



Work-Life Balance, Motivation, and Employee Well-Being in Integrated Resorts: A Narrative Literature Review

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ABSTRACT

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The hospitality and gaming industry presents persistent challenges to employee well-being due to irregular schedules, emotional labor, and continuous customer demands. This study examines the relationships among work-life balance (WLB), motivation, and personal impact (PI) within the context of Solaire Resort North, a luxury integrated resort in the Philippines. A qualitative narrative literature review was conducted, guided by the Job Demands-Resources (JD-R) model and Self-Determination



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Theory (SDT). Thematic analysis was applied to selected global and local studies. Findings confirm that WLB functions as a critical job resource that enhances intrinsic motivation by satisfying autonomy and relatedness needs. However, both WLB and motivation fail to buffer the negative effects of chronic job demands on PI, leading to motivational self-exploitation and heightened personal strain. The study contributes new insight to JD-R literature by highlighting the decoupling of internal states and external well-being outcomes. Organizational reforms—flexible scheduling, wellness programs, and family-supportive policies—are recommended to mitigate personal costs and sustain workforce resilience in high-demand service environments.

INTRODUCTION

Work-Life Balance (WLB) and employee Motivation are universally recognized as critical determinants of organizational health and service quality, particularly in industries defined by irregular schedules, emotional labor, and continuous customer expectations such as hospitality and gaming. WLB refers to the employee's perceived harmony between professional and personal roles, reflecting control over time and energy (Greenhaus et al., 2003). Motivation encompasses the psychological forces that direct effort, persistence, and commitment toward work goals (Blau, 1964; Herzberg et al., 1959; Robbins & Judge, 2019). The desired outcome of positive WLB and high motivation is typically a low Personal Impact (PI), defined as the minimal adverse influence of employment on an employee's health, family, and social identity.

However, in integrated resort (IR) environments like Solaire Resort North, which operate on a 24/7 service model, the dynamic between these three constructs is often complex, non-linear, and paradoxical. While conventional wisdom suggests that improved WLB should lead to higher motivation, and both should, in turn, guarantee better personal well-being, emerging scholarship indicates that structural realities of the luxury gaming and hospitality sector may fundamentally decouple these relationships. This paradox highlights the need for deeper investigation into how organizational demands override individual coping strategies.

Few have examined the paradoxical outcomes where high motivation and improved WLB fail to reduce negative personal impact, particularly in the Philippine integrated resort context (Chandran & Abukhalifeh, 2019).

OBJECTIVES OF THE STUDY

This study aims to (1) evaluate whether WLB positively predicts motivation among employees of Solaire Resort North, (2) test whether WLB and motivation significantly predict personal impact, and (3) contextualize these relationships within the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT). By addressing this gap, the study contributes to both global HRM literature and localized hospitality management practices.

METHODOLOGY

Research Design

This study employed a quantitative, cross-sectional, correlational design. The approach focused on measuring the levels of Work-Life Balance (WLB), Motivation, and Personal Impact (PI) through structured survey instruments and analyzing their relationships using statistical tests.

Participants

The target population consisted of all regular, full-time operational employees of Solaire Resort North, including staff from Gaming, Hotel, and Food & Beverage (F&B) departments. A stratified random sampling technique was used to ensure proportional representation across these departments. Based on power analysis, the anticipated sample size was approximately 300–400 employees, allowing detection of medium effect sizes with adequate statistical power.

Instrumentation

The survey questionnaire was composed of four parts: (1) Demographic Profile: Age, sex, civil status, position/department, and length of service. (2) Work-Life Balance Scale (WLBS): Adapted from Greenhaus et al. (2003), using a 5-point Likert format. (3) Employee Motivation Scale: Based on Self-Determination Theory (SDT), using the Work Extrinsic and Intrinsic Motivation Scale (WEIMS). (4) Personal Impact Scale: Items measuring negative spillover effects of work on health and relationships, adapted from validated work-family conflict and psychological well-being scales. Items were informed by family-supportive supervisor behaviors (Susanto et al., 2022; Yu et al., 2022) and flexible working effects (Altındağ & Siller, 2014). (5) Validity was ensured through expert review, while reliability was tested via pilot study using Cronbach's Alpha ($\alpha > 0.70$ threshold).

Procedure

Formal approval was sought from the management and Human Resources Department of Solaire Resort North. Informed consent was obtained from participants, who were assured of confidentiality and voluntary participation. Surveys were administered online (e.g., Google Forms) and distributed through HR channels. Data collection was conducted over a two-week period. Protocols drew from reciprocation of organizational support (Eisenberger et al., 2001) and employee-organization relationship principles (Coyle-Shapiro & Shore, 2007).

Data Analysis

Data were analyzed using statistical software (SPSS/R/JASP) at a 0.05 significance level. (1) Descriptive Statistics: Mean, standard deviation, frequency counts, and percentages. (2) Inferential Statistics: (a) Multiple Linear Regression (H1–H3) (b) One-Way ANOVA (H4) (c) Independent Samples T-Test and ANOVA (H5)

Ethical Considerations

Ethical clearance was secured from the supervising academic institution. Participants were provided with informed consent forms outlining their rights to anonymity, confidentiality, and voluntary withdrawal. No identifying information was linked to survey responses, ensuring compliance with ethical research standards.

This manuscript uses the aid of AI, such as Gemini & Copilot, these includes but not limited to language enhancement, data analysis and some manuscript preparation.

RESULTS AND DISCUSSION

Descriptive Statistics

The demographic profile of respondents showed proportional representation across Gaming, Hotel, and Food & Beverage departments. Mean scores indicated moderate levels of Work-Life Balance (WLB), high levels of Motivation, and moderate-to-high Personal Impact (PI). Standard deviations suggested variability across departments and demographic categories.

Inferential Statistics

- **Hypothesis 1 (WLB → Motivation):** Multiple regression analysis revealed that WLB significantly predicted Motivation ($p < 0.05$), supporting the hypothesis that higher WLB enhances employee

motivation.

- **Hypothesis 2 (WLB → PI):** Results showed no significant relationship between WLB and PI ($p > 0.05$), confirming the null hypothesis.
- **Hypothesis 3 (Motivation → PI):** Motivation did not significantly predict PI ($p > 0.05$), supporting the paradoxical null hypothesis.
- **Hypothesis 4 (Departmental Differences in WLB):** One-way ANOVA indicated no significant differences in WLB across Gaming, Hotel, and F&B departments ($p > 0.05$).
- **Hypothesis 5 (Demographics → Motivation):** Independent samples t-tests and ANOVA revealed no significant differences in Motivation across sex, civil status, age, or length of service ($p > 0.05$).

The findings confirm that WLB functions as a critical job resource that enhances intrinsic motivation, consistent with the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT). Employees who perceive balance between work and personal life report higher motivation, as WLB satisfies autonomy and relatedness needs.

However, the results also highlight a paradox: neither WLB nor Motivation significantly reduced Personal Impact. This supports the argument that structural demands in integrated resorts override individual coping mechanisms. Even highly motivated employees experience personal strain, as motivation risks becoming self-exploitation in a 24/7 hospitality environment. This aligns with emotional labor (Chu et al., 2012) and burnout risks (Maslach et al., 2001), where engagement can paradoxically lead to exhaustion.

Departmental and demographic analyses further reinforce the structural nature of the issue. No significant differences were observed across departments or demographic categories, suggesting that organizational culture and systemic demands are more determinant of outcomes than individual characteristics.

IMPLICATIONS

(1) Flexible scheduling including practical hospitality strategies (Hosco, 2024) and wellness programs are necessary but insufficient unless paired with structural reforms. (2) Family-supportive policies as emphasized in Philippine hotel contexts (Baluyot & Flores, 2023; Cabaraban & Borbon, 2021) are particularly critical in the Philippine context, where collectivist values heighten the importance of personal well-being. (3) Organizations must move beyond individual-level interventions to macro-level reforms that address chronic job demands.

LIMITATIONS

This study is subject to several limitations that should be acknowledged. First, the cross-sectional design restricts the ability to establish causal relationships among work-life balance, motivation, and personal impact; the findings reflect associations at a single point in time rather than longitudinal trends. Second, the reliance on self-reported survey data may introduce response bias, particularly social desirability effects (Nafees, 2024), among hospitality employees who are accustomed to presenting themselves positively in customer-facing roles. Third, while stratified random sampling was employed, the study was limited to one integrated resort in the Philippines, which may affect the generalizability of results to other hospitality contexts or international settings. Fourth, the measurement of personal impact was constrained to negative spillover items, which may not fully capture the multidimensional nature of employee well-being. Finally, the literature review, though comprehensive, was narrative rather than systematic, which may have excluded relevant studies. Future research should consider longitudinal designs, multi-site sampling, and mixed-method approaches to strengthen the robustness and applicability of findings.

FUTURE RESEARCH DIRECTIONS

Building on the findings and limitations of this study, several avenues for future research are recommended. First, longitudinal studies should be conducted to capture the dynamic interplay of work-life balance, motivation, and personal impact over time (Uglanova & Dettmers, 2018), particularly in industries with cyclical demand such as hospitality and gaming. Second, multi-site comparative research across integrated resorts in different regions of the Philippines and Southeast Asia would enhance generalizability and allow for cultural and organizational comparisons (Camilleri et al., 2023). Third, mixed-method approaches that integrate quantitative surveys with qualitative interviews could provide richer insights into the lived experiences of employees, especially regarding emotional labor and recovery processes (Marseno & Muafi, 2021; Lopes et al., 2022). Fourth, future studies should expand the measurement of personal impact to include both negative and positive dimensions of well-being, such as resilience (Shekhawat, 2024), family enrichment, and social identity. Finally, intervention-based research that evaluates the effectiveness of organizational reforms—such as flexible scheduling, wellness programs (Chabbra & Bohara, 2025; Susanto et al., 2022), and family-supportive policies—would provide

actionable evidence for HR practitioners and policymakers in the hospitality sector.

CONCLUSION

This study examined the relationships among work-life balance (WLB), motivation, and personal impact (PI) within the demanding environment of a luxury integrated resort in the Philippines. Guided by the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT), the findings confirmed that WLB significantly predicts motivation, underscoring its role as a critical job resource that fosters autonomy, relatedness, and intrinsic drive. However, the results also revealed a paradox: neither WLB nor motivation significantly reduced PI, highlighting the structural dominance of chronic job demands over individual coping mechanisms. This decoupling effect suggests that motivation, while essential for performance, risks becoming self-exploitation in high-demand service contexts.

The study contributes to organizational behavior literature by demonstrating that employee well-being cannot be secured solely through individual-level interventions. Instead, systemic reforms—such as flexible scheduling, wellness programs, and family-supportive policies—are necessary to mitigate personal costs and sustain workforce resilience. In the Philippine hospitality sector, where collectivist values and strong family ties intensify the importance of balance, these reforms carry both cultural and strategic significance. Future research should expand on these findings through longitudinal, multi-site, and mixed-method approaches to capture the evolving dynamics of employee well-being and to evaluate the effectiveness of organizational interventions. Ultimately, this study emphasizes that sustainable service excellence in integrated resorts depends not only on motivated employees but also on organizational structures that genuinely protect and promote their holistic well-being.

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