and lower levels of depression (Greenglass, Fiksenbaum, & Eaton, 2006). Proactive coping also act as the moderator in reducing the impact of stressor (role ambiguity, role conflict, heavy work-load) and strain (Yip, Rowlinson & Siu, 2008; Tidd & Friedman, 2002). Moreover, proactive coping was found to be associated with greater job

satisfaction in nurses (Welbourne, Eggerth, Hartley, Andrew, & Sanchez, 2007). Furthermore, proactive coping have moderating effect between job insecurity and strain, by either buffering or enhancing that relation (Bolino, Valcea, & Harvey, 2010)

2.1.3 Work-Life Balance

In recent years, due to the importance of work and family life and improvement in the living standards, people start to increase their needs on themselves, on work and on family (Tasdelen-Karckay & Bakalim, 2017). People always want to find a balance between work and life. David, Chandran, & Sathishkumar (2001) defined work and life separately; work is being defined as the activity or effort that we put to accomplish something whereas they defined life is a collection of happiness, sadness, celebrations, and peacefulness. David et al. (2001) stated that WLB is self-defined, self-determined state of well-being. Most of the researchers agreed with the statement that WLB is important for individual's well-being, satisfaction, high self-esteem, and sense of harmony as the indicators of a successful balance between work and family roles (Clarke, Koch, & Hill, 2004). Agha, Azmi, and Irfan (2017) defined WLB as the way that an individual seeks for the suitable balance and their feeling of satisfaction between the aspect of work and life. Some of the researchers conceptualize WLB as a person's perceptions of how well an individual can balance their life roles (Frone, 2003; Greenhaus & Allen, 2011). The expectation of WLB will be different as there are differences of needs perceived by the individual.

WLB is a state of equilibrium in which the person's demand on the job and also their lives are equal. The relationship between work and personal life is bidirectional (Hill, Hawkins, Ferris, & Weitzman, 2001). An appropriate balancing between employees' work and life can help the organization to gain better outcomes. As mention by Kim (2014), he stated that WLB can help to increase the employees' commitment and also productivity. Therefore, when the people start to put more concern about their development at work, dealing with

their clients, the daily working pressure gain by the employees might create a problem of work-life imbalance. The study that conducted by Guest (2002) demonstrated that an individual advance in his or her careers, they will take more time to work and become dissatisfied with their WLB. Agha et al. (2017) state that imbalance between work and life result to various negative consequence to employees, such as increase of the individual's stress level, competition in the market and insecurities in the workplace.

WLB can be grouped as components approach to WLB and overall appraisal approach to WLB (Grzywacz & Carlson, 2007). An overall appraisal is concerning about the individual perception and evaluation on their own life situation. Clarke et al. (2004) defined WLB as the global assessment that work and family demands can be fulfill by the resources of work and family effectively. For the components approach to WLB, there are multiples aspects in defining what is mean by balance. Greenhaus, Collins & Shaw (2003) state that WLB involves satisfaction balance, time balance, and involvement balance. Frone (2003) stated that WLB included WFC and work-family facilitation. He categorized balance into two level which consist of high-levels of inter-role facilitation and low levels of inter-role conflict. The bidirectional relationship of non-work life or family life and work life can create a synergy which both of them can enhance the performance of each other. He proposes a four-fold taxonomy to explain the bidirectional relationship of work and family, which includes family-to-work enhancement, work-to-family enhancement, family-to-work conflict, and work-to-family conflict (Frone, 2003 as cited in Ong & Jeyaraj, 2014)

Consistent with Brough, Timms, O'Driscoll, Kalliath, Siu, Sit and Lo's (2014) definition, this research viewed WLB as personal subjective evaluation between non-work and work activities and life. Their study builds upon Kalliath and Brough's (2008) which stated that WLB is the perception of an individual on non-work and work activities which compatible and promotes development that suit for a person's existing life satisfaction.

2.1.4 Life Satisfaction

At the 18th century Age of Enlightenment, the concept of Life Satisfaction was introduced as a meaning of offering people with good life and affect the growth of Welfare State. During the 20th Century, scholars and researchers were trying to find an appropriate definition of Life Satisfaction, which involve the measurement and components of good life. By the year of 1960s, the term Quality of Life (QOL) has emerged. However, criteria of welfare and satisfaction in traditional economic criteria had been replaced by social indicators by mid of 1980s proclaim that money cannot buy happiness. The idea was indicating that there is more to human's lifestyle than material gratification (Prasoon & Chaturvedi, 2016). Veenhoven (1996) stated that life satisfaction is the degree of an individual to examine the overall quality of his or her life.

Due to critical discussion about the validity of survey questions, life satisfaction became a popular topic in survey research during 1960's. According to Veenhoven (1996), by using questionnaires or standard interviews, life satisfaction may be measured accurately. Generally, prediction of an individual's life satisfaction through his peers are often inaccurate. Since life satisfaction cannot be measured by overt behavior, we have to read off inner consciousness through questioning. Data on life satisfaction can be obtained through clinical interview, surveys, and life-review questionnaires. Moreover, the questions that related to one's life satisfaction can be texted in different ways; by means of multiple or single items, and directly or indirectly (Veenhoven, 1996).

Furthermore, there are many explanations and definitions about life satisfaction. According to Neugarten, Havighurst and Tobin (1961) defined life satisfaction as "an operational definition of successful aging." Next, Sumner (1996) defined life satisfaction as an assessment of the condition of life in terms of standards or expectations. Andrew and Withey (1974) claimed that life satisfaction indicates an ideal goal of individual's experience. Life satisfaction considers as feelings and attitudes towards human's life at a given time which range from negative to positive. The researchers, Sousa and Lyubomirsky (2001) suggested that an

individual's judgment on life satisfaction is significantly affected by his personality. Personality variables include psychological resilience, empathy, internal locus of control, assertiveness, openness to experience and extraversion are all related to life satisfaction (Sousa & Lyubomirsky, 2001). Generally, it is a person's emotional interaction towards life interpreted as out of work time, job and leisure time (Sung-Mook & Giannakopoulos, 1994).

According to Veenhoven, Ehrhardt, Ho, & de Vries (1993), the synonyms of life satisfaction are 'subjective well-being' and 'happiness'. One of the merits of using life satisfaction but not 'happiness' is because it stresses the subjective character of the concept. Besides, life satisfaction also explained as an entire evaluation of life. It is not only referred to current feelings or specific psychosomatic symptoms. Therefore, it is more suitable to use the term life satisfaction than the label of 'subjective well-being' (Veenhoven et al., 1993).

Diener, Suh, Lucas, and Smith (1999) stated that interest to change an individual life satisfaction with past, future, and other significant views of life are falling under life satisfaction. It considered as an indicators of quality of life along with physical and psychological health. Life satisfaction is an evaluation of overall conditions as compared with a person's aspiration to his or her actual achievement (Cribb, 2000 as cited in Prasoon & Chaturvedi, 2016). On the other hand, according to Khaw and Kern (2014), quality of life is related to living condition which included health, food, shelter and so on. In contrast, life satisfaction can be explained as a state of emotion, such as sadness or happiness. Life satisfaction can also be defined with the theory by using PERMA model which introduced by Martin Seligman (Seligman, 2011).

The principle of life satisfaction indicates an overall appraisal of individual's life. Therefore, 'exciting' life does not mean that it is 'satisfying'. There are too many of excitement in our lives and less of other qualities. An overall assessment of life has to include every relevant criterion of a person such as, how well expectations are likely to be satisfied and how good one feels. Life satisfaction is not an evaluation of a specific area of life, but it meant to evaluate life-as-a-whole.

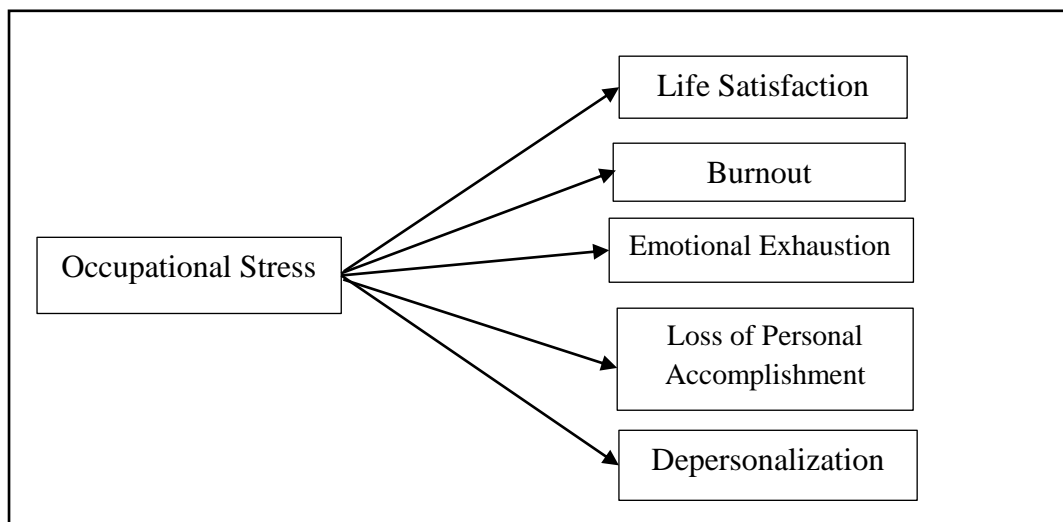
Enjoyment and happiness of work will increase appreciation of life but does not compose it. According to Veenhoven (1996) claimed that there are four types of satisfaction which are satisfaction with social contacts, satisfaction with finances, satisfaction with housing, and global life satisfaction. Out of these four kinds of satisfaction, only 'global life satisfaction' fulfils the definition of life satisfaction while the others are considered as 'domain satisfactions' (Veenhoven, 1996).

Several researches (e.g. Brough et al., 2014; Carlson, Grzywacz, & Zivnuska, 2009; Greenhaus et al., 2003; Ferguson, Carlson, Zivnuska, & Whitten, 2012; Haar, 2013; Lunau, Bambra, Eikemo, van der Wel, & Dragano, 2014) found that people who perceive greater WLB are more satisfied with their lives and have better psychological and physical health. For the person that play their role which is salient to them, they will be more satisfied with their current lifestyle (Greenhaus et al., 2003). Moreover, judgments of life satisfaction are based on the comparison of an individual's circumstances with an appropriate standard which each person sets for him or herself. Although energy, health and wealth may be desirable, some individuals may have different values toward them (Diener et al., 1985).

2.2 Review of Relevant Theoretical Model

2.2.1 Model 1: The effects of occupational stress on burnout and life satisfaction: A study in accountants

Figure 2.1: Conceptual Model of Ozkan and Ozdevecioğlu (2013)



Source: Ozkan and Ozdevecioğlu (2013). The effects of occupational stress on burnout and life satisfaction: A study in accountants. *Quality & Quantity*, 47(5), 2785-2798.

The model above shows the effect of occupational stress on life satisfaction and burnout in accountants. This research examined on three dimensions of burnout which included depersonalization, lack of personal accomplishment, and emotional exhaustion. To conduct this study, certain hypothesis were developed based on the model.

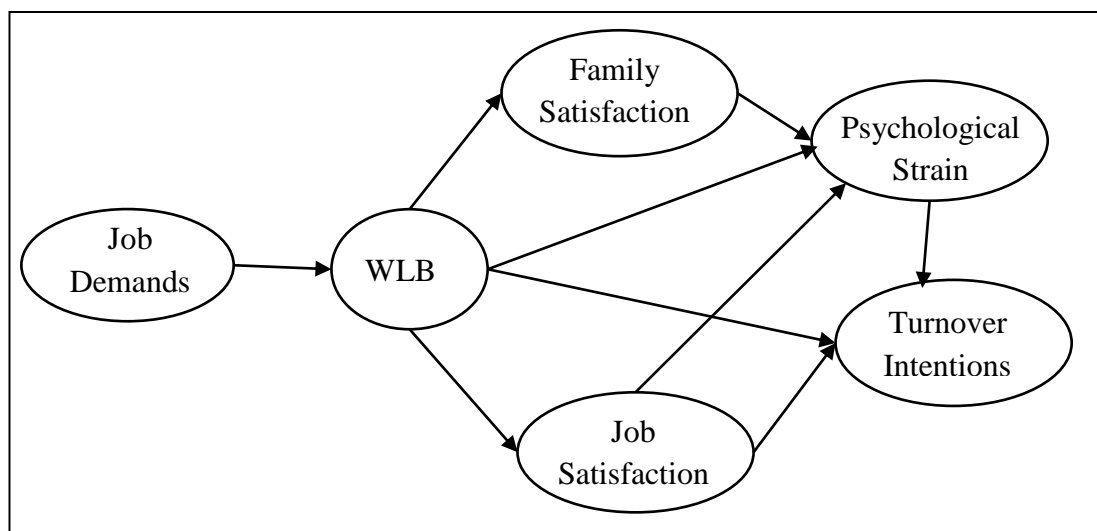
To carry out the research, the data were obtained from the survey responses of 217 accountants. The questionnaire was distributed by using convenience sampling. Data of the research was gathered through internet in the form of mailed questionnaire form. There are 66.7% of response from accountants that shows the interest on that subject.

From the result, occupational stress showed a positive effect on the three dimensions of burnout listed above while has a negative effect on life satisfaction. Overall, the stress level is vital in terms of life satisfaction as it negatively affects the relationship while stress shows a meaningful and positive impact on the burnout levels of individuals. Occupational stress is an important factor in identifying life satisfaction and burnout levels of employees.

The research of Ozkan and Ozdevecioğlu (2013) showed that increase in job stress resulted to the reduction of life satisfaction among employees. Hence, job stress and life satisfaction have a direct negative relationship.

2.2.2 Model 2: Work–life balance: a longitudinal evaluation of a new measure across Australia and New Zealand workers

Figure 2.2: Conceptual Model of Brough et al. (2014)



Source: Brough et al. (2014). Work–life balance: a longitudinal evaluation of a new measure across Australia and New Zealand workers. *The International Journal of Human Resource Management*, 25(19), 2724-2744.

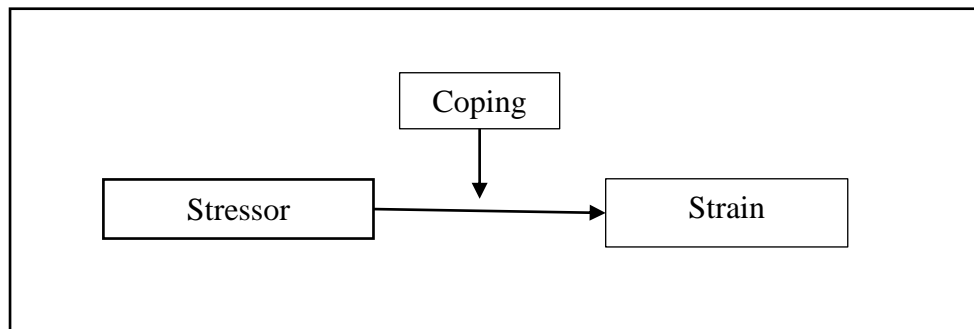
Brough et al. (2014) examine the relationship between job demands, psychological strain, turnover intentions, job satisfaction and family satisfaction which WLB acts as a mediator.

Brough et al. (2014) had conducted two studies. In the first study, the respondents had been divided into four independent samples (n): Australia 1 with n=5094, New Zealand with n=718, Australia 2 with n=704 and Australia with n=467. WLB showed a high level of interior reliability for the four independent samples. WLB survey also generated desirable goodness-of-fit in those samples. As a conclusion, psychometric structure of the latest WLB survey was indicated being accepted.

Second study tested the relationship of WLB measure with job demands, psychological strain, turnover intentions, job satisfaction, and family satisfaction. The result showed that WLB has a positive relationship with job satisfaction and family satisfaction whereas has a negative relationship with psychological strain and turnover intention. Their study also proved that WLB was significantly related to turnover intentions, job satisfaction, and psychological strain but no significant relationship was found between WLB and family satisfaction. The study involves a large sample size which involves 5094 respondents from Australia and 718 respondents from New Zealand. Therefore, the result of the study was credible.

2.2.3 Model 3: The moderating effect of proactive coping between job stress and WLB.

Figure 2.3: Transactional Framework of Lazarus and Folkman (1984)



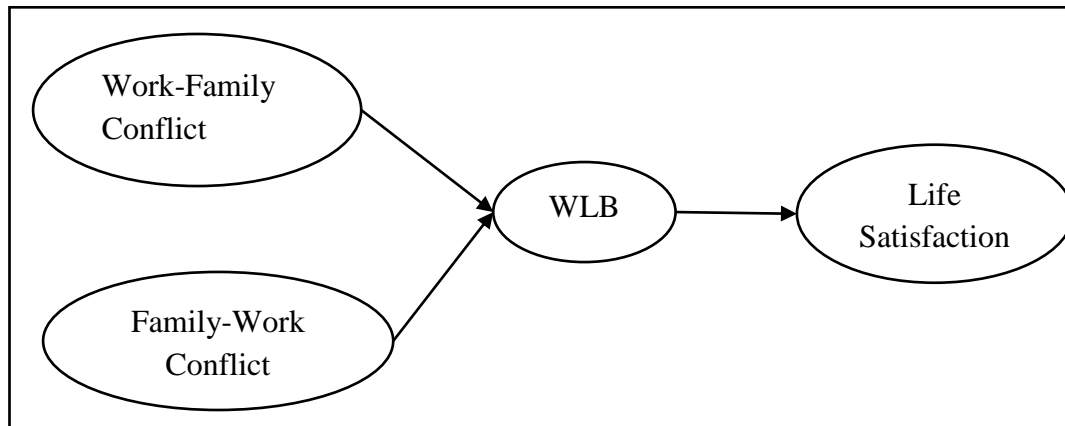
Source: Lazarus and Folkman (1984). *Stress, appraisal and coping*. New Springer Publishing.

According to Lazarus and Folkman (1984), the basic assumption of a transactional framework model is when the demands of the situation exceed an individual's coping ability, the mental stress will occur. It means that the model focused on the relationship between an individual and environment, effective coping between environmental demands and the person's available resources. Coping can functions as a moderator when the relationship between stressor and stress reaction or, more specifically when it links the stressors to the stress reaction (Frese, 1986).

Study of Baron and Kenny (1986) indicated a moderator able to change the strength or direction of the relation between the variables. It showed that coping strategies have moderating effect on the relationship between the stressor and its strain. Besides, the researchers concluded that the causes of job stress such as role ambiguity, role conflict, heavy work-load, and poor WLB as a form of stressor, are relevant stress reaction (i.e. strain), thus coping strategies are perhaps having a moderating effect on the relationship between job stress and WLB.

2.2.4 Model 4: The mediating effect of WLB on the relationship between work-family conflict and life satisfaction.

Figure 2.4: Conceptual Model of Tasdelen-Karckay and Bakalim, O (2017)



Source: Taşdelen-Karçkay, A., and Bakalim, O. (2017).

Tasdelen-Karckay and Bakalim (2017) investigated the relationship between work-family conflict, family-work conflict and life satisfaction, which WLB acts as a mediator.

Tasdelen-Karckay and Bakalim (2017) had conducted two studies by using convenience sampling technique. The objective of Study 1 was to develop WLB Scale items, they carried out a preliminary investigation to determine the internal consistency reliability and the construct validity of the WLB Scale through exploratory factor analysis. The sample was full-time workers from Usak, Turkey.

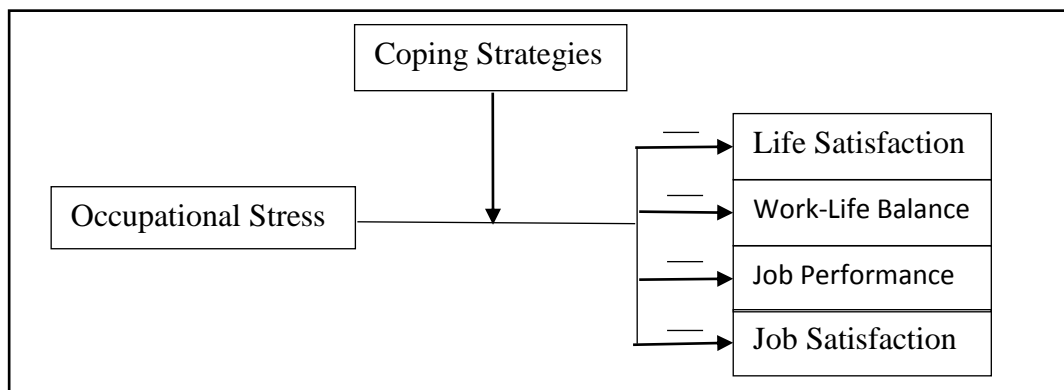
The authors used SPSS (v.17) and AMOS (v.21) to conduct statistical analyzes. Besides, CFA was carried out to validate the WLB scale with the sample from the second study. The new WLB scale showed good reliability and validity.

Finally, the findings showed that WLB fully mediated the relationship of work-family conflict and family-work conflict towards life satisfaction. There is a positive and significant correlation relationship between WLB and life satisfaction.

In addition, this research found that the relationship between work-life conflict, family-work conflict, WLB and life satisfaction did not differ by gender.

2.2.5 Model 5: Effect of occupational stress on personal and professional life of bank employees in Bangladesh: Do coping strategies matter

Figure 2. 5: Conceptual Framework of Ukil and Ullah (2016)



Source: Ukil, M. I., & Ullah, M. S. (2016).

Ukil and Ullah (2016) investigated the impact of occupational stress on life satisfaction, WLB, job performance and job satisfaction and also analyze the moderating effect of coping strategies in these relationships.

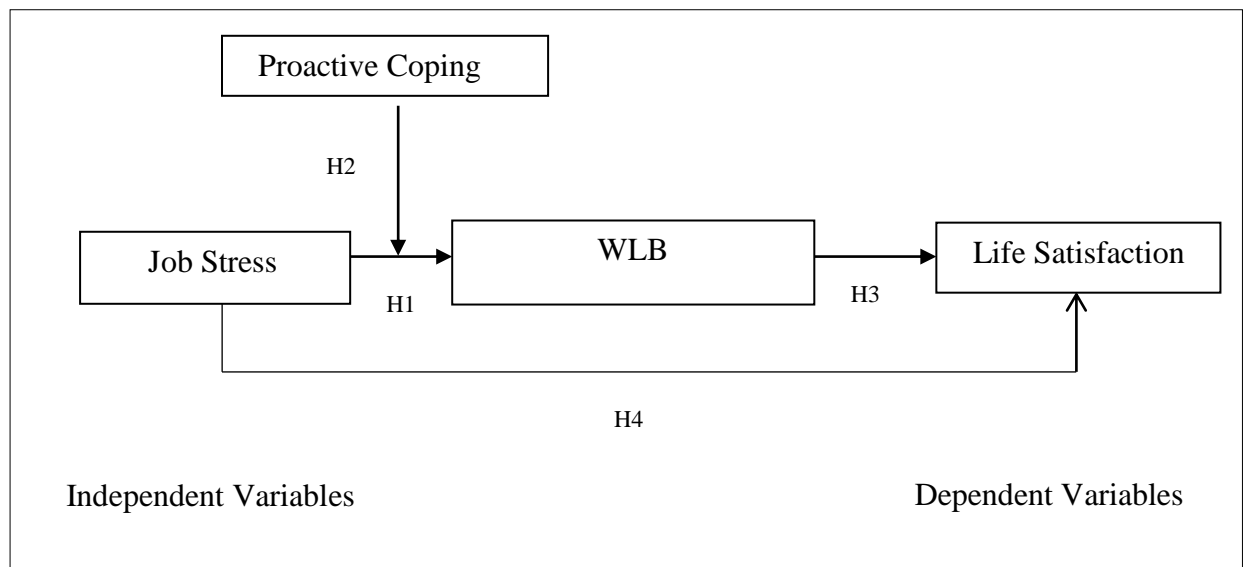
The survey was conducted in 20 branches of 15 different private commercial banks in Bangladesh. Total 236 out of 300 questionnaires had been successfully collected back which consisted of 204 complete responses were then taken into account for data analysis.

Version 20.0 of SPSS software is used to conduct statistical analyzes. The finding indicated that occupational stress brings negative impact to life satisfaction, WLB, job performance and job satisfaction. Besides this, coping strategies had been proved in this study which it moderates the relationship of occupational stress and life satisfaction or WLB; however, there was no moderating effect on the relationship between occupational stress and job performance or job satisfaction.

2.3 Proposed Conceptual Framework

Based on the literature review, a conceptual framework can be developed regarding the proposed relationship among the studied variables. The investigation of the study is about the relationship between the job stress, work-life balance and life satisfaction in the hotel industry in Malaysia and proactive coping as a moderator..

Figure 2.6: Conceptual model of factors influencing life satisfaction



Source: Developed for the Study

2.4 Hypothesis Analysis

2.4.1 The relationship between job stress and WLB

In the hotel and catering industry, job stress is one of the general issue that always encounter by employees (Kim, Shin, & Umbreit, 2007; Papadopoulou-Baylis, Ineson, & Wilkie, 2001; Wildes, 2007). There are several causes of job stress, such as such as a lack of job control, long and anti-social working hours, conflicting and high demands of work and so on (Bitner, Booms & Mohr, 1994; Faulkner & Patiar, 1997; Karatepe & Uludag, 2007; Papadopoulou-Bayliss et al., 2001; Zohar, 1994). The high turnover rate in the hotel industry more likely influenced by the employees often nervous during insufficient staff situation happen (Rowley & Purcell, 2001). Long-term stress will be detrimental to the well-being of employees and organization if neglect such issues (De Croon, Sluiter, Blonk, Broersen, & Frings-Dresen, 2004; Kim, 1996; Noone, 2008). Scholars, Hayes and Weathington (2007) stated that declination in the individual health was influenced by the negative effect of job stress of the employees on job satisfaction, work performance, and absenteeism. Hence, to reduce workplace stress, an organization has to remove or revise the origin of stress intrinsic in a work environment (Cartwright & Cooper, 2002).

Furthermore, finding by Behson (2005) showed that WLB challenged and influenced an individual's contentment in their roles of personal life and work. WLB could influence the performance of workers negatively (Poggesi, Mari, & De Vita, 2015). This is supported by Safaria, Othman, & Wahab (2011) who stated that job stress can cause a negative outcome in the working environment. The improving WLB of the organization will lead to greater productivity and also reduce the turnover intentions (Moore, 2007). Broers (2005) mentioned that individuals who are able to balance between his/her career with personal and family life have the significant positive impact on his/her job satisfaction and personal life's roles. It stated a significant relation among interpersonal relationship, role conflict, and workload with WLB (Razak et al., 2014). Job stress

can negatively influence employees' work and personal lives (Dickson-Swift Jame, Kippen, Talbot, Verrinder, & Ward, 2009; Gillespie, Walsh, Winefield, Dua, & Stough, 2001; Rosser 2004; Shah, 2012). Even the academic's health and WLB are negatively influenced by stress (Bell et al., 2012). WLB policies and practices which could minimize employees' job stress are being restricted because there are fewer shreds of evidences on proving the mediating role that such practices play. In accordance with the above reviews, the following hypothesis is proposed:

H1: Job stress has a significant influence on WLB.

2.4.2 Moderating effect of proactive coping between job stress and WLB

Proactive coping suggest efficacious beliefs, goal composition and is linking with regulatory assets that contribute to personal improvement (Greenglass & Fiksenbaum, 2009). Proactive coping able to develop a passive manner towards tomorrow activities in the situation of sanguine experiences and self-worth feelings enhancement (Griva & Anagnostopoulos, 2010). Proactive coping aims to accomplish self-growth and goal fulfillment. There are some of the studies showed that coping strategies have moderate effects of work demands which may cause the job stress. For instance, Searle and Lee (2015) result showed that personal resources (proactive coping) have moderated relations between challenge demands and work engagement as well as between challenge demands and burnout. According to transactional stress model (Lazarus & Folkman, 1984), Li, Riedel, Barrech, Herr, Aust, Mortl, & Angerer (2017) showed that positive coping strategies, such as problem-solving or proactive cope alternatives moderated the relationship between work stress and job-related outcomes. In a like manner, Gibbons, Dempster, and Moutray (2011) indicate coping strategies play the role of a moderator between work stress and well-being. Searle (2008) demonstrated that students who received proactive forms of stress management are experienced improved well-being.

In addition, proactive coping has been shown beneficial to personal growth, goal fulfillment and quality of life (Stiglbauer & Batinic, 2015; Schwarzer & Taubert, 2002). People who tend to have proactive coping style are more strive for enhancement of work life and actively developing better work environment and higher capability levels which bring the opportunity to improve the life meaningful and better work-life balance (Schwarzer & Taubert, 2002)

Besides that, throughout proactive coping people create good prerequisite to comprehend their ability in dealing with possible future stressors (Aspinwall & Taylor, 1997). Apart from this, a proactive individual is responsible and applying the vision of success and they are able to mobilize all the resources to avoid the sources of exhaustion and cope with stress. The extent to which a person experiences the negative effect of stress depends on how well he copes with the situation (Lazarus & Folkman, 1984). A person who uses proactive coping strategy should able to better deal with work stress and therefore improve work-life balance. Thus, proactive coping help people live better than other peoples do when falling through conflict and stress which have positive influence to WLB.

H2: Proactive coping moderate the relationship between job stress and WLB

2.4.3 The relationship between WLB and Life-satisfaction

WLB was provided broader meaning than work-family balance (WFB). This is because words of “life” represent everything out of work (Carlson et al., 2009; Haar, 2013). Both WLB and WFB were found to contribute to positive outcomes. For instance, Omran and Kamel (2016) found that WFB has the positive relationship with job involvement and life satisfaction. Similarly, WLB was also found to positively relate to job and life satisfaction (Haar, Russo, Sun & Ollier-Malaterre, 2014). A person who lacks WLB may encounter various problems such as sorrow, mood disorder, feeling of strain and pressure, anxiety, and marital disruption (Frone, 2000; Pandu, Balu, & Poorani, 2013). Moreover, increase job satisfaction and the quality of the parents’ role are a positive outcome

of WLB (Hill et al., 2001). According to Haar (2013), WLB has positive impact indirectly (mediation) effect between the work-life enrichment of working non-parents and parents and conflict. Haar's (2013) result presented that WLB was acted a vital role in explaining life and job satisfaction in both women and men. In accordance with following reviews, the following hypothesis is proposed:

H3: Work-life balance has a significant influence on life satisfaction.

2.4.4 The relationship between job stress and life satisfaction

According to Chapman (1984) stated that job stress able to influence overall performance in their work and worker's job satisfaction because majority of the companies are requiring for good results. Beehr (1995) claimed that job stress is a work situation which brings physical health, poor psychological or making poor health to employees. Furthermore, job stress is interpreted as detrimental emotional and physical reactions which arise as the job demands are inconsistent (Akinboye, Akinboye, & Adeyemo, 2002).

Nowadays, most people are working hard to earn their living. Therefore, job stress and unemployment can affect negatively on life satisfaction (Lucas, Clark, Georgellis, & Diener, 2004). Perceived job stress will also has negative effect on life satisfaction (Erdogan, Bauer, Truxillo & Mansfield, 2012). As a result, it can make a hypothesis that job stress has negative correlation with life satisfaction.

According to Naseem (2018), the study showed that people with high emotional intelligent able to cope with job stress and maintain their happiness which leads to better life satisfaction. Thus, he perceived the outcome of job stress can be reduced on life satisfaction with the moderating role of emotional intelligence.

In Taiwan, Lian, Lin, and Wu (2007) investigated the distinction between life satisfaction, job satisfaction and job stress between technical and managerial employees in the Information System (IS) field. The result shows that managerial employees had a lower level of job stress than technical employees. Besides, the

result indicated that job satisfaction brings positive effects to life satisfaction while job stress has negative relationship with life satisfaction.

H4: Job stress has a significant influence on life satisfaction.

2.5 Conclusion

For this chapter, the researchers reviewed journals which related to this study on the relationship of job stress, WLB and life satisfaction which provide a better understanding for the researcher toward the topic. The researchers discovered that there are some significant relationships between the variables. Moreover, sufficient research method will be conducted in the following chapter to explain the relationship between the variables.

CHAPTER 3: RESEARCH INSTRUMENT

3.0 Introduction

This chapter outline the procedure of data collection and introduces the research design in evaluating the factors (job stress, WLB, proactive coping and life satisfaction). In addition, it illustrates the research design, how to select sample size, data collection method, the instruments used in the research, how measurement is constructed and the processing and analyzing of data.

3.1 Research Design

Quantitative research was used in this study. Quantitative research is more structured and used to quantify the problems by generated numerical data or transformed data into usable statistics (Kothari, 2004). It concerned with data and numbers which are easily be quantified. Methods to collect quantitative data include various forms of survey, fixed alternative questions and it typically begins with data collection based on hypothesis. In quantitative approach, researches involve descriptive research design in our study. Through quantitative research design, data can be collected from large sample size and usually less time consuming. This research involved a cross-sectional research, in which the research data are collected once and measures the outcome and the exposure(s) in the population at the same time (Setia, 2016).

3.2 Data Collection Methods

This study aims to collect primary data by using self-administered questionnaires to conduct the research.

3.2.1 Primary Data

Primary data was collected in order to acquire accurate result. It can be defined as the first-hand information that is unknown as do not exist over time and researchers obtained it in the first (Sekaran & Bougie, 2013). The method of collecting primary data is through the distribution of questionnaires to the relevant respondents. By using this method, the original data can be collected from the target sample. Furthermore, questionnaires enable researchers to collect information in a short period of time and it is cheaper than other primary data collection methods such as interview. The questionnaire was adopted and modified from related research journals of the past researchers.

According to Sekaran and Bougie (2013), collect data through questionnaires are less time consuming and less costly than observation and interviews. Prior to distribution of the questionnaires, a list of all hotels in Malaysia was obtained from the official portal of Ministry of Tourism, Arts and Culture Malaysia. Only four and five-star hotels from five states (Penang, Selangor, Kuala Lumpur, Perak, and Pahang) were selected from the list. The hotels in Table 3.1 were chosen based on permission given by the employees and management of the hotel and geographic convenience. The questionnaire was distributed to the employees not only in person but also through email to Manager of Human Resources Department of different four and five-star hotels. Researchers have contacted the Human Resources Manager of the chosen 4 and 5 stars hotels via email to explain to them the purpose of the study and request their permission to collect data from their employees.

During the period of 4th June 2018 to 17th June 2018, we started our distribution of questionnaires. Table 3.1 shows the list of hotels that we had distributed the questionnaires. Most of the respondents gave a good respond when we approached them. However, we have difficulties in distributing the questionnaires to some personnel in the hotel, such as those who are working in housekeeping department, food and beverage department and other departments in the hotel. Nevertheless, researches manage to get the email address of the person in charge in the human

resource department and seek the help from human resource managers to fill up the questionnaires and distribute it to the hotel employees. The official letter from the university that consists of the verification from the Head of Department and supervisor to the respondents or the person-in-charge to prove that the research and data collection is for academic purpose. The questionnaires consist of a cover page which stated clearly the purpose of the study. The respondents were assured that the survey is anonymous and kept the data is confidential. Besides, instructions are given on how to answer the questionnaires. Within 2 weeks period, 120 usable questionnaires had been received, including 80 from paper survey and 40 from online survey. The total number of distributed questionnaire was 250, meanwhile, there were 130 of them were not been returned or failed to deliver, the response rate for the total sample was 52.00 percent. Table 3.1 provide the detail of the questionnaires distributed to those hotel employees who work in 4-star and 5-star hotels that are located in Penang, Selangor, Kuala Lumpur, Perak, and Pahang.

Table 3.1: List of Hotel Which Has Been Approached and Consent Given

States	Hotel Name	Rating
Pahang	Cameron Highlands Resort	4
	Copthorne Hotel Cameron Highlands	4
	Heritage Cameron Highlands	4
	Strawberry Park Hotel	4
	Swiss. Garden Resort & Spa Kuantan	4
Perak	The Banjaran Hotsprings Retreat	5
	The Haven Premier	5
	Hotel Casuarina @ Meru Ipoh	4

	Kinta Riverfront Hotels & Suites	4
	Syuen Hotel Ipoh	4
	Weil Hotel	4
Kuala Lumpur	Berjaya Times Square Suites & Convention Centre	5
	Hotel Royal Kuala Lumpur	4
	Hotel Stripes Kuala Lumpur	4
Penang	Eastern and Oriental Hotel	5
	G Hotel	5
	Berjaya Penang Hotel	5
	Iconic Hotel	5
	Park Royal Penang Resort	5
	Bayview Hotel George Town Penang	4
Selangor	Hilton Petaling Jaya	5
	The Club Saujana Resort	5
	Grand BlueWave Hotel Shah Alam	5
	e.City Hotel@ OneCity	4

3.3 Sampling Design

3.3.1 Target Population

First of all, the target population is desired for the research (Draugalis & Plaza, 2009). Target population for this research is focus on hotel employees working in

luxury hotels (i.e 4-star and 5-star hotels) in Malaysia because luxury hotels have large number of employees, well organized and more systematic (Chu, 2014). However, because of budget and time constraints, the present study only focus on hotel employees who work in 4-star and 5-star hotels that are located in Penang, Selangor, Kuala Lumpur, Perak, and Pahang as shown in Table 3.1.

3.3.2 Sampling Location and Sampling Frame

Zikmund (2010) stated that sampling frame is the representative of the components wholly in the population from which the sample is drawn. However, this research did not have a sampling frame.

This major research area of the present study was in Penang, Selangor, Kuala Lumpur, Perak, and Pahang. Penang in which a number of 4-star and 5-star hotels can be found. Based on Top 100 City Destination ranking list (“Top 100 City Destination Raking”, 2017), Kuala Lumpur is ranked ninth among the world’s most visited cities. This is the reason the researchers target Kuala Lumpur and Selangor because most of the luxury hotels are built there since it is the big city that full of business opportunities. Furthermore, Penang is the second flourish city in Malaysia. According to Domestic Tourism Survey 2016 which announced by the Department of Statistic Malaysia, Penang is the second highest increase of domestic arrivals (Tan, 2017).

3.3.3 Sampling Elements

The target respondents of the research are employees who currently working in the hotel industry of Malaysia. The hotel selected is rated 4-star and above. There is no restriction on participates job position in the hotels. Managerial and non-managerial employees can participate in the survey.

3.3.4 Sampling Technique

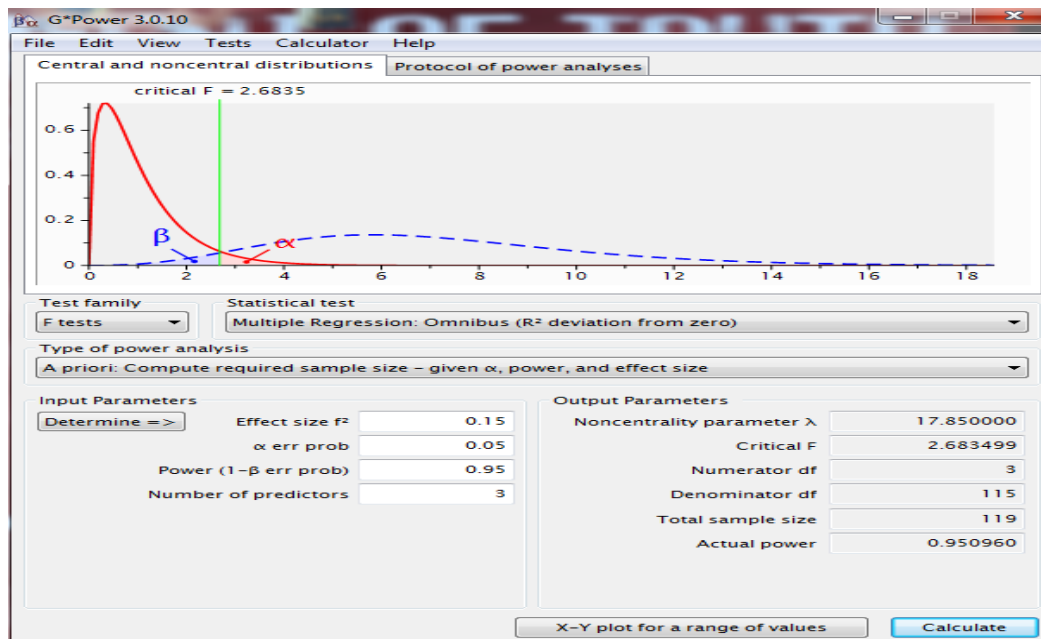
The non-probability sampling was applied in a research when population is not being defined (Battaglia, 2008). This study adopted convenience sampling approach due to time and budget constraint (Malhotra, Birks, Palmer, & Koenig-Lewis, 2003). Convenience sampling was applied in this study due to availability and ease of data collection. Respondents are chosen based on their willingness to participate in the survey.

The researchers email the questionnaire to each hotel management based on the list of hotel as shown in Table 3.1. However, the result the researchers obtained was undesirability which only received a little response out of hundreds after one week the email sent out. Besides, the researchers think that this method was too inefficient for us if the data have to collect in a short period. Therefore, the researchers decided to distribute the questionnaire to the frontline employees in person which able to receive their fastest responses. Moreover, the researchers also call to the reception to get the email address of each human resource management department based on the hotel list in order to the researchers to send the questionnaire to those hotel employees who work in the office. The researchers had set a dateline for them to return their feedback for the researchers.

3.3.5 Sampling Size

Due to unknown population, the sample size of present study was performed by G Power. G power is applied to determine the qualified sample size needed for the research. The result of sample size that obtained from G Power is 119 which mean the researchers have to obtain data at least 119 respondents. However, the researchers decided to distribute 250 set of the questionnaire in order to avoid insufficient data.

Figure 3.1: G Power Result



3.4 Research Instrument

Research Instrument is a measuring tool designed to obtain data on the subject of interest from the research (Kimberlin & Winterstein, 2008).

3.4.1 Questionnaire

Questionnaire is a well-established tool within researchers for acquiring information on knowledge and valuable information on target participant (Bird, 2009). Self-administered questionnaires can be administrated through two methods which are paper questionnaires and electronic questionnaires (Lozanol, Lobos, March, Carrasco, Barros, & Gonz ález-Porras, 2016). In this research, a self-administered questionnaire was adopted based on the literature review to match the questions with the variables. Primary data was collected from the respondent on the relationship between job stress, WLB, and life satisfaction among hotel employees, proactive coping as moderator.

Questionnaire design is important in the process of survey because questionnaire is often the first point of contact with the respondent. The survey questionnaire consists of two sections and respondents are required to answer both section A and section B. The questions in section A are according to their individual background while section B designed based on their own experience and opinions. There are 13 demographic questions in Section A . The demographic elements of the questionnaires are included gender, marital status, number of children, age group, ethnicity, position, department, service period in organization and hotel industry, education level, working hour per week, hotel location and hotel rating. This section used both nominal and ordinal scale.

Section B consists four parts of question-based on different variables which include independent variable (job stress), dependent variable (life satisfaction), moderator variable (proactive coping) and mediator variable (WLB). It contains total 32 questions from four variables which are 10 questions from job stress, 13 questions from proactive coping, 4 questions from WLB and 5 questions from life satisfaction. To conduct this section, interval scale with Five Point Likert Scale are applied to give researchers deeper insight into respondent answers. Respondents are given scale selection on scale range from number 1 to number 5. “Strongly Disagree” is represent by “1”, “Disagree” is represents by “2”, “Neutral” is represents by “3”, “Agree” is represents by “4” and “Strongly Agree” is represents by “5”. By this, the degree of respondents’ perception to the question through interval scale is able to assess by researchers.

In this study, the researcher has applied a shortened version of the Jobs Stress Scale which was developed by Parker and DeCotiis (1983) to measure job stress. Jamal and Baba (1992) are the first who use this version to measured job stress as one construct. There are 13 items in the original instrument which reflecting two dimensions of job stress, time stress, and anxiety.

3.4.2 Pilot Test

Pilot test known as one or two times test before the actual test. It is vital for researchers to determine the reliability of the questionnaire before proceeds to actual test. It helps adjust usability research to achieve more reliable results. Pilot test given the opportunity to check the problems, make better decisions, understand the time required for the period, and even provide an additional data point for research. Pilot test improves the validity of questionnaire as it tested on the respondents' understanding towards the questions in it.

In this research emphasized that a pilot study aimed to provide preliminary indicators of the relationship between job stress, WLB, and life satisfaction among hotel employees, proactive coping as moderator in the hotel industry. Researchers has distributed 30 set of questionnaires to the target respondent work in the luxury hotels located in Perak. Questionnaires are distributed to those employees who willing to participate. Respondents voluntarily participate in answering all the questions and return the questionnaire quickly once they completely answering it. The reliability test was conducted by SPSS software to determine the accuracy and reliability of data, at the same time identify potential problems such as unclear words or vague questions. The result of Cronbach's alpha coefficient in pilot test was indicated in Table 3.2.

Table 3.2: Pilot Test Results

Variables	Dimensions	Number of items	Cronbach's Alpha
Independent Variable	Job Stress	10	0.780
Moderator Variable	Proactive Coping	10	0.781
Mediator Variable	Work-Life Balance (WLB)	4	0.814

Dependent Variable	Life Satisfaction	5	0.815
-----------------------	-------------------	---	-------

Source: Developed for the research

Based on the reliability analysis result of the pilot test, it showed that job stress, proactive coping, WLB and life satisfaction with a coefficient alpha value of 0.780, 0.781, 0.814 and 0.815 respectively. All variable above fall under the range of 0.60-1.0 which had fair and good reliability. Thus, this result indicates that the variables reliability and is ready to proceed to the full study.

3.5 Construct Measurement

3.5.1 Nominal Scale

Nominal scale is considered as discrete classification of data. The data collected are unable to measure and rank accordingly. It is a simple way to assigned it different categories. There are total seven questions in section A that used nominal scale which is question 1 (gender), question 2 (marital status), question 4 (age), question 5 (ethnicity), question 6 (position), question 7 (department), question 12 (location of hotel)

Figure 3.2: Example of Nominal Scale

1. Gender	
<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

3.5.2 Ordinal Scale

Ordinal scale is refer to data can be classified into specific group and can be measured or ranked. However, there is no standard of measurement to show the differences between the ranks. There are only one questions in section A that used ordinal scales which is identification of education qualification of respondent.

Figure 3.3: Example of Ordinal Scale

10. What is your highest education qualification?	
<input type="checkbox"/>	SPM
<input type="checkbox"/>	STPM
<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Bachelor Degree
<input type="checkbox"/>	Master
<input type="checkbox"/>	Doctorate Degree (PhD, DBA or equivalent)
<input type="checkbox"/>	Others (please specify.....)

3.5.3 Likert Scale

Likert (1932) had developed the principle of measuring attitudes through asking people to fill in a series of statements regarding a topic. Likert scale is measure respondent's opinion by fixed choice response formats (Bowling, 1997 as cited in Rattray & Jones, 2007). Respondents are offered at a choice of five to seven with neutral point being neither disagree nor agree. It allows respondent to choose the degree of consent about a certain statement.

Figure 3.4 Example of Likert Scale

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I have too much work and too little time to do it.	1	2	3	4	5

3.5.4 Origin of Measure of Construct

Table 3.3 shows the operational definition of the key construct used in the present study. All the key variables (job stress, proactive coping, WLB and life satisfaction) in this study were measured using Likert scale, ranging from strongly disagree (1) to strongly agree (5).

Table 3.3: Operational definition of the key construct

Variables	Items	Construct Measurement	Sources
Job Stress	10	<ul style="list-style-type: none"> • I have too much work and too little time to do it. • I sometimes fear of the pop-up messenger notification when I am away from work because the message might be job-related. • I sometimes fear of receive phone call when I am away from work because it might be job-related. • I feel like I don't have a day off. • Too many people at my level in the company feel stressful because of job demands. • I felt nervous due to my work. • My job gets to me more than it should. 	Adapted from Parker and DeCotiis (1983)

		<ul style="list-style-type: none"> • There are lots of times when my job drives me right up the wall (drives me crazy or feel irritated). • Sometimes when I think about my job I get a tight feeling in my chest. • I feel guilty when I take time off from job. 	
Proactive Coping	8	<ul style="list-style-type: none"> • Despite numerous setbacks, I usually succeed in getting what I want. • I like challenges and find ways to achieve the goal despite most would consider success is unlikely. • I visualize my dreams and try to achieve them. • I turn obstacles into positive experiences. • When I apply for a position, I imagine myself can filling it. • After attaining a goal, I look for another, more challenging one. • When I experience a problem, I take the initiative in resolving it. • If someone tells me I can't do something, I will try my best to accomplish it. 	Adapted from Drummond and Brough (2016) and Greenglass et al. (1999)
Work-life Balance	4	<ul style="list-style-type: none"> • I currently have a good balance between the time I spend at work and the time I have available for personal activities. • I have difficulty balancing my work and personal activities. 	Adapted from Brough et al. (2009)

		<ul style="list-style-type: none"> • I feel that the balance between my work demands and personal activities is currently about right. • Overall, I believe that my work and personal life are balanced 	
Life Satisfaction	5	<ul style="list-style-type: none"> • In most ways, my life is close to my ideal. • The conditions of my life are excellent. • I am satisfied with my life. • So far I have gotten the important things I want in life. • If I could live my life over, I would change almost nothing. 	Adopted from Diener et al. (1985)

3.6 Data Processing

3.6.1 Questionnaire Checking

Pre-test is conducted before researchers carry out pilot test. This is to make sure there are not error in the questionnaire before start distribution process. Pilot test is a small scale preliminary study. The objective of doing pilot test is to evaluate and improve the questionnaire prior to a full scale research project. Pilot test able to assure the reliability, accuracy and consistency of data.

3.6.2 Data Coding

During this step, coding is used in demographic variables such as gender (1=Male, 2=Female), marital status (1=Single, 2=Divorced, 3=Widowed, 4=Married), number of children (1=0, 2=1, 3=2, 4=3, 5=4, 6= \geq 5), age group (1=Below 20

years old, 2=20-29 years old, 3=30-39 years old, 4=40-49 years old, 5=50-59 years old, 6=Above 59 years old). Besides, ethnicity is coded as (1=Chinese, 2=Malay, 3=Indian, 4=Other), position of respondent is coded as (1=Non-Managerial, 2=Managerial and Supervisory), department (1=Housekeeping, 2=Human Resources, 3= Food & Beverages, 4= Accounting & Finance, 5=Security, 6=Front Office & Customer Service, 7=Other), period been serving in the organization is coded as (1=Less than 1 year, 2=1 to 5 years, 3=6 to 10 years, 4=11 to 15 years, 5=More than 15 years), period serving in the hotel industry (1=Less than 1 year, 2=1 to 5 years, 3=6 to 10 years, 4=11 to 15 years, 5= More than 15 years), highest education of respondent coded as (1=SPM, 2=STPM, 3=Diploma, 4=Bachelor Degree, 5=Master, 6=Doctorate Degree (PhD, DBA or equivalent), 7=Other), working hour per day (1=Less than 6 hours, 2=6 hours, 3=7 hours, 4=8 hours, 5=More than 8 hours), location of the hotel (1=Pahang, 2=Perak, 3=Penang, 4=Selangor, 5=Kuala Lumpur)

3.6.3 Data Editing

The researchers pay highly concern and attention on data error because it will affect the final result of research project. Therefore, researchers will edit the data when omission happened. Answer was changed according to previous pattern of respondent in answering the other questions.

3.6.4 Data Transcribing

Lastly, data transcribing is carried out. Statistical Package for the Social Sciences (SPSS) was used to test and perform the statistical analysis. Data was key in manually to the software in order to analyze and generate tabulated reports.

3.7 Data Analysis

The Statistical Package for Social Science (SPSS) is a software package used in statistical analysis of data. SPSS 16.0 has been used in this study for analyzing the data.

3.7.1 Descriptive Analysis

In this study, frequency distribution was use to analyze the demographics and general profile of the respondent in part A of the questionnaire which include gender, marital status, number of children, age group, ethnicity, position, department, how long service in the organization and in hotel industry, the highest education level, working hours per day and location of the hotel they served for.

3.7.2 Scale Measurement

In this research, researchers use SPSS version 16.0 to test the reliability. Reliability means the degree to which measures are free from error (Zikmund, 2003). According to Sekaran and Bougie (2013), Cronbach's Alpha's Coefficient is one of the most popular test to test reliability. The rule of thumb for interpreting alpha is as shown as the table 3.4 below:

Table 3.4 Cronbach's Alpha Coefficient Range

Cronbach's alpha	Level of Reliability
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Very Good
$0.8 > \alpha \geq 0.7$	Good
$0.7 > \alpha \geq 0.6$	Moderate
$\alpha < 0.6$	Poor

Source: Sekaran and Bougie (2013). *Research Methods for Business*. (6th ed.).
Italy: John Wiley & Sons Ltd.

3.7.3 Inferential Analysis

Based on the questionnaires, there are total one independent variable, one mediator, one moderator and one dependent variable. The variables used in our research are considered as Likert scale which is metric. Therefore, Partial Least Square-Structural Equation Modelling (PLS-SEM) is chosen to test on the relationship among job stress, WLB, life satisfaction and proactive coping.

3.7.3.1 Partial Least Square-Structural Equation Modelling (PLS-SEM)

PLS-SEM was employed for hypothesis testing and SMARTPLS 3.0 software was used. There are two sub-models; the measurement model which tests the relationship between the independent variables and dependent variables whereas the structural model uses to test the between the variables and indicators (Wong, 2013).

In PLS-SEM, a path model that able to connect the variables need to be created (Hair, Sarstedt, Hopkins & Kuppelwieser, 2014). The model that build in the research must be basic form, the circulate relationship is not able to test by using this PLS-SEM.

The first step in PLS-SEM is to examine the measurement model. Once the model has been built, PLS-SEM algorithm can be run. The result will show the reliability and validity of the construct measure and evaluation can be made. The major assessments for the reflective measurement model included internal consistency reliability, convergent validity, and discriminant validity. Convergent validity is a test which designed to measure two different instruments where shows that they are related (Sekaran & Bougie, 2013) High reliable scores contain convergent

validity. Discriminant validity refers to the extent where variables under investigation are distinct from one another (Sekaran & Bougie, 2013).

By using composite reliability, PLS-SEM can accommodate different indicator reliabilities instead of traditional Cronbach's alpha (Hair et al., 2014). After that, the structural model (also known as outer model) have to be specified (Hair et al., 2014). In structural model, the hypotheses of this study are examined through bootstrapping procedure.

Table 3.5: Measurement Model Analysis using PLS-SEM

No	Assessment	Name of Index	Guidelines
1.	Internal Consistency	Composite Reliability (CR)	CR > 0.90 (Not Desirable) CR > 0.7-0.9 (Satisfactory) CR > 0.6 (for exploratory research)
2.	Indicator Reliability/ Factor Loading	Indicator Loading	Loading 0.708 or higher is recommended. Loading < 0.4 need to be delete Loading is > 0.4 but < 0.7 need to analysis the impact of the indicator. If the deletion of indicator increases the measure above the threshold then delete the reflective. Otherwise, retain the reflective indicators.
3.	Convergent Validity	Average Variance Extracted (AVE)	AVE > 0.5
4.	Discriminant Validity	Cross Loading	Loadings of each indicators are highest for their designated constructs.
		Fornell & Larcker's Criterion	The square root of AVE of a construct should be higher than the correlations between the construct and the other

			constructs in the model.
--	--	--	--------------------------

Source: Hair, Hult, Ringle, & Sarstedt (2017); Cheah, Memon, Chuah, Ting & Ramayah, T. (2018)

Ramayah, Cheah, Chuah, Ting and Mumtaz (2018). *Partial Least Square Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0: An Updated and Practical Guide to Statistical Analysis*;

3.8 Conclusion

In Chapter three, researchers had described how to conduct all the activities in the research methodology which include research design, data collection methods, sampling design, research instrument, construct measurement, data processing, data analysis, and conclusion. Researchers carried out pilot study before conducted full study and result of reliability test in the pilot study was considered ideal which fell under the range of 0.60 to 1.00. Thus, researchers decided to proceed to the full study with the same independent and dependent variables and the result will be explained afterward.

CHAPTER 4: RESEARCH RESULT

4.0 Introduction

In this chapter, the researcher will analyzed and processed the collected data by using Smart PLS 3.0. Firstly, respondent data will be presented through descriptive analysis. Then followed by describing measurement model (outer model), and structural model (inner model). Lastly, the results obtained from several analyses will be used to investigate the relationship between the variables.

4.1 Descriptive Analysis

4.1.1 Demographic Profile of Respondents

Table 4.1 will indicate the detailed information of every respondents demographics profile.

Table 4.1: Respondents' Demographic Profile for Hotel Employees

		Frequency	Percent
Gender	Male	44	36.7
	Female	76	63.3
Marital Status	Single	76	63.3
	Divorced	2	1.7
	Married	42	35.0
Number of Children	0	79	65.8
	1	11	9.2
	2	21	17.5
	3	9	7.5
Age Group	Below 20 years old	8	6.7
	20-29 years old	8	52.5
	30-39 years old	63	24.2
	40-49 years old	19	15.8
	50-59 years old	1	0.8

Ethnicity	Chinese	46	38.3
	Indian	25	20.8
	Malay	49	40.8
Position	Non-managerial	93	77.5
	Managerial and Supervisory	27	22.5
Department	Housekeeping	15	12.5
	Human Resource	17	14.2
	Food and Beverage	23	19.2
	Accounting and Finance	6	5.0
	Security	6	5.0
	Front Office and Customer Service	47	39.2
	Other	6	5.0
How Long Serving in Organization	Less than 1 years	38	31.7
	1 to 5 years	59	49.2
	6 to 10 years	18	15.0
	11 to 15 years	2	1.7
	More than 15 years	3	2.5
How Long Serving in Hotel Industry	Less than 1 years	34	28.3
	1 to 5 years	56	46.7
	6 to 10 years	18	15.0
	11 to 15 years	8	6.7
	More than 15 years	4	3.3
Highest Education Qualification	SPM	51	42.5
	STPM	6	5.0
	Diploma	40	33.3
	Bachelor Degree	22	18.3
	Doctorate Degree	1	0.8
Working hour per day	Less than 6 hours	1	0.8
	6 hours	8	6.7
	7 hours	8	6.7
	8 hours	54	45.0
	More than 8 hours	49	40.8
Location of the Hotel	Pahang	23	19.2
	Perak	53	44.2
	Penang	24	20.0
	Selangor	12	10.0
	Kuala Lumpur	8	6.7

Source: Data processing - Smart PLS (2017)

Note: N=120

Table 4.1 clearly indicate that out of 120 respondents, the number of male respondents is 44 out of 120 or 36.7%, whereas the number of female respondents is 76 represents 63.3% of the total participates. Most of the respondents participate in survey questionnaire are female.

For marital status, majority of respondents are single with a total of 76 out of 120 which represents 63.3%, followed by married which are 42 out of 120 and remaining 2 respondents are divorced which represents 1.7%.

On the other hand, out of 120 respondents, 79 (65.8%) of respondents have no children, 11 respondents (9.2%) has one child, and 21 respondents (17.5%) has 2 children. Lastly, the remaining of 9 respondents (7.5%) has 3 children.

A total of respondents (52.5%) aged are between 20 to 29 years old and 29 (8%) of respondents aged are between 30 to 39 years old, 19 (15.8%) of respondents aged between 40 to 49 years old, and 8 (6.7%) of total respondents below 20 years old. Lastly, only one respondent (10.8%) phase age is in the range between 50 to 59 years old.

Out of 120 respondents, majority are Malay which consists of 49 respondents (40.8%), followed by Chinese which consist of 46 respondents (38.3%), and Indian which consist of 25 respondents (20.8%).

In the position aspect, majority of respondents are non-managerial which were 93 out of 120 respondents (77.5%). The remaining of respondents is managerial and supervisory which 27 out of 120 respondents (22.5%).

Respondents works in front office and customer service department shown the highest figure which were 47 (39.2%), followed by food & beverage department (23 or 19.2%), human resource department (17 or 14.2%), and housekeeping department (15 or 12.5%). The lowest number of respondents works in accounting and finance department, security, and others which were 6 respondents respectively.

For the period of serving in organization aspect, out of 120 respondents, most of the respondents have been worked in the same organization for 1 to 5 years which consists of 59 respondents (49.2%), followed by less than 1 years which consists of 38 respondents (31.7%), 6 to 10 years which consists of 18 respondents (15%), and more than 15 years only have 3 respondents (2.5%). Lastly, the remaining of 2 respondents have been worked for 11 to 15 years which were 2 respondents only with a percentage of 1.7%.

From the table 4.1 above shown the majority (56 or 46.7%) of respondents have been served in hotel industry for 1 to 5 year, followed by less than 1 years (34 or 28.3%), 6 to 10 years (18 or 15%), and 11 to 15 years (8 or 6.7%). Lastly, the remaining of 4 respondents (3.3%) has been served in hotel industry for more than 15 years old.

In term of the education level of the survey participants , out of 120 respondents, majority of the respondents have the SPM qualification (51 or 42.5%). There are 40 respondents (33.3%) are Diploma holders, 22 respondents (18.3%) have Bachelor of Degree qualification and 6 respondents with a percentage of (5.0%) are holding STPM qualification. Only 1 respondent (0.8%) is holding Doctorate degree.

Table 4.1 shows, majority of respondents work 8 hours per day, which was 54 out of 120 (45%). This is followed by more than 8 hours which was 49 out of 120 respondents (40.8%). Those who work for 6 hours and 7 hours per day 8 out of 120 respondents respectively (6.7%). Lastly, the remaining one respondent is working less than 6 hours per day.

There are greater number of the respondents are from Perak which included 53 respondents (44.2%), followed by Penang which consist of 24 respondents (20%), and Pahang which consist of 23 respondents (19.2%). Lastly, the remaining of 12 respondents come from Selangor (10%).

4.1.2 Central Tendencies Measurement of Constructs

According to Manikandan (2011), central tendency measurement is aim to provide an accurate description of the data. The measures of central tendency that commonly used were median, mean and mode. In this research, SPSS in the version of 16.0 will be used for calculating the mean. Besides, five interval scaled constructs in the questionnaire was used to measure the mean score. For instance, the measurement of job stress was adopted the five point Likert-scale which are “Strongly Disagree” is represent by “1”, “Disagree” is represents by “2”, “Neutral” is represents by “3”, “Agree” is represents by “4” and “Strongly Agree” is represents by “5”. Every data are gathered from the survey and converted to percent.

Respondents are given scale selection on scale range from number 1 to number 5. “Strongly Disagree” is represent by “1”, “Disagree” is represents by “2”, “Neutral” is represents by “3”, “Agree” is represents by “4” and “Strongly Agree” is represents by “5”

4.1.2.1 Job Stress

Table 4.2: Central Tendencies Measurement of Constructs: Job Stress

Job Stress	Percentage (%)					Mean	Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
I have too much work and too little time to do it.	2.5	15.0	36.7	37.5	8.3	3.3417	2
I felt nervous due	4.2	23.3	39.2	29.2	4.2	3.0583	5

to my work.							
My job gets to me more than it should.	2.5	6.7	41.7	45	4.2	3.4167	1
There are lots of times when my job drives me right up the wall (drives me crazy or feel irritated).	2.5	22.5	35.8	35.8	3.3	3.1500	4
Sometimes when I think about my job I get a tight feeling in my chest.	3.3	15.8	41.7	34.2	5	3.2167	3

Table 4.2 above shown that the top-ranked statement is “My job gets to me more than it should” where the mean is 3.4167. It indicated that 45% of respondents chose to agreed, 41.7% neutral, 6.7% disagreed, 4.2% strongly agreed, and the smallest percentage which was 2.5% strongly disagreed.

The second higher ranked statement is “I have too much work and too little time to do it” which the mean value is 3.3417. There have 37.5% of respondents was agreed with the statements and 36.7% of them are neutral with the statement. Next, followed by disagreed 15%, strongly agreed 8.3% and strongly disagreed 2.5%.

The following statement is “Sometimes when I think about my job I get a tight feeling in my chest” which the mean score was 3.2167. There were 41.7% of respondents felt neutral, 34.2% of respondents are agreed, 15.8% of respondents are disagreed, 5% of respondents are strongly agreed, and 3.3% of respondents are strongly disagreed in the statement.

The question of “There are lots of times when my job drives me right up to the wall (drives me crazy or feel irritated)” is fourth place mean which score of 3.1500. Most of the respondents in this statement are neutral 35.8% and agreed 35.8 %. Then followed by 22.5% of respondents are disagreed, 3.3% of respondents are strongly agreed and 2.5% of respondents are strongly disagreed.

“I felt nervous due to my work” was the lowest ranked mean which score of 3.0583 with 39.2% of respondents felt neutral, 29.2% of respondents agreed, 23.3% of respondents are disagreed, 4.2% of respondents are strongly disagreed and others 4.2% of respondents were strongly agreed with the statement.

4.1.2.2 Proactive Coping

Table 4.3: Central Tendencies Measurement of Constructs: Proactive Coping

Proactive Coping	Percentage (%)					Mean	Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
Despite numerous setbacks, I usually succeed in getting what I want.	-	9.2	42.5	43.3	5.0	3.4417	8

I like challenges and find ways to achieve the goal despite most would consider success is unlikely.	-	5.8	44.2	45.0	5.0	3.4917	7
I visualize my dreams and try to achieve them.	-	2.5	25.0	64.2	8.3	3.7833	2
I turn obstacles into positive experiences.	-	5.8	26.7	58.3	9.2	3.7083	4
When I apply for a position, I imagine myself can filling it.	-	5.0	33.3	50.0	11.7	3.6833	5
After attaining a goal, I look for another, more challenging one.	0.8	6.7	28.3	52.5	11.7	3.6750	6
When I experience a problem, I	-	2.5	28.3	59.2	10.0	3.7667	3

take the initiative in resolving it.							
If someone tells me I can't do something, I will try my best to accomplish it.	-	5.8	20.8	60.0	13.3	3.8083	1

Table 4.3 above showed eight statements of proactive coping. The statement of “If someone tells me I can’t do something, I will try my best to accomplish it” is the highest ranked with the mean score of 3.8083. Total 60% of the respondents are agreed, 20.8% of the respondent neutral, 13.3% of the respondents strongly agreed and 5.5% of respondents felt disagreed in this statement.

“I visualize my dreams and try to achieve them” is second highest ranked statement which the mean score of 3.7833. There are 64.2% of respondents are agreed, 25% of respondents neutral, 8.3% of respondents strongly agreed and 2.5% of respondents disagreed respectively. .

The following statement “When I experience a problem, I take the initiative in resolving it” was third ranked with mean value of 3.7667. Total 59.2% of respondents chose agreed, 28.3% of respondents chose neutral, 10% of respondents chose strongly agreed and the 2.5% of respondents was disagreed with this statement.

The statement “I turn obstacles into positive experiences” is fourth highest ranked

with mean score of 3.7083. 58.3% of respondents were agreed with this statement and others 26.7% of respondents neutral, 9.2% of respondents strongly agreed and 5.8% of respondents disagreed respectively.

For the fifth ranked statement “When I apply for a position, I imagine myself can filling it” with the mean value of 3.6833. 50% of respondents were agreed in this statement and 33.3% of respondents are neutral with the statement. Remaining 16.7% of respondents are strongly agreed (11.7%) or disagreed (5.0%) with the statement.

“After attaining a goal, I look for another, more challenging one” has sixth highest ranking which the mean value is 3.6750 with 52.5% of respondents are agreed with the statement. Then come next by 28.3% of respondents are neutral, 11.7% of respondents were strongly disagreed and 7.5% of respondents are disagreed.

Next statement is “I like challenges and find ways to achieve the goal despite most would consider success is unlikely” which the mean score is 3.4917. There are 45% of respondents chose agreed, then followed by 44.2% neutral, 5.8% disagreed and 5% strongly agreed.

The lowest ranked statement is “Despite numerous setbacks, I usually succeed in getting what I want” which mean value of 3.4417. There are 43.4% of the total respondents are agreed with the statement, followed by 42.5% neutral, 9.2% disagreed and 5 % strongly agreed.

4.1.2.3 Work-life Balance

Table 4.4: Central Tendencies Measurement of Constructs: Work-life Balance

Work-life Balance	Percentage (%)					Mean	Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		

I currently have a good balance between the time I spend at work and the time I have available for personal activities.	0.8	9.2	29.2	51.7	9.2	3.5917	2
I have difficulty balancing my work and personal activities.	4.2	9.2	32.5	46.7	7.5	3.4417	4
I feel that the balance between my work demands and personal activities is currently about right.	0.8	7.5	36.7	50.8	4.2	3.5000	3
Overall, I believe that my work and personal life are balanced	0.8	4.2	32.5	52.5	10.0	3.6667	1

The Table 4.4 above consists of four statements which including a reverse question (No. 2) that researcher set in questionnaires survey. The statement with

the highest mean score of 3.6667 is “Overall, I believe that my work and personal life are balanced”. Majority of the respondents are agreed with the statement which has 52.5%. Then followed by 32.5% of respondents felt neutral, 10% of respondents are strongly agreed, 4.2% of respondents disagreed and 0.8% of respondents are strongly disagreed with the statement.

The statement “I currently have a good balance between the time I spend at work and the time I have available for personal activities” recorded the second highest mean point with 3.5917. 51.7% of respondents are agreed with the statement, 29.2% of respondents are neutral, 9.2% of respondents are strongly agreed, 0.8% of the respondents are disagreed and 9.2% are strongly disagreed respectively.

The third-ranked statement “I feel that the balance between my work demands and personal activities is currently about right” with the mean score equal to 3.50. It consists of 50.8% of respondents are agreed, 36.7% of respondents are neutral, 7.5% of respondents are disagreed, 4.2% of respondents are strongly agreed and 0.8% of respondents are strongly disagreed with the statement.

“I have difficulty balancing my work and personal activities” has the lowest mean point of 3.4417 with the 46.7% of respondents are agreed with the statement, followed by 32.5% of respondents neutral, 9.2% of respondents are disagreed, 7.5% of respondents are strongly agreed and 4.2% of respondents are strongly disagreed with this statement.

4.1.2.4 Life Satisfaction

Table 4.5: Central Tendencies Measurement of Constructs: Life Satisfaction

Life Satisfaction	Percentage (%)					Mean	Ranking
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
In most ways, my life	-	10.0	35.8	45.0	9.2	3.5333	1

is close to my ideal.							
The conditions of my life are excellent.	-	12.5	36.7	42.5	8.3	3.4667	2
I am satisfied with my life.	2.5	8.3	36.7	47.5	5.0	3.4417	3
So far I have gotten the important things I want in life.	1.7	10.8	39.2	42.5	5.8	3.4000	4
If I could live my life over, I would change almost nothing.	1.7	11.7	47.5	34.2	5.0	3.2917	5

The table 4.5 consist of five statements, and the statement of “In most ways, my life is close to my ideal” have highest mean value which is 3.5333. 45% of the respondents are agreed with the statement. Beside, 35.8% of respondents are neutral, 10% of respondents are disagreed and 9.2% of respondents are strongly agreed with the statement.

Next, the second highest ranked statement “The conditions of my life are excellent” with the mean value of 3.4667. There have total 42.5% of the respondents are agreed, 36.7% of respondents, 12.5% of respondents are disagreed and 8.3% of respondents are strongly agreed with the statement.

Following the statement of “I am satisfied with my life” has a mean point of 3.4417. This statement has totals 47.5% of respondents agreed, 36.7% of respondents are neutral, 8.3% of respondents are disagreed, 5% of respondents are strongly agreed and 2.5% of respondents are strongly disagreed.

The statement “So far I have gotten the important things I want in life” is fourth highest mean score of 3.40. There have 42.5% of respondents which is the highest percentage are agreed with this statement. Other than that, 39.2% of respondents are neutral, 10.8% of respondents are disagreed, 5.8% of respondents strongly are agreed and 1.7% are strongly disagreed.

Lastly, “If I could live my life over, I would change almost nothing” is the lowest mean point of 3.2917. There have 47.5% of respondents are neutral, 34.2% of respondents are agreed, 11.7% of respondents are disagreed, 6.7% of respondents who felt strongly agreed and strongly disagreed with this statement.

4.1.3 Descriptive Statistic

Table 4.6: Descriptive Statistics of Data on Job Stress, Proactive Coping, WLB and Life Satisfaction.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Standard Deviation
Job_Stress	120	1.20	5.00	3.2367	0.67810
Proactive_Coping	120	2.38	5.00	3.6698	0.51648
Work-Life Balance	120	1.00	5.00	3.5500	0.60599
Life_Statisfaction	120	1.80	5.00	3.4267	0.65024
Valid N (listwise)	120				

Based on Table 4.6, it summarizes all of the descriptive statistics data and is used for a side-by-side comparison of the data for the four numeric variables. This allows the researcher to quickly make the following observations about the data. The table shows the N, which use to know how many observations or the number of participants in the sample. 120 sample size was used to provide more accurate estimation regarding the process parameters, such as the mean and standard deviation.

The minimum column refers to the lower end of the value range while the maximum column refers to the upper end of the value range. WLB with value 1.0 was indicated to be the minimum value among the four variables while the maximum value for four variables is the same which is 5.00.

The mean show averages value for each of the variables while the standard deviation is used to measure the spread of data from the mean. A high standard deviation indicates the data are more spread out. Based on Table 4.6, proactive coping recorded the highest mean value (3.6698) and the lowest standard deviation (0.51648). On the other hand, job stress has the lowest mean value (3.2367) with the highest standard deviation values (0.67810) among the four variables. Moreover, the mean value of the WLB and life satisfaction were very close between each other which had only 0.1233 difference in between.

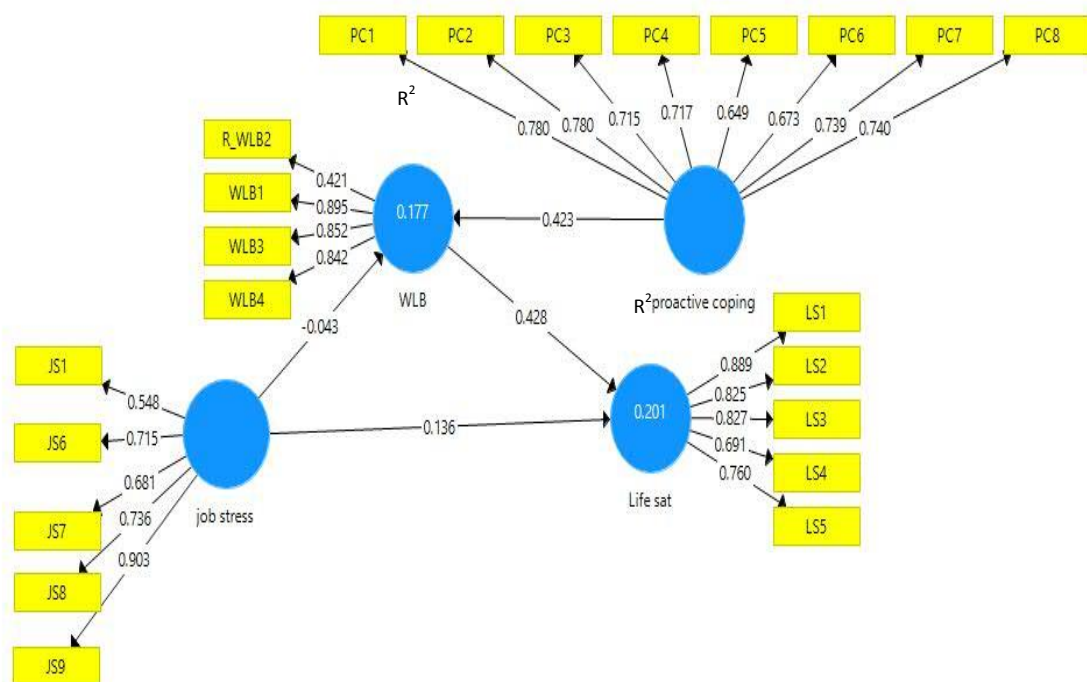
4.2 Partial Least Square-Structural Equation Modelling

The researchers had used SMART PLS version 3.0 for hypothesis testing in this study. This software able to forecast a relatively small sample size and eliminate the assumptions. There are two major stages in PLS-SEM. The first stage involves the evaluation of the measurement model, followed by structural model. The measurement model examined the correlation between variables and latent variables while the structural model links latent variables to one another. Full depictions of the SEM to evaluate outer SMART PLS model as shown below.

4.2.1 Measurement Model (Outer Model)

It is essential for the researchers to first check the measurement model. The main reason to conduct the evaluation of the measurement model is to measure the validity of measurement which may affect the theoretical constructs of study. Both convergent validity and discriminant validity was evaluated in measurement model. Figure 4.1 indicates the relationship among job stress, WLB and life satisfaction as well as moderating effects of proactive coping on stress among hotel employees. According to the guideline by Ramayah et al. (2018), the measurement model was assessed before introducing the interaction terms for the moderating effect.

Figure 4.1 Indicator Outer Loading and Path Coefficients among the Variables



As presented in Figure 4.1, JS1, JS5, JS7, JS8 and JS9 are the indicators for job stress. R_WLB2, WLB1, WLB3 and WLB4 are the indicators for WLB. LS1, LS2, LS3, LS4 and LS5 are the indicator for life satisfaction. PC1, PC2, PC3, PC4, PC5, PC6, PC7 and PC8 are the indicators for proactive coping. The relationships

of the hypothesis are pointed by the arrows between the variables, which the proactive coping act as the moderator for this study.

Table 4.7: Measurement Model

Construct	Items	Loading	CR	Cronbach's alpha	AVE
Job Stress	JS1	0.548	0.844	0.827	0.526
	JS6	0.715			
	JS7	0.681			
	JS8	0.736			
	JS9	0.903			
WLB	R_WLB2	0.421	0.851	0.760	0.604
	WLB1	0.895			
	WLB3	0.852			
	WLB4	0.842			
Life Satisfaction	LS1	0.889	0.899	0.860	0.642
	LS2	0.825			
	LS3	0.827			
	LS4	0.691			
	LS5	0.760			
Proactive Coping	PC1	0.780	0.899	0.872	0.526
	PC2	0.780			
	PC3	0.715			
	PC4	0.717			
	PC5	0.649			
	PC6	0.673			

	PC7	0.739			
	PC8	0.740			

Source: Data processing Smart PLS (2018)

Note: Job Satisfaction (JS), Work-Life Balance (WLB), Reversed coding of Work-Life Balance (R_WLB), Life Satisfaction (LS), Proactive Coping (PC), Composite Reliability (CR), Average Variance Extracted (AVE)

The indicator loadings for each construct were evaluated. Five indicators of job stress, which are JS2, JS3, JS4, JS5, JS10, and one indicator of proactive personality (PC9) were deleted because indicator loading of more than 0.708 and average variance explained (AVE) of above 0.50 is required to meet the criteria of convergent validity. The deletion of indicator is acceptable as if less than 25% of total indicator. Although there are two indicators with loading at 0.421 and 0.548, it is still considered as adequate. According to Hair et al (2017), indicator loadings between 0.40 to 0.70 can be remained as long as AVE is more than 0.5 and composite reliability is good (>0.70).

For convergent validity, AVE at least 0.50 is considered as adequate (Bagozzi & Yi, 1988; Fornell & Larcker, 1981; Hair et al, 2017). The objective for assessing indicator reliability or factor loading is to examine the consistency of an indicator or a set of indicators with what it want to measure (Urbach & Ahlemann, 2010). Based on Table 4.7, all of the AVE are more than 0.5, as such it can be concluded that the all the constructs meet the criteria of convergent validity and adequate for further analysis.

Cronbach's alpha value of all the constructs are valid and considered as good (>0.70) based on Table 4.7. A high value of alpha that range from 0.70 to 0.95 indicates high number of questions or good inter-relatedness between items. Cronbach's alpha explained how close all the items in a test are measure the

concept in the same way and connected to the inter-correlation (Tavakol & Dennick, 2011).

For composite reliability (CR), it is defined by Fornell and Larcker (1981) as a measure of scale reliability which assesses the internal consistency. Composite reliability from 0.70 to 0.9 is considered as satisfactory (Ramayah et al, 2018). Based on the Table 4.7, all of the composite reliability are between this ranges (0.70-0.90).

Table 4.8 Cross Loadings

Item	Proactive coping	Life satisfaction	WLB	Job stress
JS1	0.087	-0.017	-0.070	0.548
JS6	0.044	0.077	0.079	0.715
JS7	-0.022	-0.007	0.015	0.681
JS8	-0.003	0.073	-0.067	0.736
JS9	0.146	0.131	-0.018	0.903
R_WLB2	0.200	0.127	0.421	-0.021
WLB1	0.378	0.468	0.895	0.012
WLB3	0.314	0.283	0.852	0.025
WLB4	0.374	0.351	0.842	-0.030
LS1	0.431	0.889	0.413	0.114
LS2	0.423	0.825	0.373	0.044
LS3	0.327	0.827	0.401	0.106
LS4	0.332	0.691	0.220	0.202
LS5	0.359	0.760	0.248	0.103
PC1	0.780	0.420	0.387	0.083
PC2	0.780	0.350	0.345	0.049

PC3	0.715	0.332	0.340	0.142
PC4	0.717	0.284	0.188	0.088
PC5	0.649	0.353	0.262	0.029
PC6	0.673	0.273	0.278	0.054
PC7	0.739	0.350	0.284	0.056
PC8	0.740	0.310	0.269	0.063

Source: Data processing Smart PLS (2018)

Note: Work-Life Balance (WLB), Job Stress (JS), Life Satisfaction (LS), Proactive Coping (PC), Reversed item of Work-Life Balance (R_WLB)

Table 4.9 Discriminant Validity Results based on Fornell-Larker Criterion

	Life Satisfaction	WLB	Job Stress	Proactive Coping
Life Satisfaction	0.801			
WLB	0.428	0.777		
Job Stress	0.135	-0.002	0.726	
Proactive Coping	0.467	0.419	0.098	0.725

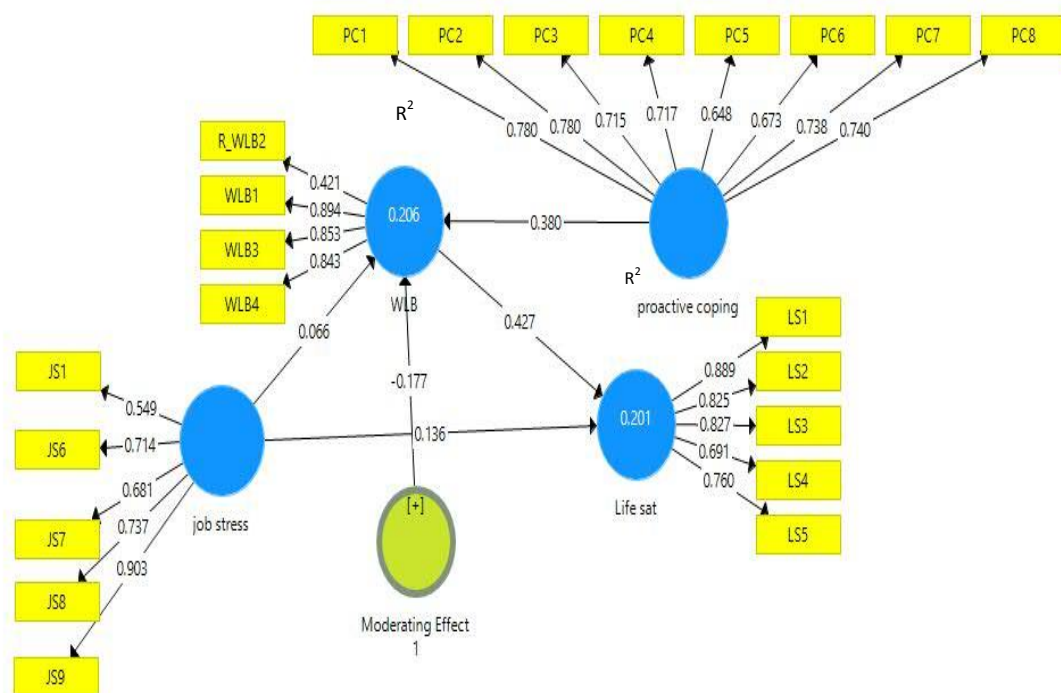
Source: Data Processing Smart PLS (2017)

Note: Work-Life Balance (WLB), The square root of AVEs are bold and others are the correlations among the variables.

Table 4.9 describes discriminant analysis by comparing the cross loadings within constructs. It is essential for each indicator to get high score on its own constructs but low on other constructs with the uses of cross loadings (Ramayah et al, 2018).

The table above indicates that all indicators load high on its own constructs and shows low on the other constructs. Table 4.9 shows that all constructs exhibit satisfactory discriminant validity (Fornell & Larcker, 1981) and the correlations (off-diagonal) for all reflective constructs is lower than the square root of AVE (diagonal).

Figure 4.2 Path Coefficients among the Variables after Interaction Term was introduced into the Model



Note: moderating effect (job stress*proactive coping), life sat = life satisfaction

The R^2 value of WLB before interaction term is 0.177 (Figure 4.1). After the interaction term or moderating effect (job stress*proactive coping) was entered into the model, the R^2 value of WLB increase to 0.206 (Figure 4.2). This means that by adding interaction term (job stress *proactive coping), R^2 for WLB has increased from 0.177 to 0.206, which showed there is increase of 0.029 or 16.38 percent change of R^2 (R^2 change = 0.029)

4.2.2 Structural Model (Inner Model)

4.2.2.1 Collinearity Assessment

Table 4.10: Collinearity Assessment (Inner VIF values)

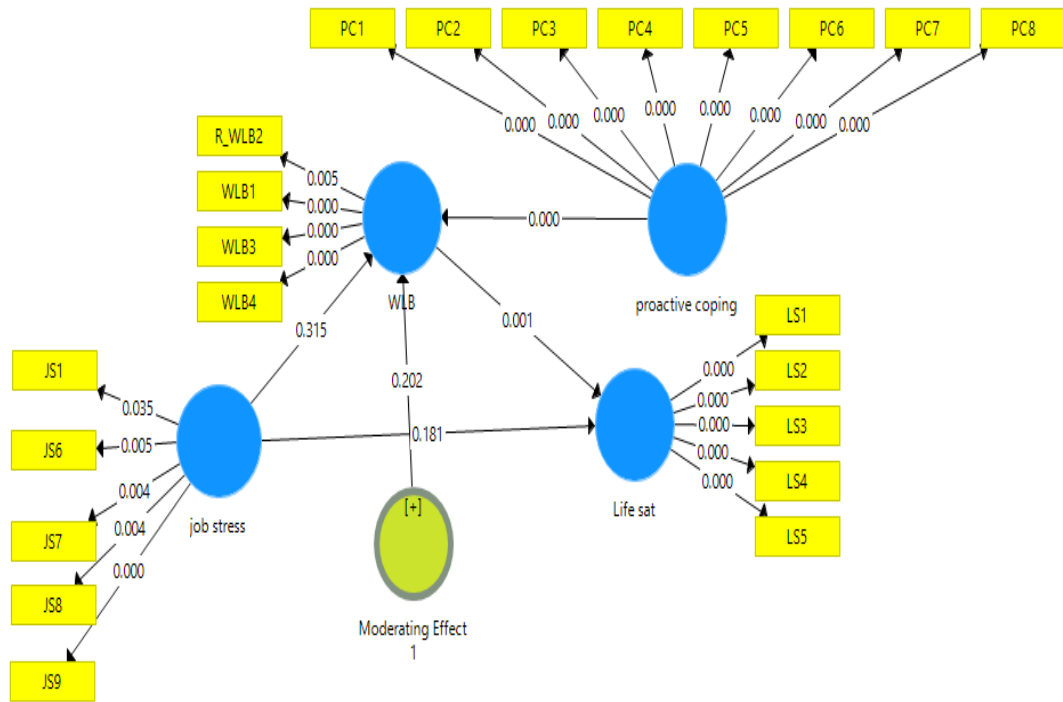
	Life Satisfaction	WLB
WLB	1.000	
Job stress	1.000	1.010
Proactive coping		1.010

Source: Data Processing Smart PLS (2017)

Before hypothesis testing, the values of inner variance inflation factor (VIF) were checked. Table 4.3 showed the result of VIF for the variables are less than 5, which means there is no collinearity problem (Hair et al., 2017). Collinearity occurs when two variables have a non-zero correlation.

4.2.2.2 Hypothesis Testing

Figure 4.3: P-Value on the Relationships among Variables in the Path Model



Source: Data Processing Smart PLS

Note: Moderating effect (job stress*proactive coping), life sat = life satisfaction

Table 4.11: Hypothesis Testing

Hyp.	Relationship	Std Beta	Std Error	p-value	Decision	f ²
H1	Job stress -> WLB	0.066	0.080	0.315	Unsupported	0.004
H2	Moderating effect (job stress*proactive coping) -> WLB	-0.177	0.092	0.202	Unsupported	0.035

H3	WLB -> Life satisfaction	0.427	0.130	0.001*	Supported	0.229
H4	Job stress-> Life satisfaction	0.136	0.094	0.181	Unsupported	0.023
	Proactive coping -> WLB	0.380	0.091	0.000*	-	0.168

Source: Data Processing Smart PLS (2017)

Note: Hyp=Hypothesis, * $p < 0.05$, Std=Standard, WLB=Work-Life Balance

Table 4.12: R square and Q square

	R Square (R^2)	Q square (Q^2)
Life satisfaction	0.201	0.091
Work-life balance	0.206	0.108

Table 4.11 indicates all the hypothesis (H1 to H4) and the table also consists of p-value for each hypothesis. When the hypothesis is significant, the p-value is lower than 0.05 (t-value > 1.96). From these four hypotheses, only one hypothesis showed significant results while the other three hypotheses showed insignificant result. For job stress and WLB, it showed that there was no significant relationship between the both variables since p-value = 0.315 ($\beta = 0.066$, $p > 0.05$, $f^2 = 0.004$). As such, H1 was not supported.

Proactive coping did not significantly moderate the relationship between job stress and WLB as p-value = 0.202 ($\beta = -0.177$, $p > 0.05$, $f^2 = 0.035$). Thus, H2 was not supported. Meanwhile, proactive coping has a significant main effect on WLB ($\beta = 0.380$, $p < 0.05$).

The relationship between WLB and life satisfaction was found to be significant with the p-value = 0.001 ($\beta = 0.427$, $p < 0.05$, $f^2 = 0.229$). For job stress and life satisfaction, the result showed that there was no significant relationship among the two variables as the p-value = 0.181 ($\beta = 0.136$, $p > 0.05$, $f^2 = 0.023$). Thus, the findings support H3 while H4 is not supported.

The effect size (f^2) for H1, H2, H3 and H4 was 0.004, 0.035, 0.229 and 0.023 respectively. f^2 values equal to 0.35 is considered large, f^2 values equal to 0.15 is considered medium and f^2 values equal to 0.02 is considered small. This means that effect size of H1, H2 and H4 are small whereas H3 has a large effect size. Job stress has small effect size on WLB ($f^2 = 0.004$). When effect size is small, job stress has a small effect on WLB. For WLB which has a large effect size ($f^2 = 0.229$) means that WLB has large effect on Life satisfaction.

R^2 for WLB is 0.206. The moderating effect, proactive coping and job stress explained 20.60 percent of the variance in WLB. R^2 for life satisfaction is 0.201. WLB and job stress together explain 20.10 percent of the variance in life satisfaction.

Predictive relevance (Q^2) can be calculated by using blindfolding procedure (omission distance = 7). If a Q^2 value higher than zero, then the model has predictive relevance for a certain construct (Hair et al., 2014). Thus the model implies sufficient predictive relevance since all the Q^2 values for WLB and life satisfaction are more than zero.

4.3 Conclusion

In the nutshell, descriptive analysis conducted to recognize the demographic characteristic of the respondents. Next, central tendencies measurement of the construct is used to obtain the value of standard deviation and mean by collected from the survey. Furthermore, measurement model (outer model) is to identify the validity of measurement which may affect the theoretical constructs of study, whereas, structural model (inner model) is used to identify the sensitivity of collinearity between each variable. A further discussion on the major finding on limitations of the study, implication and recommendation will be covered in chapter five.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In chapter 5, it will covered statistical analyzes in summary from, continued by discussion and implication of study which is regarding our finding in our study. Furthermore, the limitation of our study will be discussed and recommendation given to assist in future research. Finally, researcher will conclude this study as well.

5.1 Summary of Statistical Analysis

According to previous demographic profile from chapter 4 in this research, the number of female respondents is higher than male respondents, which take up to 63.6% and 36.7% respectively. As we meet majority of the respondent face to face, most of them work at the customer service center are female employees.

Second category shows respondents the marital status. Majority respondents are single, takes percentage up to 63.6%. The marital status then followed by married at 35%. The lowest frequency of marital status falls under divorced. Many of the respondents were fresh people and follow up with some experienced respondents. As for the number of children, 65.8% of respondents have 0 children as most of them are single. Number of children of hotel employees next is followed by 2 children (17.5%), 1 child (9.2%) and the least was 3 children (7.5%).

The next category was the age range. Majority respondents are from 20-29 years old, which takes the percentage up to 52.5%. The age range is then followed by 30-39 years old range at 24.2%. The lowest frequency of age range falls under 50 years old and above age range as there were so few golden citizens in our sampling areas, and very few people fall under this age range work as hotel employees. Moreover, most of the respondent ethnics are from Malay which is 40.8%, followed by Chinese with 38.3% and Indian with 20.8%. This is

reasonable as Malay has the biggest population in Malaysia, and followed up by Chinese and Indian.

This study has the most non-managerial position respondents that consist of 77.5%, which greater than managerial and supervisory position respondents 22.5% due to the target group of people in internal management are very difficult to reach. As the respondents from front office and customers is most easy to reach and willing to help, they takes the percentage up to 39.2% and followed by food and beverage position respondents with 19.2%. Both of them come from non-managerial position.

Based on the aspect of respondents' serving time in the organization, majority of them are fall in years between 1 to 5 years (49.2%), followed by 31.7% of respondents are work less than 1 year. The lowest serving time is 11 to 15 years and more than 15 years which 1.7% and 2.5% respectively. In addition, same for the serving time in hotel industry. Majority of researchers fall under 1 to 5 years (46.7%), and the least was more than 15 years (3.3%). As job position in hotel industry was tough with long working hours, the willingness among employees are quite short.

As for the educational level, the sample is considered as lower educated as 42.5% of them only completed at SPM level study. Majority of the respondents who willing answer the questionnaire were work at non-managerial position, their job requirements standard is much lower than those in managerial position which require expertise. In perspective of daily working hour, most of the respondents are work for more than 8 hours (45%) and follow by more than 8 hours (40.8%), while only 0.8% are work for less than 6 hours. Most hotel employees have long working hour even in the 4 and 5 stars hotels.

Lastly, frequency of location of the hotel was being tested too. Most of the respondents come from Perak state; it takes up to 44.2%. Next, follow by Penang and Pahang which show 20% and 19.2% respectively. As Perak is the state that easiest to reache, most of the questionnaire were distributed to hotel employees in Perak instead of other state.

Table 5.1: Summary of Hypothesis Results

Hypothesis	Relationship	p-value	Decision
H1	Job stress has a significant influence on WLB.	0.315	Unsupported
H2	Proactive coping moderate the relationship between job stress and WLB.	0.202	Unsupported
H3	WLB has a significant influence on life satisfaction.	0.001*	Supported
H4	Job stress has a significant influence on life satisfaction.	0.181	Unsupported

Note:* $p < 0.05$, Work-life Balance (WLB)

5.2 Discussion on Major Findings

5.2.1 Relationship between job stress and WLB

H0: Job stress does not have a significant influence on WLB

Based on the study in chapter 2, majority studies had shown that job stress has a positive relationship with WLB, such as Parker and Decotiis (1983); Grandey & Cropanzano, (1999); Anafarta, (2011); Grzywacz and Butler, (2005). However, job stress shows an insignificant positive relationship with WLB in the findings of this study. Thus, the outcome is at the variance with the previous studies which stated that high job stress will affect the employee work-life balance.(Dickson-Swift et al., 2009; Gillespie et al., 2001; Rosser, 2004; Shah, 2012; Othman, Lamin, & Othman 2014). Job stress was no significant relationship

with WLB might due to the major participants are work in non-managerial position (77.5%) which are encounter lesser stressors than employees work in managerial position. This outcome was supported by O'Neill and Davis (2011), hotel manager have greater job stress than others employees, and thus it may affect the significant relationship of the job stress toward WLB.

5.2.2 Moderating effect of proactive coping between job stress and WLB

H0: Proactive coping deos not moderate the relationship between job stress and WLB.

From result, proactive coping has no significantly relationship between job stress and WLB, where coping as moderator. The result was contrast to some studies which had stated that proactive coping can act as a moderator in reducing the effect of work stress and well-being (Gibbons et al., 2011), work stress and work-related outcomes (Li et al., 2017), stressors and strain (Verešová, & Malá, 2012; Yip et al., 2008; Tidd & Friedman, 2002). This study showed that proactive coping did not buffer the passive stress effect toward outcome from work, which is WLB. One possible reason may be such a moderating effect might only happen when the employees experience an extremely high level of job stress.

According to Schwarzer (1999), proactive individual self-efficacy is considered an important source to deal effectively with various stress situations. Despite the insignificant moderating effect, proactive coping was detected to have a significant main effect on WLB. In the past researches, Greenglass and Fiksenbaum. (2009), Stiglbauer and Batinic (2015) and Aspinwall and Taylor (1997) suggested that proactive coping benefit personal achievement and growth some more improve the quality of life as well as WLB.

5.2.3 Relationship between WLB and Life Satisfaction

H1: WLB has a significant influence on life satisfaction.

The result showed that WLB significantly affect life satisfaction. The outcome was consistent with Haar et al. (2014) study whose SEM analysis result indicated that WLB were positively related to satisfaction of life for people are individualism. In individualistic culture, people strive to achieve WLB. Hence, they concluded that once WLB achieved, it brings to another level of feelings of life satisfaction. Their study emphasized the important role of WLB plays in enhancing life satisfaction and healthier mental within employees in distinct cultures (Haar et al., 2014).

Another researcher (Noda & Ito, 2016) had proved that increase in indicator of WLB will improve the life satisfaction of both genders. A regression analysis showed a positive relationship among WLB and life satisfaction. However, it is difficult to adjust working hours based on different living environments due to the constraints applied by some companies in modern Japan. Hence, a system to enhance WLB of people and productivity of companies must be formed (Noda & Ito, 2016). As a conclusion, WLB has shown significant influence on life satisfaction.

5.2.4 Relationship between Job Stress and Life Satisfaction

H0: Job stress does not have a significant influence on life satisfaction.

This study failed to search any significant relationship among job stress and life satisfaction which indicated the result is different from some of the earlier studies, such as Lucas et al. (2004) who found significant relationship among job stress and life satisfaction. They claimed that people nowadays are working hard to earn living. Therefore, job stress and unemployment will bring passive consequences on life satisfaction (Lucas et al., 2004). Nevertheless, the study by Naseem (2018) showed that job stress have no significant relationship on life satisfaction in

telecommunication industry. The result showed that employee at telecommunication sector were experienced highly job stress, but showed no effect for life satisfaction.

Another past researcher (Mutiu, 2011) claimed that the employees work for long years in service could being used coping alternatives which lead to better life satisfaction even in high job stress environment.

5.3 Implications of Study

This study has several practical implications. Firstly, a person experienced higher life satisfaction will have better performance, higher efficiency, and effectiveness towards their work. Therefore, a company should control the workload and working hours of employees in order to achieve their WLB and lead to higher feelings of life satisfaction. Such an effort can reduce the risk of employee turnover and company able to keep good employees. In order to retain and decrease the turnover rate, employers should always make sure their employees have WLB while doing their job. For example, employers may provide gym facility onsite to encourage employees to exercise regularly. This could improve the health of the employee and increase productivity. Moreover, employers should provide employee to work in the flexible working hours. It is one of the ways to promote WLB. Employers can let employee to choose their desire working time as long as they able to reach required total.

Secondly, although job stress does not has a significant effect on WLB and life satisfaction in this research but past studies showed that job stress can influence life satisfaction (Collins, 2007). As such, job stress still vital for the top management to make sure the employees are not encountered with excessive stress and help the hotels' employees to recognize the sources of stress and cope with it. Developing a proactive coping strategy able help employee balance of their lives and improved effectiveness of practices that conducted by organization. When employee job performance is relatively poor, the job stress they faced is

relatively higher. Employers should pay more attention to measure employees' life satisfaction which is relatively important for them. Some work and WLB program erase job environment stress and conflict between work-life. Good relationship and supports from employers enhance employee job satisfaction and pressure control.

Thirdly, despite proactive coping strategies did not has a moderating effect between job stress and WLB. But, proactive coping strategy has a positive main effect on WLB. Therefore, hotel employees should adopt more proactive coping strategies so that they can better balance between the requirement of the job and personal life.

In addition, the organization should create an environment that encourages workers to use more proactive coping strategies so that they can better handle the demands of family and work or personal life. At the same time, the organization may provide training, relevant information, and knowledge on stress management for hotels employees. Lastly, the hotel should take multiple measures to assist their employees to cope with their work stress, as well, in turn to improve the WLB by providing support when they experience challenges, allocating a reasonable workload, creating a safe working environment, and establishing adequate infrastructure.

5.4 Limitation of the Study

The researchers discovered multiple of the problems throughout this research study which are:

5.4.1 Respondents participation

Some of the respondents may not able to concentrate or impatient in filling out the questionnaire during the working hours or during their precious lunch time. Thus, this may affect the result of the research result. Moreover, some of the hotel

employees refused to participate in the survey direct or indirectly as they were busy or may think that the survey does not bring any advantage to them and also wasting their time.

5.4.2 Language

Some of the hotel employees are poor in English. Therefore, they might be unable to fully understand the questions of the questionnaire that may affect the accuracy of their response. Nevertheless, the researchers have tried to explain the meaning sentences by sentences but not sure they could really fully understand what researchers trying to delivery.

5.4.3 Sample Size

Firstly, because of the time resistance and budget, this research only aimed at the hotel in Penang, Perak, Pahang, Selangor and Kuala Lumpur. This might be a limiting factor in representing the entire hotel industry of Malaysia. Moreover, the present sample size of 120 respondents is relatively small as compared to population parameters which may be difficult to be generalized to the whole population of hotel employees in Malaysia.

5.4.4 Limitation of Cross-Sectional Design

The researchers conducted the study by cross-sectional design. Although cross-sectional studies are cost-effectiveness and the study can be done quickly, it hard to determine a direction of the association since all data is taken at one time.

5.5 Recommendations for Future Study

Here is several recommendations purpose to those with intention for doing future study in the topic that same as this research or would like to choose hotel industry as their target of industry to do investigation.

Firstly, the sampling location and the sample size of the future research can be widened which means getting greater sample size. In this way, the better reliable data for the population are achieved in the study. Other than asking for front-line employees to fill up the questionnaires, future study can distribute their questionnaire to more different department or level of management to get a more accurate result.

Furthermore, the questionnaire of the future study can be translated into different languages, for instance Chinese, Bahasa Melayu or Tamil as Malaysia is a multi-ethnic community. This will help the respondents to understand the questions better. Thus, the researchers can get a better result or responses from the data collected.

Last but not less least, future research can consider to perform an investigation on other relevant variables or more specific element of work and family interaction, such as family-to-work conflict, work-to-family conflict, and work-life conflict. Through add on another kind of moderator and mediator in the future, the research could investigate the relationship among job stress and WLB and job stress and life satisfaction more in-depth. With all of this, the test result can be more helpful for the hotel industry to take any action to fulfill their employees or resolve the current problem that the company faces.

In view of the limitation of the cross-sectional design in the present study, future researchers could use longitudinal study could address the limitation by conduct several observations of the same subjects over a period of time, to understand cause-and-effect relationships.

5.6 Conclusion

From the results, the significant relationship among WLB and life satisfaction was achieved and proactive coping as the moderator able to moderate the stress and WLB relationship in hotel industry. However, there are insignificant relationship among job stress and WLB and job stress and life satisfaction.

References

- Abdullah, R. B., Karim, N. B. A., Patah, M. O. R. B. A., Zahari, H., Nair, G. K. S., & Jusoff, K. (2009). The linkage of employee satisfaction and loyalty in hotel industry in Klang Valley, Malaysia. *International Journal of Business and Management*, 4(10), 152.
- Agha, K., Azmi, F. T., & Irfan, A. (2017). Work-life balance and job satisfaction: An empirical study focusing on higher education teachers in Oman. *International Journal of Social Science and Humanity*, 7(3), 164.
- Akinboye, J. O., Akinboye, D. O., & Adeyemo, D. A. (2002). Coping with stress in life and workplace. *Stirling–Horden Publishers, Ibadan, Nigeria*.
- AlBattat, A. R. S., & Som, A. P. M. (2013). Employee dissatisfaction and turnover crises in the Malaysian hospitality industry. *International Journal of Business and Management*, 8(5), 62.
- AlBattat, A. R., Som, A. P. M., & Helalat, A. S. (2014). Higher dissatisfaction higher turnover in the hospitality industry. *International Journal of Academic Research in Business and Social Sciences*, 4(2), 45-52.
- Aminudin, N. (2013). Corporate social responsibility and employee retention of ‘green’ hotels. *Proceedings of the Asia Pacific International Conference on Environment Behaviour Studies*, 763-771.
- Anafarta, N. (2011). The relationship between work-family conflict and job satisfaction: A structural equation modeling (SEM) approach. *International Journal of Business and Management*, 6(4), 168.

- Andrews, F. M., & Withey, S. B. (1974). Developing measures of perceived life quality: Results from several national surveys. *Social Indicators Research, 1*(1), 1-26.
- Ariza-Montes, A., Arjona-Fuentes, J. M., Han, H., & Law, R. (2018). Work environment and well-being of different occupational groups in hospitality: Job demand–control–support model. *International Journal of Hospitality Management, 73*, 1-11.
- Aspinwall, L. G., & Taylor, S. E. (1997). A stitch in time: Self-regulation and proactive coping. *Psychological Bulletin, 121*(3), 417.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science, 16*(1), 74-94.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173.
- Battaglia, M. P. (2008). Nonprobability sampling. *Encyclopedia of Survey Research Methods, 1*, 523-526.
- Beehr, T. A. (1995). *Psychological stress in the workplace*, Routledge London and New York.
- Behson, S. J. (2005). The relative contribution of formal and informal organizational work–family support. *Journal of Vocational Behavior, 66*(3), 487-500.

- Bell, A., Rajendran, D., & Theiler, S. (2012). Job Stress, wellbeing, work-life balance and work-life conflict among Australian academics. *Electronic Journal of Applied Psychology*, 8, 25-37.
- Benz, M., Frey, B.S. (2008). Being independent is a great thing: Subjective evaluations of self-employment and hierarchy. *Economica* 75, 362–383.
- Bharwani, S., & Butt, N. (2012). Challenges for the global hospitality industry: An HR perspective. *Worldwide Hospitality and Tourism Themes*, 4(2), 150-162.
- Bird, D. K. (2009). The use of questionnaires for acquiring information on public perception of natural hazards and risk mitigation—a review of current knowledge and practice. *Natural Hazards and Earth System Sciences*, 9(4), 1307-1325.
- Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. *The Journal of Marketing*, 95-106.
- Bolino, M., Valcea, S., & Harvey, J. (2010). Employee, manage thyself: The potentially negative implications of expecting employees to behave proactively. *Journal of Occupational and Organizational Psychology*, 83(2), 325-345.
- Bowling, A. (1997). Data collection methods in quantitative research: Questionnaires, interviews and their response rates. *Research Methods in Health: Investigating Health and Health Services*, 257-272.
- Broers, C.M. (2005). *Career and family: The role of social support*, Griffith University. Doctoral dissertation, Griffith University, Brisbane.

- Brough, P., Timms, C., O'Driscoll, M. P., Kalliath, T., Siu, O. L., Sit, C., & Lo, D. (2014). Work–life balance: A longitudinal evaluation of a new measure across Australia and New Zealand workers. *The International Journal of Human Resource Management*, 25(19), 2724-2744.
- Bustamam, F. L., Teng, S. S., & Abdullah, F. Z. (2014). Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Procedia-Social and Behavioral Sciences*, 144, 392-402.
- Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2009). Is work—family balance more than conflict and enrichment? *Human Relations*, 62(10), 1459-1486.
- Cartwright, S., & Cooper, C. L. (2002). *ASSET: An organisational stress screening tool—The management guide*. Manchester, UK: RCL Ltd.
- Chapman, L. J. (1984). Abnormal psychology and modern life. *Psychocritiques*, 29(12), 991.
- Cheah, J. H., Memon, M. A., Chuah, F., Ting, H., & Ramayah, T. (2018). Assessing reflective models in marketing research: A comparison between PLS and PLSC estimates. *International Journal of Business and Society*, 19(1), 139-160.
- Chu, Y. (2014). *A review of studies on luxury hotels over the past two decades*. Doctoral dissertation, Iowa State University.
- Clarke, M. C., Koch, L. C., & Hill, E. J. (2004). The work- family interface: Differentiating balance and fit. *Family and Consumer Sciences Research Journal*, 33(2), 121-140.

- Collins, S. (2007). Statutory social workers: Stress, job satisfaction, coping, social support and individual differences. *British Journal of Social Work*, 38(6), 1173-1193.
- Cooper, C. L., Rout, U., & Faragher, B. (1989). Mental health, job satisfaction, and job stress among general practitioners. *British Medical Journal*, 298(6670), 366-370.
- Dann, D. (1990). The nature of managerial work in the hospitality industry. *International Journal of Hospitality Management*, 9(4), 319-334.
- David, M. P., Chandran, M., & Sathishkumar, B. (2001). Perspectives on the study of work-life balance. *International Journal of Innovative Research in Commerce & Management*, 1-8.
- De Croon, E. M., Sluiter, J. K., Blonk, R. W., Broersen, J. P., & Frings-Dresen, M. H. (2004). Stressful work, psychological job strain, and turnover: A 2-year prospective cohort study of truck drivers. *Journal of Applied Psychology*, 89(3), 442.
- Dickson- Swift, V., James, E. L., Kippen, S., Talbot, L., Verrinder, G., & Ward, B. (2009). A non- residential alternative to off campus writers' retreats for academics. *Journal of Further and Higher Education*, 33(3), 229-239.
- Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49(1), 71-75.
- Diener, E., Suh, E. M., Lucas, R. E., & Smith, H. L. (1999). Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125(2), 276-302.

- Ding, Y., Yang, Y., Yang, X., Zhang, T., Qiu, X., He, X., & Sui, H. (2015). The mediating role of coping style in the relationship between psychological capital and burnout among Chinese nurses. *PloS one*, 10(4), 122-128.
- Draugalis, J. R., & Plaza, C. M. (2009). Best practices for survey research reports revisited: Implications of target population, probability sampling, and response rate. *American Journal of Pharmaceutical Education*, 73(8), 142.
- Emphasis on promoting, improving tourism facilities under Budget 2017*. (2016, October). Retrieved July 18, 2018, from <https://www.malaymail.com/s/1233239/emphasis-on-promoting-improving-tourism-facilities-under-budget-2017>
- Endler, N. S., & Parker, J. D. (1994). Assessment of multidimensional coping: Task, emotion, and avoidance strategies. *Psychological Assessment*, 6(1), 50.
- Enz, C. A., & Siguaw, J. A. (2000). Best practices in human resources. *Cornell Hotel and Restaurant Administration Quarterly*, 41(1), 48-61.
- Erdogan, B., Bauer, T. N., Truxillo, D. M., & Mansfield, L. R. (2012). Whistle while you work: A review of the life satisfaction literature. *Journal of Management*, 38(4), 1038-1083.
- Ernst Kossek, E., & Ozeki, C. (1998). Work–family conflict, policies, and the job–life satisfaction relationship: A review and directions for organizational behavior–human resources research. *Journal of Applied Psychology*, 83(2), 139.

- Faulkner, B., & Patiar, A. (1997). Workplace induced stress among operational staff in the hotel industry. *International Journal of Hospitality Management*, 16(1), 99-117.
- Ferguson, M., Carlson, D., Zivnuska, S., & Whitten, D. (2012). Support at work and home: The path to satisfaction through balance. *Journal of Vocational Behavior*, 80(2), 299-307.
- Folkman, S., & Moskowitz, J. T. (2004). Coping: Pitfalls and promise. *Annual Review of Psychology*, 55, 745-774.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 382-388.
- Frese, M. (1986). Coping as a moderator and mediator between stress at work and psychosomatic complaints. *Dynamics of stress*, 183-206.
- Frone, M. R. (2000). Work-family conflict and employee psychiatric disorders: The national comorbidity survey. *Journal of Applied psychology*, 85(6), 888.
- Frone, M. R. (2003). Work-family balance. In J. C. Quick & L.E. Tetrick (Eds.), *Handbook of Occupational Health Psychology*, 143-162.
- Gan, Y., Yang, M., Zhou, Y., & Zhang, Y. (2007). The two-factor structure of future-oriented coping and its mediating role in student engagement. *Personality and Individual Differences*, 43(4), 851-863.
- Gibbons, C., Dempster, M., & Moutray, M. (2011). Stress, coping and satisfaction in nursing students. *Journal of Advanced Nursing*, 67(3), 621-632.

- Gillespie, N. A., Walsh, M. H. W. A., Winefield, A. H., Dua, J., & Stough, C. (2001). Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress. *Work & stress*, 15(1), 53-72.
- Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work–family conflict and strain. *Journal of Vocational Behavior*, 54(2), 350-370.
- Greenglass, E. R., & Fiksenbaum, L. (2009). Proactive coping, positive affect, and well-being: Testing for mediation using path analysis. *European Psychologist*, 14(1), 29-39.
- Greenglass, E. R., Marques, S., & Behl, S. (2005). Positive coping and mastery in a rehabilitation setting. *International Journal of Rehabilitation Research*, 28(4), 331-339.
- Greenglass, E., Fiksenbaum, L., & Eaton, J. (2006). The relationship between coping, social support, functional disability and depression in the elderly. *Anxiety, Stress, and Coping*, 19(1), 15-31.
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In J.C. Quick & L.E. Tetrick (Eds), *Handbook of Occupational Health Psychology*, 165-183.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510-531.
- Griva, F., & Anagnostopoulos, F. (2010). Positive psychological states and anxiety: The mediating effect of proactive coping. *Psychological Reports*, 107(3), 795-804.

- Grzywacz, J. G., & Butler, A. B. (2005). The impact of job characteristics on work-to-family facilitation: Testing a theory and distinguishing a construct. *Journal of Occupational Health Psychology, 10*(2), 97.
- Grzywacz, J. G., & Carlson, D. S. (2007). Conceptualizing work—family balance: Implications for practice and research. *Advances in Developing Human Resources, 9*(4), 455-471.
- Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information, 41*(2), 255-279.
- Haar, J. M. (2013). Testing a new measure of work–life balance: A study of parent and non-parent employees from New Zealand. *The International Journal of Human Resource Management, 24*(17), 3305-3324.
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior, 85*(3), 361-373.
- Hair Jr, J.F., Hult, G.T.M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modelling (PLS-SEM)*. Sage Publications.
- Hair Jr, J.F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V.G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review, 26*(2), 106-121.
- Hannerz, H., Tüchsen, F., & Kristensen, T. S. (2002). Hospitalizations among employees in the Danish hotel and restaurant industry. *The European Journal of Public Health, 12*(3), 192-197

- Hayes, C., & Weathington, B. (2007). Optimism, stress, life satisfaction, and job burnout in restaurant managers. *The Journal of Psychology*, 141(6), 565-579.
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49-58.
- Hobson, C. J., Delunas, L., & Kesic, D. (2001). Compelling evidence of the need for corporate work/life balance initiatives: Results from a national survey of stressful life- events. *Journal of Employment Counseling*, 38(1), 38-44.
- Hofmann, V., & Stokburger-Sauer, N. E. (2017). The impact of emotional labor on employees' work-life balance perception and commitment: A study in the hospitality industry. *International Journal of Hospitality Management*, 65, 47-58.
- Idris, A. (2018). *Rated Hotel - Ministry of Tourism and Culture Malaysia*. Retrieved March 10, 2018, from <http://www.motac.gov.my/en/check/hotel>
- Jamal, M., & Baba, V. V. (1992). Shiftwork and department- type related to job stress, work attitudes and behavioral intentions: A study of nurses. *Journal of Organizational Behavior*, 13(5), 449-464.
- Jarinto, K. (2011). Understanding stress in multinational companies in Thailand. *International Business Research*, 4(4), 153.
- Johanson, M. M., Youn, H., & Woods, R. H. (2010). A study of stress levels among hotel general managers—A comparison between 1998 and

2008. *Journal of Human Resources in Hospitality & Tourism*, 10(1), 32-44.

Kalliath, T., & Brough, P. (2008). Work–life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323-327.

Karatepe, O. M., & Uludag, O. (2007). Conflict, exhaustion, and motivation: A study of frontline employees in Northern Cyprus hotels. *International Journal of Hospitality Management*, 26(3), 645-665.

Keeton, E. C. (2016). Proactive coping style and employee well-being: Workplace stressors and recovery experiences as mediators. Doctoral dissertation, Melbourne, Florida.

Khaw, D., & Kern, M. (2014). A cross-cultural comparison of the PERMA model of well-being. *Undergraduate Journal of Psychology at Berkeley, University of California*, 8, 10-23.

Khodarahimi, S., Intan, H. H., & Norzarina, M. (2012). Workplace relationships, stress, depression and anxiety in a Malaysian sample. *International Journal of Psychology and Behavioral Science*, 2(2), 1-9.

Kim, H. B. (1996). Perceptual mapping of attributes and preferences: An empirical examination of hotel F&B products in Korea. *International Journal of Hospitality Management*, 15(4), 373-391.

Kim, H. J., Shin, K. H., & Umbreit, W. T. (2007). Hotel job burnout: The role of personality characteristics. *International Journal of Hospitality Management*, 26(2), 421-434.

- Kim, H. K. (2014). Work-life balance and employees' performance: The mediating role of affective commitment. *Global Business and Management Research*, 6(1), 37.
- Kimberlin, C. L., & Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-System Pharmacy*, 65(23), 2276-2284.
- Kinman, G., & Jones, F. (2003). Running up the down escalator: Stressors and strains in UK academics. *Quality in Higher education*, 9(1), 21-38.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Krone, C., Tabacchi, M. & Farber, B. (1989). Manager burnout. *Cornell Hotel and Restaurant Administration Quarterly*, 30(3), 58-63.
- Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. (2010). The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171-214.
- Lahap J, Ramli N. S., Said, N. M., Radzi S. M., & Zain R. A. (2016). A study of brand image towards customer's satisfaction in the Malaysian hotel industry. *Procedia - Social and Behavioral Sciences*, 224, 149 – 157.
- Landauer, J. (1997). Bottom-line benefits of work/life programs. *Human Resource Focus*, 74(7), 3-4.
- Landsbergis, P. A., Cahill, J., & Schnall, P. (1999). The impact of lean production and related new systems of work organization on worker health. *Journal of Occupational Health Psychology*, 4(2), 108.

- Lau, J. T., Tsui, H. Y., Ho, S. P., Wong, E., & Yang, X. (2010). Prevalence of psychological problems and relationships with condom use and HIV prevention behaviors among Chinese female sex workers in Hong Kong. *AIDS Care*, 22(6), 659-668.
- Lazarus, R. S. (1993). From psychological stress to the emotions: A history of changing outlooks. *Annual Review of Psychology*, 44(1), 1-22.
- Lazarus, R. S. (1999). Hope: An emotion and a vital coping resource against despair. *Social Research*, 653-678.
- Lazarus, R. S., & Folkman, S. (1984). Coping and adaptation. *The handbook of behavioral medicine*, 282-325.
- Lee, I., & Wang, H. H. (2002). Perceived occupational stress and related factors in public health nurses. *Journal of Nursing Research*, 10(4), 253-260.
- Li, J., Riedel, N., Barrech, A., Herr, R. M., Aust, B., Mörtl, K., & Angerer, P. (2017). Nine-year longitudinal psychosocial and mental outcomes of a stress management intervention at work using psychotherapeutic principles. *Psychotherapy and Psychosomatics*, 86(2), 113-115.
- Lian, J. W., Lin, M., & Wu, K. (2007). Job stress, job satisfaction and life satisfaction between managerial and technical is personnel. *Proceedings of Business and Information*, 4, 1-17.
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of psychology*, 140, 55.
- Locke E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance* 4, 309–336.

Lockwood, N. R. (2003). Work/life balance: Challenges and solutions. *Benefits Quarterly*, 19(4), 94.

Longman dictionary of American English: A dictionary for learners of English. (1983). New York, N.Y: Longman.

Lozano, F., Lobos, J. M., March, J. R., Carrasco, E., Barros, M. B., & González-Porras, J. R. (2016). Self-administered versus interview-based questionnaires among patients with intermittent claudication: Do they give different results? A cross-sectional study. *Sao Paulo Medical Journal*, 134(1), 63-69.

Lucas, R. E., Clark, A. E., Georgellis, Y., & Diener, E. (2004). Unemployment alters the set point for life satisfaction. *Psychological Science*, 15(1), 8-13.

Lunau, T., Bambra, C., Eikemo, T. A., van Der Wel, K. A., & Dragano, N. (2014). A balancing act? Work–life balance, health and well-being in European welfare states. *The European Journal of Public Health*, 24(3), 422-427.

Malhotra, N. K., Birks, D. F., Palmer, A., & Koenig-Lewis, N. (2003). Market research: An applied approach. *Journal of Marketing Management*, 27, 1208-1213.

Manikandan, S. (2011). Measures of central tendency: Median and mode. *Journal of Pharmacology and Pharmacotherapeutics*, 2(3), 214.

Meenakshi, M. A., & Bhuvaneshwari, M. (2013). Work Organization and work-life balance in the BPO sector. *International Journal of Scientific and Research Publications*, 3(6), 1-6.

- Michie, S. (2002). Causes and management of stress at work. *Occupational and Environmental Medicine*, 59(1), 67-72.
- Moore, F. (2007). Work-life balance: contrasting managers and workers in an MNC. *Employee Relations*, 29(4), 385-399.
- Mukhtar, F. (2012). *Work life balance and job satisfaction among faculty at Iowa State University*. Doctoral dissertation, Iowa State University.
- Mutiu, S. (2011). The relationship between job stress and life satisfaction among non-academic university staffs. *The 8th International Postgraduate Research Colloquium: Interdisciplinary Approach for Enhancing Quality of Life (IPRC)*.
- Naseem, K. (2018). Job Stress, happiness and life satisfaction: The moderating role of emotional intelligence empirical study in telecommunication sector Pakistan. *Journal of Social Sciences*, 4(1), 7-14.
- Nazri, N. B. H. M., & Ghee, W. Y. (2015). The impact of role stress on turnover intention. *Proceedings of The 4th International Seminar on Entrepreneurship and Business (ISEB 2015)*. 154-166.
- Neugarten, B. L., Havighurst, R. J., & Tobin, S. S. (1961). The measurement of life satisfaction. *Journal of Gerontology*, 16, 134-143.
- Noda, H., & Ito, S. (2016). Does Work-Life Balance Improve Life Satisfaction? Evidence from OECD Countries.
- Noone, B. M. (2008). Customer perceived control and the moderating effect of restaurant type on evaluations of restaurant employee performance. *International Journal of Hospitality Management*, 27, 23–29.

- O'Neill, J. W., & Davis, K. (2011). Work stress and well-being in the hotel industry. *International Journal of Hospitality Management*, 30(2), 385-390.
- Omran, S. K. A. (2016). Work-family balance dilemma among employed parents (An empirical study). *International Journal of Business and Economic Development (IJBED)*, 4(1).
- Ong, H. L. C., & Jeyaraj, S. (2014). Work-life interventions: Differences between work-life balance and work-life harmony and its impact on creativity at work. *Sage Open*, 4(3).
- Othman, C. N., Lamin, R. A. C., & Othman, N. (2014). Occupational stress index of Malaysian university workplace. *Procedia-Social and Behavioral Sciences*, 153, 700-710.
- Ozkan, A., & Ozdevecioğlu, M. (2013). The effects of occupational stress on burnout and life satisfaction: A study in accountants. *Quality & Quantity*, 47(5), 2785-2798.
- Pandu, A., Balu, A., & Poorani, K. (2013). Assessing worklife balance among IT & ITES women professionals. *The Indian Journal of Industrial Relations*, 48(4), 611-620.
- Papadopoulou-Bayliss, A., Ineson, E. M., & Wilkie, D. (2001). Control and role conflict in food service providers. *International Journal of Hospitality Management*, 20(2), 187-199.
- Parker, D. F., & Decotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behavior and Human Performance*, 32(2), 160-177.

- Pavot, W., & Diener, E. (2008). The satisfaction with life scale and the emerging construct of life satisfaction. *The Journal of Positive Psychology*, 3(2), 137-152.
- Poggesi, S., Mari, M., & De Vita, L. (2015). Family and work-life balance mechanisms: What is their impact on the performance of Italian female service firms? *International Journal of Entrepreneurship and Innovation*, 16, 43-53.
- Prasoon, R., & Chaturvedi, K. R. (2016). Life satisfaction: A literature review. *The Researcher-International Journal of Management Humanities and Social Sciences*, 1(2), 25-32.
- Ramayah T., Cheah J., Chuah F., Ting H. & Mumtaz A.M. (2018). *Partial Least Square Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0: An Updated and Practical Guide to Statistical Analysis* (2nd ed.). Pearson.
- Rattray, J., & Jones, M. C. (2007). Essential elements of questionnaire design and development. *Journal of clinical nursing*, 16(2), 234-243.
- Razak, M. I., Yusof, N. M., Azidin, R. A., Latif, M. M. R. H. A., & Ismail, I. (2014). The impact of work stress towards work-life balance in Malaysia. *International Journal of Economics, Commerce and Management*, 2(11), 1-16.
- Ross, G. F. (1995). Work stress and personality measures among hospitality industry employees. *International Journal of Contemporary Hospitality Management*, 7(6), 9-13.

- Rosser, V. J. (2004). Faculty members' intentions to leave: A national study on their work-life and satisfaction. *Research in higher education*, 45(3), 285-309.
- Rotondo, D. M., Carlson, D. S., & Kincaid, J. F. (2003). Coping with multiple dimensions of work-family conflict. *Personnel Review*, 32(3), 275-296.
- Rowley, G., & Purcell, K. (2001). As cooks go, she went: Is labour churn inevitable? *International Journal of Hospitality Management*, 20(2), 163-185.
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2017). The mediating role of work-family conflict on role stressors and employee turnover intention relationship in labour-oriented organizations. *Global Business Review*, 18(6), 1384-1399.
- Ruyter, K., Wetzels, M., & Feinberg, R. (2001). Role stress in call centers: its effects on employee performance and satisfaction. *Journal of Interactive Marketing*, 15(2), 23-35.
- Ryan, B., Ma, J. E., & Ku, M. C. (2009). Role conflict, role ambiguity and work-family conflict among university foodservice managers.
- Safaria, T., Othman, A., & Wahab, M. N. A. (2011). Role Ambiguity, role conflict, the role of job insecurity as mediator toward job stress among Malay Academic Staff: A SEM Analysis. *Current Research Journal of Social Sciences*, 3(3), 229-235.
- Sampson Sampson, W. G., & Akyeampong, O. (2014). Work-related stress in hotels: An analysis of the cause and effects among frontline hotel employees in the Kumasi metropolis. *Ghana. Journal of tourism and hospitality*, 3(2).

- Schwarzer, R. (1999). Proactive coping theory. *In 20th International Conference of the Stress and Anxiety Research Society (STAR)*, 12-14.
- Schwarzer, R., & Taubert, S. (2002). Tenacious goal pursuits and striving toward personal growth: Proactive coping. *Beyond coping: Meeting goals, visions and challenges*, 19-35.
- Searle, B. J. (2008). Does personal initiative training work as a stress management intervention? *Journal of occupational health psychology*, 13(3), 259.
- Searle, B. J., & Lee, L. (2015). Proactive coping as a personal resource in the expanded job demands–resources model. *International Journal of Stress Management*, 22(1), 46.
- Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill building approach*. New Jersey: John Willey and Sons.
- Seligman, M. E. (2011). Flourish: A visionary new understanding of happiness and well-being. *Policy*, 27(3), 60-1.
- Setia, M. S. (2016). Methodology series module 3: Cross-sectional studies. *Indian Journal of Dermatology*, 61(3), 261.
- Shah, M. (2012). Renewing strategic planning in universities at a time of uncertainty. *Perspectives: Policy and Practice in Higher Education*, 17(1), 24-29.
- Shani, A., & Pizam, A. (2009). Work-related depression among hotel employees. *Cornell Hospitality Quarterly*, 50(4), 446-459.
- Sohail, M., & Rehman, C. A. (2015). Stress and health at the workplace-a review of the literature. *Journal of Business Studies Quarterly*, 6(3), 94-116

- Sousa, L., & Lyubomirsky, S. (2001). Life satisfaction. In J. Worell (Ed.), *Encyclopedia of Women and Gender: Sex Similarities and Differences and the Impact of Society on Gender*, 2, 667-676.
- Stiglbauer, B., & Batinic, B. (2015). Proactive coping with job insecurity: Is it always beneficial to well-being? *Work & Stress*, 29(3), 264-285.
- Suldo, S. M., & Huebner, E. S. (2004). Does life satisfaction moderate the effects of stressful life events on psychopathological behavior during adolescence? *School Psychology Quarterly*, 19(2), 93-105.
- Sumner, L. W. (1996). *Welfare, happiness, and ethics*. Clarendon Press.
- Sung-Mook, H., & Giannakopoulos, E. (1994). The relationship of satisfaction with life to personality characteristics. *Journal of Psychology Interdisciplinary & Applied*, 128-547.
- Tan, D. (2017, December 10). Higher tourist arrivals in Penang - Business News | The Star Online. Retrieved May 1, 2018, from <https://www.thestar.com.my/business/business-news/2017/12/11/higher-tourist-arrivals-in-penang/>
- Tasdelen-Karckay, A., & Bakalı, O. (2017). The mediating effect of work-life balance on the relationship between work-family conflict and life satisfaction. *Australian Journal of Career Development*, 26(1), 3-13.
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International journal of medical education*, 2, 53.
- Tekeste, S. F., & Nekzada, N. I. (2014). *Stress causes and its management at the work place: A qualitative study on the causes of stress and management mechanisms*. Volvo Trucks AB, Umeå

Tidd, S. T., & Friedman, R. A. (2002). Conflict style and coping with role conflict: An extension of the uncertainty model of work stress. *International Journal of Conflict Management*, 13(3), 236-257.

Top 100 City Destinations Ranking – WTM London 2017 Edition Revealed by Euromonitor. (2017, November). Retrieved July 18, 2018, from <https://www.businesswire.com/news/home/20171107005106/en/Top-100-City-Destinations-Ranking---WTM>

Ukil, M. I., & Ullah, M. S. (2016). Effect of Occupational Stress on Personal and Professional Life of Bank Employees in Bangladesh: Do Coping Strategies Matter? *Journal of Psychological and Educational Research*, 24(2), 75-100.

Urbach, N., & Ahlemann, F. (2010). Structural equation modeling in information systems research using partial least squares. *Journal of Information Technology Theory and Application*, 11(2), 5-40.

Uskul, A. K., & Greenglass, E. (2005). Psychological wellbeing in a Turkish-Canadian sample. *Anxiety, Stress, and Coping*, 18(3), 269-278.

Veenhoven, R. (1996). *The study of life-satisfaction. A comparative study of satisfaction with life in Europe*. Eotvos University Press.

Veenhoven, R., Ehrhardt, J., Ho, M. S. D., & de Vries, A. (1993). *Happiness in nations: Subjective appreciation of life in 56 nations 1946–1992*. Erasmus University Rotterdam.

Verešová, M., & Malá, D. (2012). Stress, proactive coping and self-efficacy of teachers. *Procedia-Social and Behavioral Sciences*, 55, 294-300.

- Virick, M., Lilly, J. D., & Casper, W. J. (2007). Doing more with less: An analysis of work life balance among layoff survivors. *Career Development International*, 12(5), 463-480.
- Welbourne, J. L., Eggerth, D., Hartley, T. A., Andrew, M. E., & Sanchez, F. (2007). Coping strategies in the workplace: Relationships with attributional style and job satisfaction. *Journal of vocational behavior*, 70(2), 312-325.
- What is hospitality? (2005). Retrieved June 20, 2018, from <https://web.archive.org/web/20150814071021/http://discoverhospitality.com.au/what-is-hospitality>
- Wickramasinghe, V. (2012). Supervisor support as a moderator between work schedule flexibility and job stress: Some empirical evidence from Sri Lanka. *International Journal of Workplace Health Management*, 5(1), 44-55.
- Wildes, V. J. (2007). Attracting and retaining food servers: How internal service quality moderates occupational stigma? *International Journal of Hospitality Management*, 26(1), 4-19.
- Wong, K. K. K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin*, 24(1), 1-32.
- Wong, S. C. K., & Ko, A. (2009). Exploratory study of understanding hotel employees' perception on work-life balance issues. *International Journal of Hospitality Management*, 28(2), 195-203.
- World Tourism Organization and Global Tourism Economy Research Centre. (2016). *UNWTO/GTERC Annual Report on Tourism Trend*. Madrid.

World Tourism Organization. (2016). *UNWTO Annual Report*. UNWTO. Madrid, Spain.

World Travel Tourism Council. (2016). *Travel and Tourism Economic Impact 2016 World*. United Kingdom.

World's most popular destination revealed. (2017, November 16). Retrieved May 1, 2018, from <https://edition.cnn.com/travel/article/top-tourist-destinations-2017/index.html>

Yang, T., Shen, Y. M., Zhu, M., Liu, Y., Deng, J., Chen, Q., & See, L. C. (2015). Effects of co-worker and supervisor support on job stress and presenteeism in an aging workforce: A structural equation modelling approach. *International Journal of Environmental Research and Public Health*, 13(1), 72.

Yip, B., Rowlinson, S., & Siu, O. L. (2008). Coping strategies as moderators in the relationship between role overload and burnout. *Construction Management and Economics*, 26(8), 871-882.

Zhao, X. R., Ghiselli, R., Law, R., & Ma, J. (2016). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, 27, 27-38.

Zikmund, W. G. (2003). Sample designs and sampling procedures. *Business Research Methods*, 7(2), 368-400.

Zikmund, W.G. (2010). *Business Research Methods* (8th ed.). Australia: SouthWestern Cengage Learning.

Zohar, D. (1994). Analysis of job stress profile in the hotel industry. *International Journal of Hospitality Management*, 13(3), 219-231.

APPENDIX 3.1 Questionnaire



UNIVERSITY TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE
BACHELOR OF BUSINESS
ADMINISTRATION
FINAL YEAR PROJECT

Survey Questionnaire

Dear Respondent,

We are UTAR Bachelor of Business Administration's final year undergraduate students who are currently involving in Final Year Project. We are conducting a survey on "Job stress, work-life balance, and life satisfaction among hotel employees: Proactive coping as moderator". This research can be a reference to related stakeholder or board of director in hotel industry to have a better understanding on employees.

Your co-operation to answer those questions is very important in helping our research. We appreciate if you could complete the following questionnaire. Any information obtained regarding with this study will remain confidential. The contents of the questionnaire and related information will be kept strictly confidential. In any written reports or publications, no one will be identified and only group data will be presented.

Thank you very much for your time and participation.

Best Regards,

Name	ID	Email	Phone Number
Chua Cheap Yhong	1506917	cheapyhong@gmail.com	016-2819885
Lau Shin Yuen	1507296	laushinyuen@gmail.com	013-2049233
Ma Kar Loh	1507368	jia.95@hotmail.com	016-9772061
Tay Li Peng	1507463	lipeng_tay95@outlook.com	017-5832291
Yap Peggy	1506836	yappeggy95@hotmail.com	016-9511086

Instruction for Completing the Questionnaire:

1. There are **TWO (2)** sections in this questionnaire. Kindly answer **ALL** the questions in Section A and Section B.
2. Completion of this questionnaire will take you approximately 10-15 minutes.
3. This questionnaire will be kept strictly **CONFIDENTIAL**.

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Acknowledgement of Notice

☐ I have been notified by you and I hereby understood, consented and agreed per UTAR notice.

☐ I disagree, my personal data will not be processed.

Section A: Demographic Profile

Instruction: For this section, please choose the answer that most appropriate and tick (✓) according to the box applicable. Please **tick ONLY ONE** answer for each question below and kindly complete every question.

1. Gender

☐ Male ☐ Female

2. Marital Status

☐ Single ☐ Divorced
☐ Widowed ☐ Married

3. Number of Children

☐ 0 ☐ 3
☐ 1 ☐ 4
☐ 2 ☐ ≥ 5

4. Age group

☐ Below 20 years old ☐ 40 – 49 years old
☐ 20 – 29 years old ☐ 50 – 59 years old
☐ 30 – 39 years old ☐ Above 59 years old

5. Ethnicity

☐ Chinese ☐ Malay
☐ Indian ☐ Others (Please specify)

6. Position

☐ Non-managerial
☐ Managerial and Supervisory

7. Your department

☐ Housekeeping ☐ Human Resource ☐ Food & Beverage
☐ Accounting & Finance ☐ Security
☐ Front Office & Customer Service
☐ Other (please specify)

8. How long have you been serving in this organization?

☐ Less than 1 year ☐ 1 to 5 years
☐ 6 to 10 years ☐ 11 to 15 years
☐ More than 15 years

9. How long have you been serving in the hotel industry?

- ☐ Less than 1 year ☐ 1 to 5 years
☐ 6 to 10 years ☐ 11 to 15 years
☐ More than 15 years

10. What is your highest education qualification?

- ☐ SPM
☐ STPM
☐ Diploma
☐ Bachelor Degree
☐ Master
☐ Doctorate degree (PhD, DBA or equivalent)
☐ Others (please specify)

11. Working hour per day

- ☐ Less than 6 hours ☐ 6 hours
☐ 7 hours ☐ 8 hours
☐ More than 8 hours

12. Location of the hotel

- ☐ Pahang
☐ Perak
☐ Penang
☐ Selangor
☐ Kuala Lumpur

Section B:

Please describe your personal views of the following statements related to your current workplace as objectively as you can, by encircling number against each statement from the rating scale given below.

Job Stress

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have too much work and too little time to do it.	1	2	3	4	5
2.	I sometimes fear of the pop-up messenger notification when I am away from work because the message might be job-related.	1	2	3	4	5
3.	I sometimes fear of receive phone call when I am away from work because it might be job-related.	1	2	3	4	5
4.	I feel like I don't have a day off.	1	2	3	4	5
5.	Too many people at my level in the company feel stressful because of job demands.	1	2	3	4	5
6.	I felt nervous due to my work.	1	2	3	4	5
7.	My job gets to me more than it should.	1	2	3	4	5
8.	There are lots of times when my job drives me right up the wall (drives me crazy or feel irritated).	1	2	3	4	5
9.	Sometimes when I think about my job I get a tight feeling in my chest.	1	2	3	4	5
10.	I feel guilty when I take time off from job.	1	2	3	4	5

Proactive Coping

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Despite numerous setbacks, I usually succeed in getting what I want.	1	2	3	4	5
2.	I like challenges and find ways to achieve the goal despite most would consider success is unlikely.	1	2	3	4	5
3.	I visualize my dreams and try to achieve them.	1	2	3	4	5
4.	I turn obstacles into positive experiences.	1	2	3	4	5
5.	When I apply for a position, I imagine myself can filling it.	1	2	3	4	5
6.	After attaining a goal, I look for another, more challenging one.	1	2	3	4	5
7.	When I experience a problem, I take the initiative in resolving it.	1	2	3	4	5
8.	If someone tells me I can't do something, I will try my best to accomplish it.	1	2	3	4	5
9.	If I am depressed I know who I can look for help.	1	2	3	4	5
10.	Others help me feel care for.	1	2	3	4	5

Work-Life Balance

When I reflect over my work and **non-work activities (your regular activities outside of work, such as time with family, friends, sports, leisure, etc.)** over the past 3 months, I conclude that:

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I currently have a good balance between the time I spend at work and the time I have available for personal activities.	1	2	3	4	5
2.	I have difficulty balancing my work and personal activities.	1	2	3	4	5
3.	I feel that the balance between my work demands and personal activities is currently about right.	1	2	3	4	5
4.	Overall, I believe that my work and personal life are balanced	1	2	3	4	5

Life Satisfaction

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	In most ways, my life is close to my ideal.	1	2	3	4	5
2.	The conditions of my life are excellent.	1	2	3	4	5
3.	I am satisfied with my life.	1	2	3	4	5
4.	So far I have gotten the important things I want in life.	1	2	3	4	5
5.	If I could live my life over, I would change almost nothing.	1	2	3	4	5

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”)

which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”)

is hereby bound to make notice and require consent in relation to collection, recording,

storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-

- For assessment of any application to UTAR
- For processing any benefits and services
- For communication purposes
- For advertorial and news
- For general administration and record purposes
- For enhancing the value of education
- For educational and related purposes consequential to UTAR
- For the purpose of our corporate governance
- For consideration as a guarantor for UTAR staff/ student applying for his/herscholarship/ study loan

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political

and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at [laushinyuen@gmail.com].

Thank you for your time, opinion and comments.

~ The End ~

APPENDIX 3.2 Standard Permission Letter



UNIVERSITI TUNKU ABDUL RAHMAN

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

17th April 2018

To Whom It May Concern

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Lau Shin Yuen	15ABB07296
Chua Cheap Yhong	15ABB06917
Ma Kar Loh	15ABB07368
Tay Li Peng	15ABB07463
Yap Peggy	15ABB06836

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

Dr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my

Dr Ng Lee Peng
Supervisor,
Faculty of Business and Finance
Email: nglp@utar.edu.my

Kampar Campus : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia

Tel: (605) 468 8888 Fax: (605) 466 1313

Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia

Tel: (603) 9086 0288 Fax: (603) 9019 8868

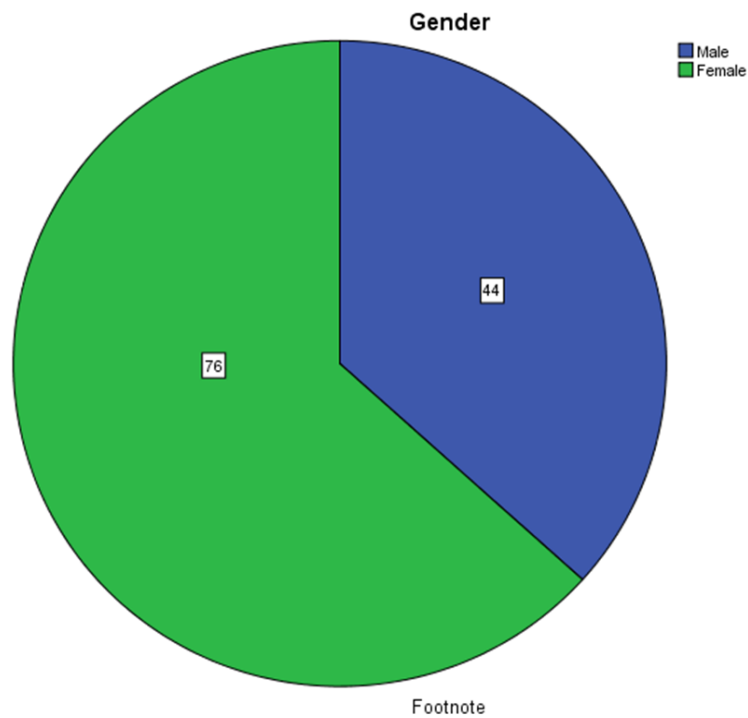
Postal Address: PO Box 11348, 50744 Kuala Lumpur, Malaysia

Website: www.utar.edu.my

APPENDIX 3.3 Pilot Test Result

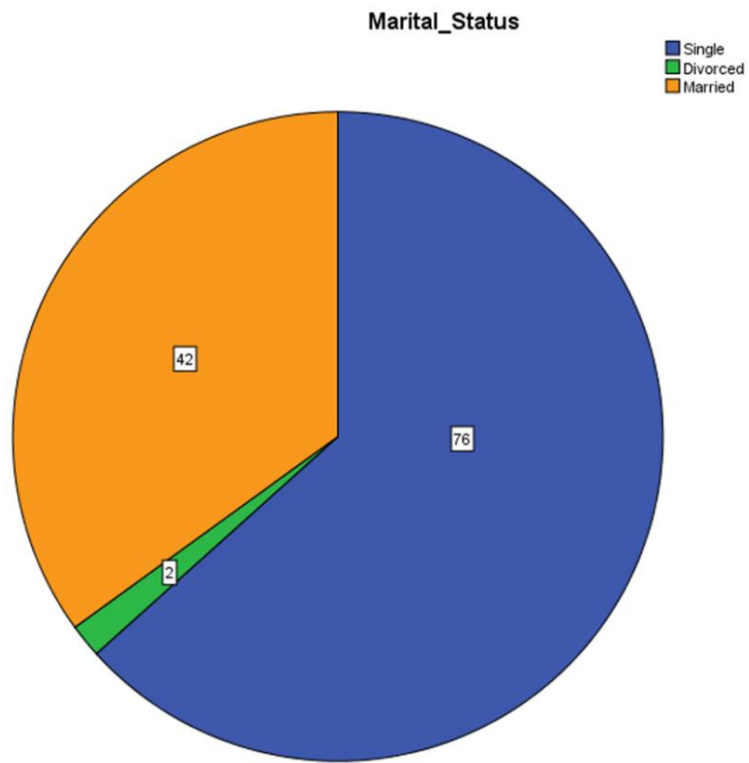
Variables	Dimensions	Number of items	Cronbach's Alpha
Independent Variable	Job Stress	10	0.780
Moderator Variable	Proactive Coping	10	0.781
Mediator Variable	Work-Life Balance (WLB)	4	0.814
Dependent Variable	Life Satisfaction	5	0.815

APPENDIX 4.1 Descriptive Analysis



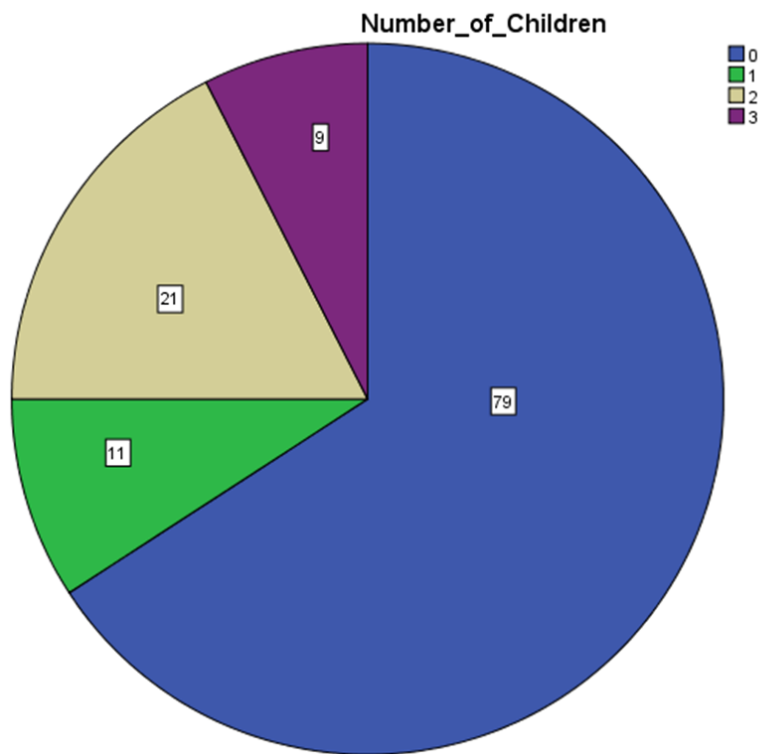
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	36.7	36.7	36.7
	Female	76	63.3	63.3	100.0
	Total	120	100.0	100.0	



Marital_Status

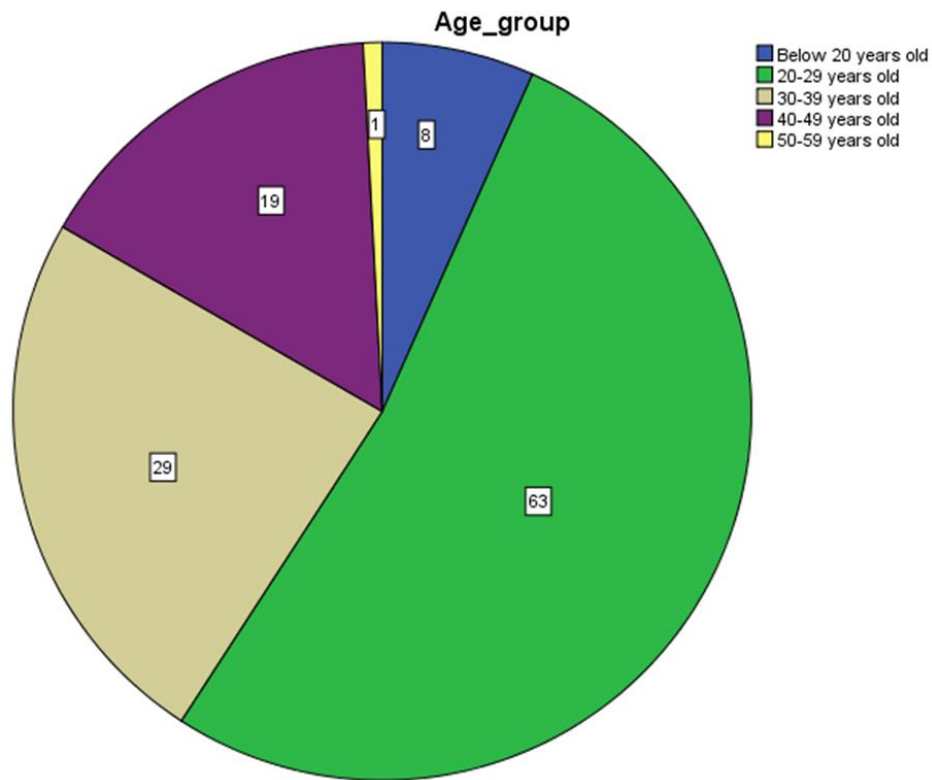
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	76	63.3	63.3	63.3
	Divorced	2	1.7	1.7	65.0
	Married	42	35.0	35.0	100.0
	Total	120	100.0	100.0	



Number_of_Children

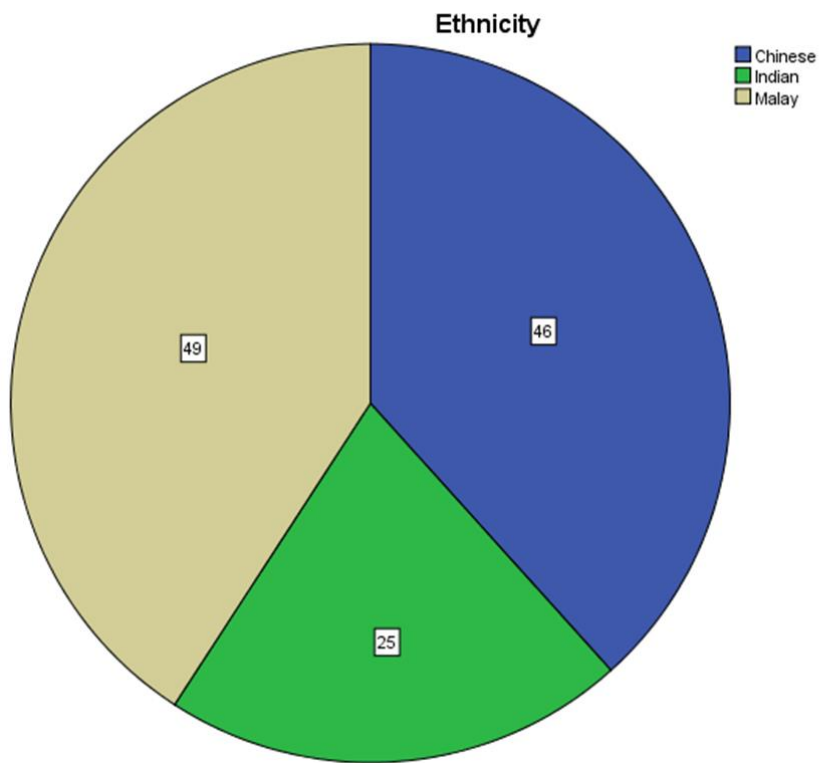
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	79	65.8	65.8	65.8
	1	11	9.2	9.2	75.0
	2	21	17.5	17.5	92.5
	3	9	7.5	7.5	100.0
	Total	120	100.0	100.0	

Job stress, Work-Life Balance and Life Satisfaction Among Hotel Employees:
Proactive Coping as a Moderator.



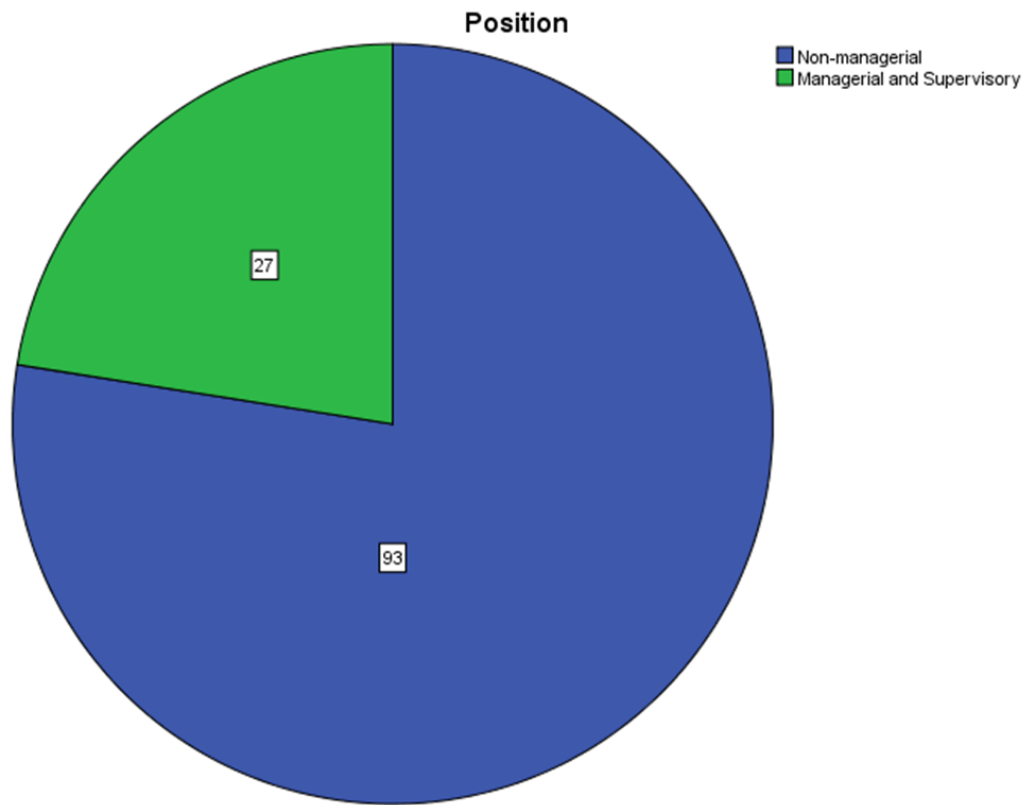
Age_group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 years old	8	6.7	6.7	6.7
	20-29 years old	63	52.5	52.5	59.2
	30-39 years old	29	24.2	24.2	83.3
	40-49 years old	19	15.8	15.8	99.2
	50-59 years old	1	.8	.8	100.0
	Total	120	100.0	100.0	



Ethnicity

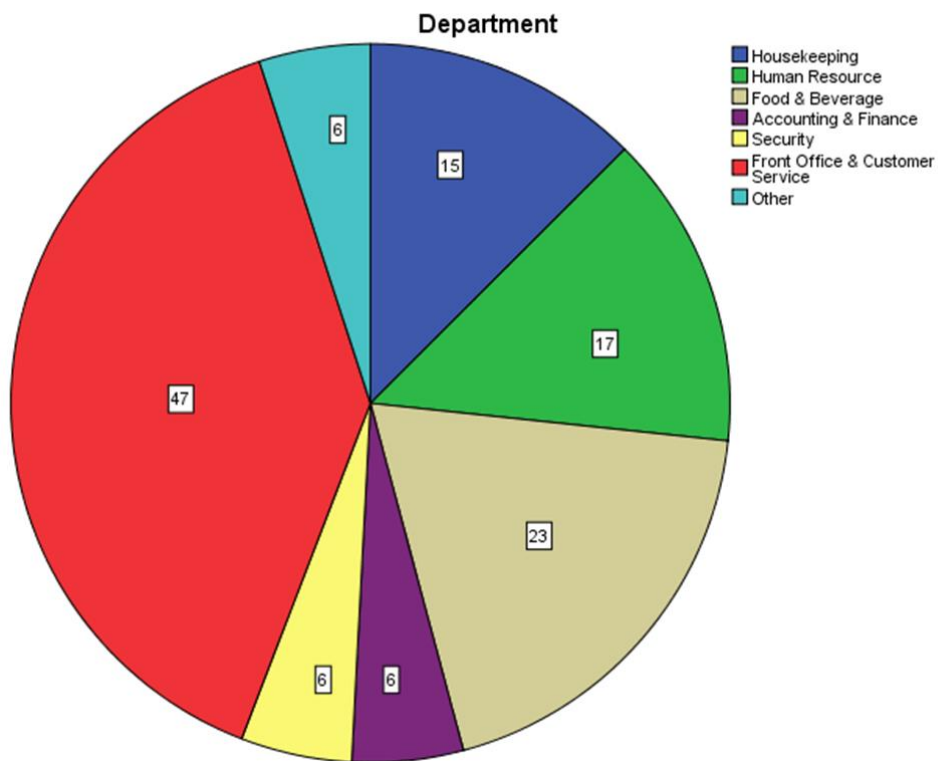
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	46	38.3	38.3	38.3
	Indian	25	20.8	20.8	59.2
	Malay	49	40.8	40.8	100.0
	Total	120	100.0	100.0	



Position

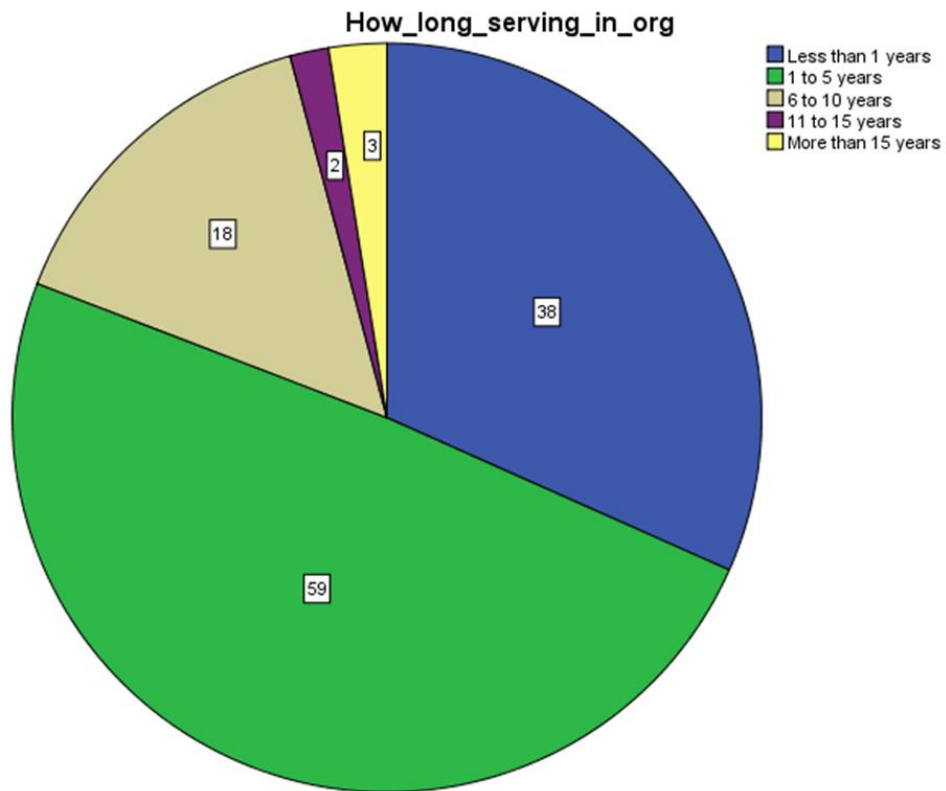
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-managerial	93	77.5	77.5	77.5
	Managerial and Supervisory	27	22.5	22.5	100.0
	Total	120	100.0	100.0	

Job stress, Work-Life Balance and Life Satisfaction Among Hotel Employees:
Proactive Coping as a Moderator.



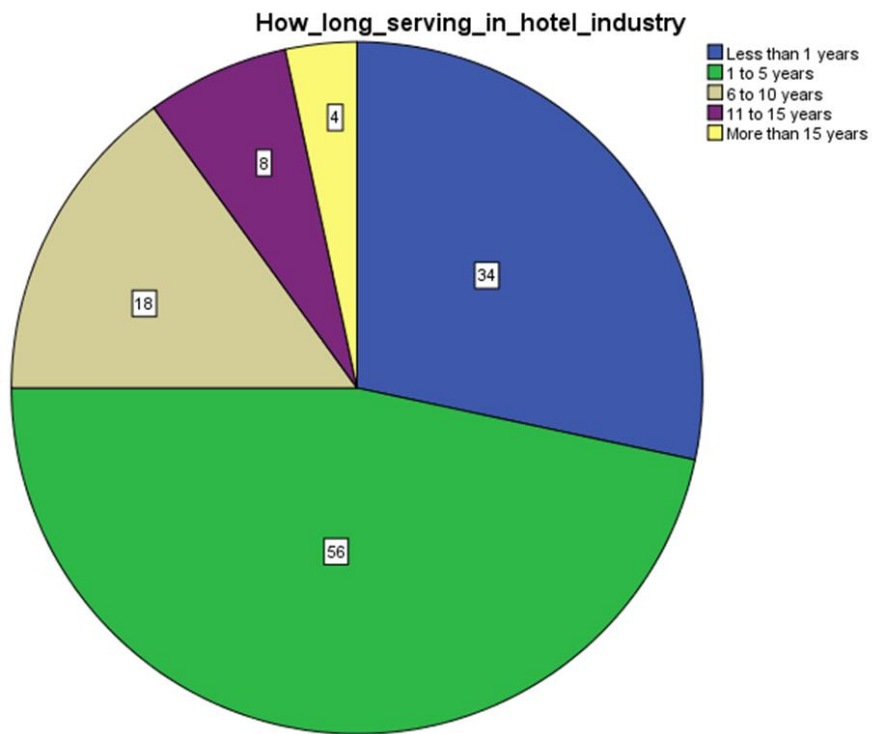
Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Housekeeping	15	12.5	12.5	12.5
	Human Resource	17	14.2	14.2	26.7
	Food & Beverage	23	19.2	19.2	45.8
	Accounting & Finance	6	5.0	5.0	50.8
	Security	6	5.0	5.0	55.8
	Front Office & Customer Service	47	39.2	39.2	95.0
	Other	6	5.0	5.0	100.0
	Total	120	100.0	100.0	



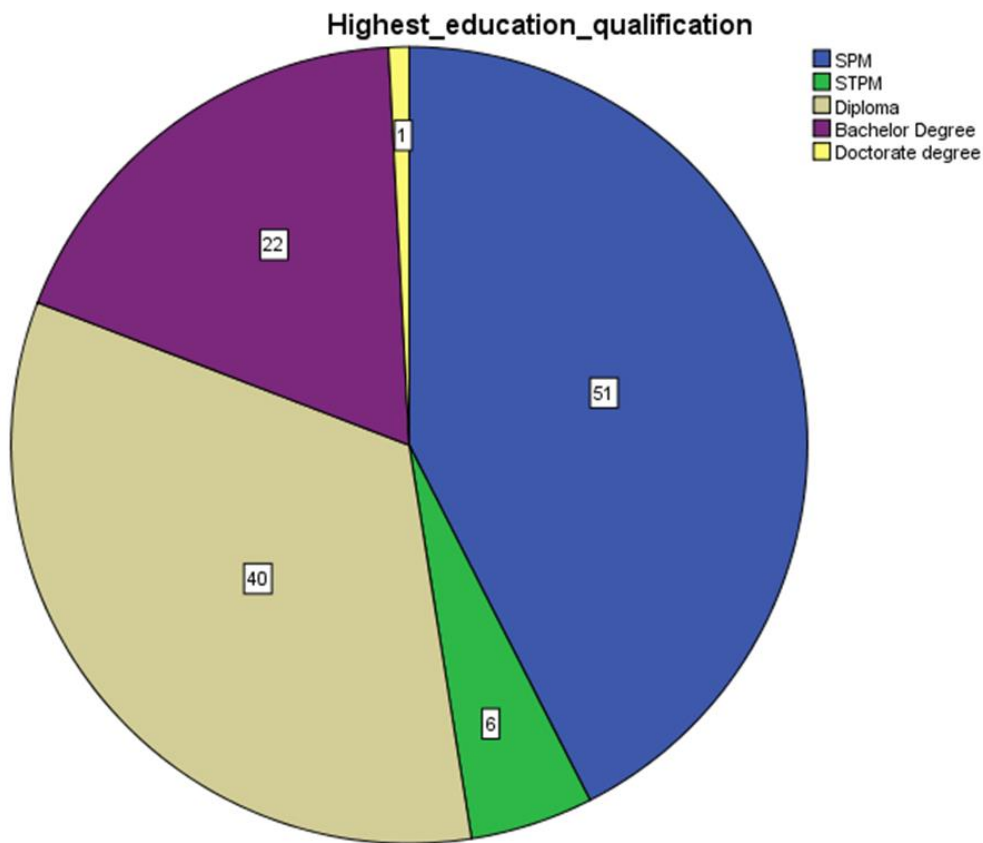
How_long_serving_in_org

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 years	38	31.7	31.7	31.7
	1 to 5 years	59	49.2	49.2	80.8
	6 to 10 years	18	15.0	15.0	95.8
	11 to 15 years	2	1.7	1.7	97.5
	More than 15 years	3	2.5	2.5	100.0
	Total	120	100.0	100.0	



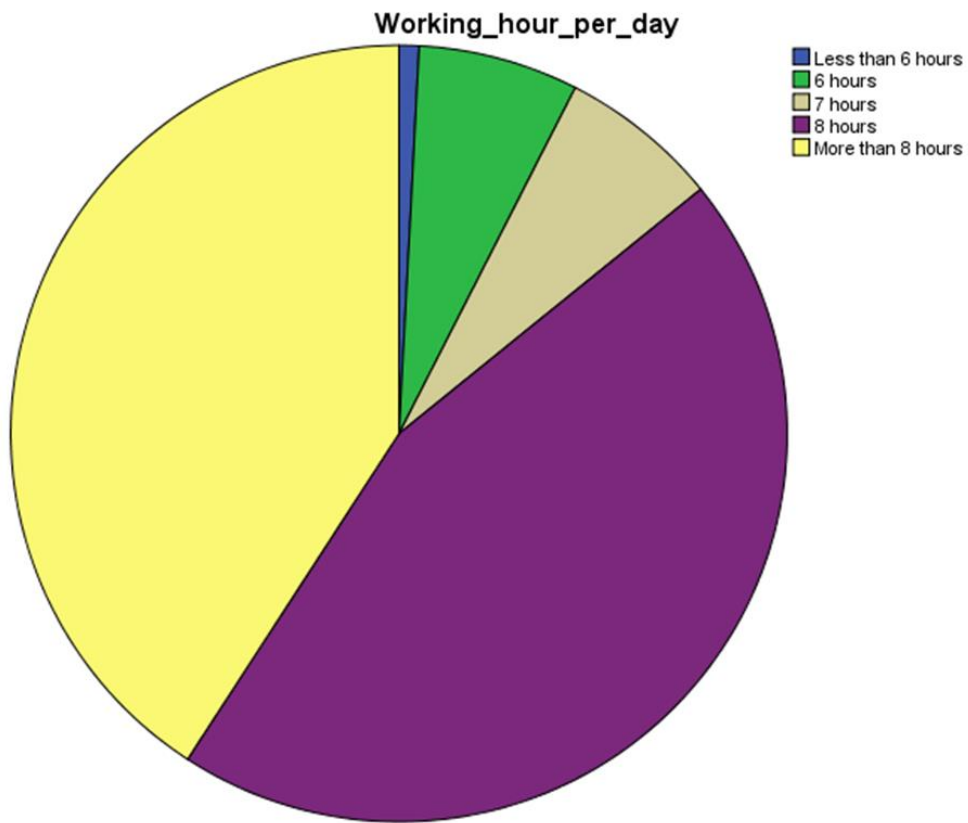
How_long_serving_in_hotel_industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 years	34	28.3	28.3	28.3
	1 to 5 years	56	46.7	46.7	75.0
	6 to 10 years	18	15.0	15.0	90.0
	11 to 15 years	8	6.7	6.7	96.7
	More than 15 years	4	3.3	3.3	100.0
	Total	120	100.0	100.0	



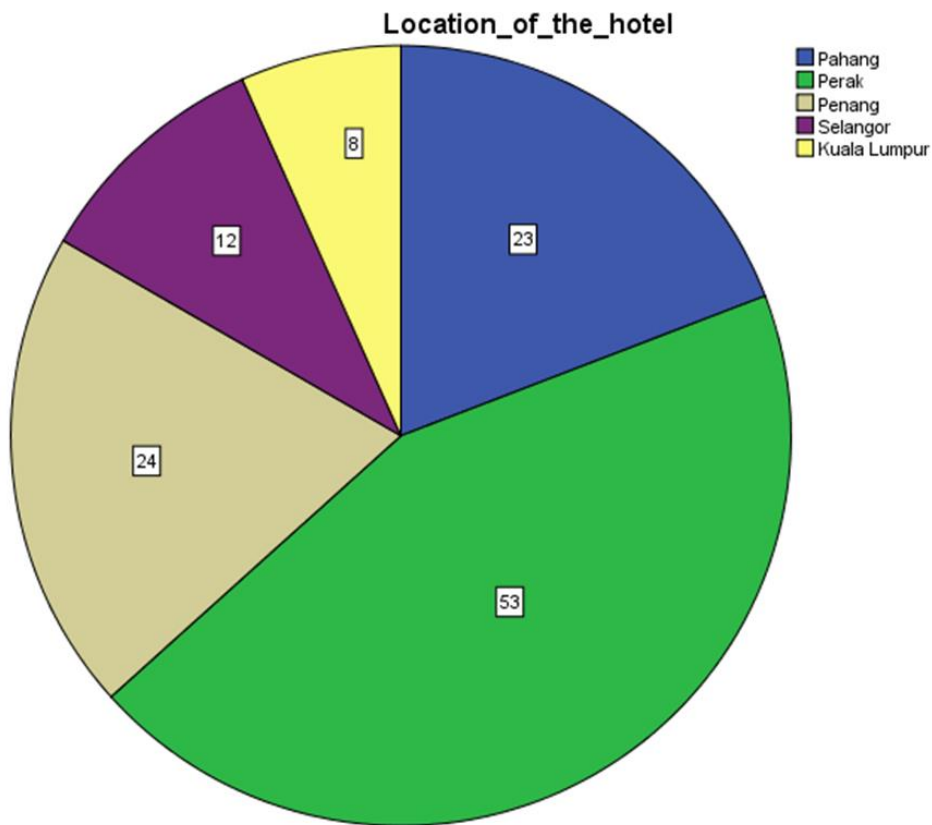
Highest_education_qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	51	42.5	42.5	42.5
	STPM	6	5.0	5.0	47.5
	Diploma	40	33.3	33.3	80.8
	Bachelor Degree	22	18.3	18.3	99.2
	Doctorate degree	1	.8	.8	100.0
	Total	120	100.0	100.0	



Working_hour_per_day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 hours	1	.8	.8	.8
	6 hours	8	6.7	6.7	7.5
	7 hours	8	6.7	6.7	14.2
	8 hours	54	45.0	45.0	59.2
	More than 8 hours	49	40.8	40.8	100.0
	Total	120	100.0	100.0	



Location_of_the_hotel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pahang	23	19.2	19.2	19.2
	Perak	53	44.2	44.2	63.3
	Penang	24	20.0	20.0	83.3
	Selangor	12	10.0	10.0	93.3
	Kuala Lumpur	8	6.7	6.7	100.0
	Total	120	100.0	100.0	

Appendix 4.2 Descriptive Statistic

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Standard Deviation
Job_Stress	120	1.20	5.00	3.2367	0.67810
Proactive_Coping	120	2.38	5.00	3.6698	0.51648
Work-life Balance	120	1.00	5.00	3.5500	0.60599
Llife_Statisfaction	120	1.80	5.00	3.4267	0.65024
Valid N (listwise)	120				

Appendix 4.3 Measurement Model (Outer Model)

Outer Weight

	Life sat	WLB	job stress	proactive coping
JS1			-0.078	
JS6			0.356	
JS7			-0.033	
JS8			0.347	
JS9			0.615	
LS1	0.302			
LS2	0.260			
LS3	0.292			
LS4	0.191			
LS5	0.189			
PC1				0.225
PC2				0.201
PC3				0.198
PC4				0.110
PC5				0.153
PC6				0.162
PC7				0.166
PC8				0.157
R_WLB2		0.163		
WLB1		0.420		
WLB3		0.295		
WLB4		0.361		

Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Life sat	0.860	0.899	0.642
WLB	0.760	0.851	0.604
job stress	0.827	0.844	0.526
proactive coping	0.872	0.899	0.526

Cross Loadings

	Life satisfaction	WLB	Job stress	Proactive coping
JS1	-0.017	-0.070	0.548	0.087
JS6	0.077	0.079	0.715	0.044
JS7	-0.007	0.015	0.681	-0.022
JS8	0.073	-0.067	0.736	-0.003
JS9	0.131	-0.018	0.903	0.146
LS1	0.889	0.413	0.114	0.431
LS2	0.825	0.373	0.044	0.423
LS3	0.827	0.401	0.106	0.327
LS4	0.691	0.220	0.202	0.332
LS5	0.760	0.248	0.103	0.359
PC1	0.420	0.387	0.083	0.780
PC2	0.350	0.345	0.049	0.780
PC3	0.332	0.340	0.142	0.715
PC4	0.284	0.188	0.088	0.717
PC5	0.353	0.262	0.029	0.649
PC6	0.273	0.278	0.054	0.673
PC7	0.350	0.284	0.056	0.739
PC8	0.310	0.269	0.063	0.740
R_WLB2	0.127	0.421	-0.021	0.200
WLB1	0.468	0.895	0.012	0.378
WLB3	0.283	0.852	0.025	0.314
WLB4	0.351	0.842	-0.030	0.374

Discriminant Validity

Fornell-Larcker Criterion

	Life satisfaction	WLB	Job stress	Proactive coping
Life satisfaction	0.801			
WLB	0.428	0.777		
Job stress	0.135	-0.002	0.726	
Proactive coping	0.467	0.419	0.098	0.725

APPENDIX 4. 4 Structural Model (Inner Model)

Inner VIF Values

	Life satisfaction	WLB
Life satisfaction		
WLB	1.000	
job stress	1.000	1.010
proactive coping		1.010

APPENDIX 4.5 Inferential Analysis

Path Coefficients

Mean, STDEV

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 -> WLB	-0.177	-0.142	0.211	0.836	0.202
WLB -> Life sat	0.427	0.435	0.131	3.264	0.001
job stress -> Life sat	0.136	0.091	0.149	0.911	0.181
job stress -> WLB	0.066	0.038	0.138	0.482	0.315
proactive coping -> WLB	0.380	0.362	0.089	4.288	0.000

F Square

	Life sat	WLB
Life sat		
Moderating Effect 1		0.035
WLB	0.229	
job stress	0.023	0.004
proactive coping		0.168

R Square

	R Square
Life sat	0.201
WLB	0.206

Result from blindfolding procedure to determine predictive relevant

	SSO	SSE	Q ² (=1-SSE/SSO)
Life sat	600	535.057	0.108
Moderating Effect 1	4,800.00	4,800.00	
WLB	480	436.137	0.091
job stress	600	600	
proactive coping	960	960	