



WORK–FAMILY CONFLICT AND A STUDY AT HOTELS

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КОНФЛИКТЪТ СЕМЕЙСТВО – РАБОТА: ПРОУЧВАНЕ В ХОТЕЛИЕРСКАТА СФЕРА

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ABSTRACT: *Individuals as social beings get engaged in multiple roles that are incompatible in their life. These incompatible roles affect each other mutually and this condition can cause some problems and some negative consequences. It is not always possible to create balance between family and work life like having enough time for both work and family without making a great effort.*

The goal of this study is to determine how problems and experiences of employees working in hotel establishments affect their work and family life mutually. In order to reach the aim a questionnaire form was designed and applied on employees working in 5 star hotel establishments in Bodrum. The data obtained from questionnaires were analysed using statistical analysis. The perceptions of employees about work-family conflict were measured and it was analysed whether the demographic factors of employees make differences or not.

Key Words: Work-Family Conflict, hotel establishment, tourism, employee.

Introduction

Conflict is a concept that affects both positive and negative human's daily life during the interaction between human and community. Conflict can be seen as an incompatibility between individuals or groups, or as an inability of solving problems [1]. Changing demographics and increased competition for low cost labor are altering both work and family roles. Employees are working longer hours, and in some cases have more duties to perform, which increases work demand. Women are entering the workforce at an increasing rate, many have children or dependents, and some are single parents. Further, in many households both partners work, creating dual demands in work and family for both individuals [2].

Work and family are important domains for most people [2]. The general demands of each role include the responsibilities, requirements, duties, commitments, and expectations related to performance in a given domain [3]. Organizational researchers have considered the interface between these roles, and the causes and consequences of these two domains interacting for both employees and organizations [2]. Thus conflict between work and family has become an increasingly popular topic of interest among researchers due to its implications for both organizations and employees [4], [5].

The Definition of Conflict and Work-Family Conflict

Although engaging in both work and family roles can have positive effects for individuals, if workers are unable to balance the responsibilities associated with both roles, the potential for conflict between roles increases [6]. Work–family conflict (WFC) is defined by Greenhaus and Beutell (1985) as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” [2], [3], [7], [8], [9], [10], [11], [12], [13], [14], [15], [16], [17], [18], [19], [20]. While Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) described WFC as a type of interrole conflict that occurs when the demands of work and family roles conflict [17], [21], [22], [23], Renshaw (1976) claimed that WFC is a result of the interaction between stress in the family and work domains [17], [24].

Although some researchers have used global measures, current researchers suggest that work–family conflict is multidimensional: work-to-family conflict (WFC) and family-to-work conflict (FWC). WFC (also termed work interfering with family-WIF) occurs when work activities interfere with family responsibilities, and FWC (known also as family interfering with work-FIW) occurs when family activities interfere with work responsibilities [2], [3], [4], [5], [8], [14],

[15], [17], [18], [20], [21], [25], [26]. Carlson and Kacmar (2000) found that individuals who valued work over family experienced greater FWC. Conversely, those who valued family over work reported that high work demands increased WFC, reducing both family and work satisfaction [23]. Although more studies in this area have investigated the effects of work conflicts on family life, researchers are increasingly paying attention to the effects of family conflicts on work life [27].

Greenhaus and Beutell (1985) called for more research to determine the impact of specific personal characteristics that affect WFC. At the same time they were among the first researchers to consider WFC as having multiple dimensions. They further suggested that these different forms of WFC might have unique antecedents [7]. These dimensions can be identified as time-based conflict, strain-based conflict and behavior-based conflict [9], [16], [23], [26]. Time-based conflict is defined as occurring when time spent on activities in one role impedes the fulfillment of responsibilities in another. Strain-based conflict occurs when pressures from one role interferes with fulfilling the requirements of another role. Lastly behavior-based conflict occurs when behavior in one role cannot be adjusted to be compatible with behavior patterns in another role [4], [7], [8], [10], [12], [15], [17], [24], [28], [29].

Some of the antecedents/determinants in the literature include children, control and autonomy, coping strategies, culture, gender, job type and characteristics, multiple roles, role ambiguity, conflict, overload, role expectations and perceptions, social and organizational support, spouse and family, and time [11].

As Dixon and Bruening [23] stated gender is an influential variable in WFC experience. The literature is mixed regarding whether men or women experience more WFC. Some research suggests there are no gender differences, whereas other research argues women experience higher levels. One gender difference that has been consistently supported is that men typically experience more WFC, while women experience more FWC, especially if they have young children.

Researchers found that the presence of children, the specific number of children (more children—higher WFC), and the ages of the children (younger children—more WFC) in the home were significantly related to WFC [11].

Next, a spouse can affect an employee's WFC in various ways. Supportive spouses have been found to buffer or decrease WFC and its negative

effects [11]. Individuals with more developed support networks experience lower WFC. Family support can include one's spouse, partner and extended family. Workers with non-working spouses or partners usually experience lower WFC. In a practical sense, support often means care for young children when childminding is not available (e.g., evenings, weekends, when the child is sick), but it can also mean emotional support, which acts to help reduce stress [23].

Increased number of hours worked, including overtime, and non-standard working hours tends to be associated with higher levels of WFC. The amount of time spent on house- and child-care tasks is also associated with increased conflict [6], [11], [23]. Jobs requiring non-traditional hours, especially nights and weekends, make standard child-care more problematic. These jobs require much more negotiation between caregivers and can also lead to increased WFC if child-care cannot be arranged [18], [19], [23].

Another important work characteristic, that is often as important as formal policy, is a family-friendly or family-supportive organisational culture. Overall, a more supportive culture decreases reports of WFC. Support can be expressed as flexibility within the work day (e.g., allowing time for errands or doctor visits) and non-traditional work arrangements (e.g., work from home, job sharing, reduced hour jobs) [11], [23].

There are several important personal outcomes of work and family conflict that have been identified in research [30]. Outcomes from work-to-family and family-to-work interaction include both positive and negative outcomes. Positive outcomes include job satisfaction, job performance, family satisfaction, and life satisfaction. Negatives include physical and mental health risk such as psychological symptoms, depression, physical ailments, somatic complaints, and motional exhaustion; lower life satisfaction, lower quality of family life, poorer parental performance, and lower energy levels, lack of advancement, job turnover, and change of occupation [3], [11], [14], [30].

Literature Review

Work and family related roles are the most important roles undertaken by individuals. Work and family life responsibilities required by the assumed roles control almost the whole life of the individual. However, when these responsibilities must be fulfilled at the same time of the individual's life, he/she will face to the most

important contradiction between work and family lives in the role. Conflict can be generally described as the situation arising from the presence of operating the opposite and more than one motive at the same time. WFC occurs when an individual has more role than one like being employee, parent and wife/husband [18].

Previous researches show that work and family roles compete with each other in terms of personal time and energy. Greenhaus and Beutell (1985) defined WFC as incompatible pressures arising simultaneously from the intersection of work and family roles [9]. Previous researches stand out one of the most significant factor in WFC is gender. In many studies, which examined the effect of gender on WFC, it is expressed that women lives more conflict then men. Long and irregular working hours, overtime, low wages, the negative attitude of senior management, business features, such as the length of the person's presence at the same work are the most important causes of WFC. In fact there is a positive relationship between WFCs and working time at work, hard working program and stressful situations at work [18].

The presence of children, the specific number of children, the ages of the children in the home is significantly related to WFC. Also significant differences with females having higher levels of WFC than males, the type and requirements of jobs are related to levels of WFC [11].

Employees today are more likely than ever to be concerned with how to balance their work and family lives. Competing demands, which arise between work and personal roles, often result in conflict for employees. Research that examines WFC has advanced over the last decade and has led to the development of theoretical models, empirical studies, and organizational sponsored work-family initiatives. Changes in the demographic make-up of the workforce have been the primary impetus for the increased focus on work and family issues. The entry of women, dual earner couples, and single parents in the workforce underlie some of the most significant trends [30].

As a result of Yildirim and Aycan's [19] research on nurses it is found that low job and life satisfaction affects WFC and social support affects directly WFC. According to the results of Bruck, Allen and Spector's [17] study on hospital workers it is estimated that job satisfaction reduce WFC. According to Byron [22] demographic variables, such as sex and marital status, are alone poor predictors of work-family con-

flict. Carlson, Kacmar and Williams [8] stated that WFC is a source of stress that many individuals experience. Their research on work-family conflict has found that variable influences a number of outcomes including psychological distress, job satisfaction, organization commitment, turnover, and life satisfaction.

Armstrong et. al. [31] has identified conflicts as a source of stress and can affect organizations in terms of the lost time, reduced productivity, and eventually voluntary turnover of employees. Boyar, Maertz and Pearson [5] have been identified the relationship between WFC and absenteeism behavior (not to be at work place, leaving early and being late for work). The finding also shows that there is a positive affect on WFC and leaving early from work.

Daalen, Willemsen and Sanders [15] examined the relationship between social support and WFC. As a result they found that there is a relationship between WFC and four social support sources (spouse, relatives and friends, supervisor, colleagues). Finally, they indicate that social support is very important especially in reducing WFC.

Both Grant-Vallone and Donaldson [30] and Kinnunen et. al. [10] defined that WFC is a longitudinal predictor of employee's positive well-being. Grice et. al. indicated that WFC is negatively associated with mental health but not significantly associated with physical health.

Research Methodology

The questionnaire was designed by taking into consideration of the researches studied by Blanch and Aluja [26]; Bruck, Allen and Spector [17]; Carlson, Kacmar and Williams [8]. The prepared questionnaire form includes two parts. To start with, respondents' socio-demographic profiles and working hours were tried to be determined. Twenty-five items were then developed to analyse the hotel employees' aspects on WFC. These items were rated using a 5-point Likert Scale, ranging from "strongly disagree (1)" to "strongly agree (5)". The study was carried out between 1 April and 30 April and, Bodrum/Mugla was chosen for conducting the study. The sample included 100 employees who were working at five-star hotels. 26 of 100 questionnaire form was not evaluated as they were filled randomly. Data obtained from questionnaires were analysed using SPSS 11.5 Statistical Program.

Data Analysis

Initially Cronbach's Alpha was calculated to test the reliability. Then, descriptive statistics including frequencies and distribution percentage were conducted to determine respondents' socio-

demographic profiles. Mean score and standard deviation of the variables related to WFC were analyzed. In conclusion, Paired Sample T Test, Anova was calculated in order to analyze whether there was a significant difference between variables in terms of WFC.

Table 1. Reliability Analysis

Reliability Analysis - Scale (Alpha)				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
My job helps me to learn new things [26].	62,1757	124,2838	-,5177	,7860
People where I work are acting me friendly [26].	62,1081	119,4402	-,4318	,7695
When I live a grueling week in my work, family members does their own housework [26].	62,8919	109,1114	,0000	,7283
My family life hinders my responsibilities at work [26].	63,7973	100,7666	,3136	,7153
I do only things what I want when I came home very tired after work [26].	62,7432	104,0565	,0655	,7412
If I had sufficient income, I would not want my spouse to work in this sector [17].	62,7297	99,3232	,3560	,7120
My working hours are causing family problems [17].	63,5541	98,2505	,4615	,7055
Dialogues with the customers outside my working hours lead to family problems [17].	63,8108	100,3199	,4010	,7106
I love working in this job [17].	62,1757	117,7632	-,4310	,7611
My work keeps me from my family activities more than I would like [8].	63,4459	95,4833	,5554	,6975
The time I must devote to my job keeps me from participating equally in household responsibilities and activities [8].	63,4324	96,8241	,4850	,7026
The time I spend on family responsibilities often interfere with my work responsibilities [8].	63,5676	99,7009	,3390	,7132
The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career [8].	63,9324	98,2830	,4273	,7071
When I get home from work I am often too frazzled to participate in family activities/responsibilities [8].	63,7838	96,8019	,4202	,7061
Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy [8].	63,6216	96,6494	,5055	,7014
Due to stress at home, I am often preoccupied with family matter at work [8].	63,6216	98,1562	,4527	,7058
Because I am often stressed from family responsibilities, I have a hard time concentration on my work [8].	63,8649	96,3103	,5383	,6995
Tension and anxiety from my family life often weakens my ability to do my job [8].	63,8649	95,8719	,5312	,6991
The problem-solving behaviors I use in my job are not effective in resolving problems at home [8].	63,0676	99,5433	,3853	,7105

Behavior that is effective and necessary for me at work would be counterproductive at home [8].	63,4459	101,3464	,3382	,7144
The behaviors I perform that make me effective at work do not help me to be a better parent and spouse [8].	63,4054	98,2170	,4093	,7080
The behaviors that work for me at home do not seem to be effective at work [8].	62,9459	98,7368	,4334	,7073
Behavior that is effective and necessary for me at home would be counterproductive at work [8].	63,2027	96,1364	,5548	,6986
The problem-solving behaviors that work for me at home does not seem to be as useful as work [8].	62,6216	98,6494	,4109	,7083
I would like to spend more time at my work [8].	63,5946	102,4909	,2225	,7218
Mean 1.80 Standart Deviation 0, 41783 Cronbach's Alpha 0,7271				

Reliability analysis is used in order to test if the statements, which are developed to collect data about any, sample units, show consistency among themselves or not. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used (along with substantive arguments and possibly other statistical measures) as evidence that the items measure an underlying

(or latent) construct. However, a high alpha does not imply that the measure is one-dimensional. If, in addition to measuring internal consistency, you wish to provide evidence that the scale in question is one-dimensional, additional analyses can be performed. Some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they will use an instrument. Scale reliability analysis on the results of the Cronbach alpha value was calculated as 0.72. This result shows that the scale is within the limits of reliability.

Table 2. Demographic Profile of the Sample

	Frequency (N)	Percent %
<i>Gender</i>		
Female	26	35.1
Male	48	64.9
<i>Age</i>		
Below 25	9	12.2
Between 25-34	38	51.4
Between 35-44	21	28.6
Between 45-54	5	6.8
55 and above	1	1.4
<i>Education</i>		
Primary School	8	10.8
High School	43	58.1
Two-year Degree	3	4.1
Undergraduate	18	24.3
Postgraduate	2	2.7
<i>Marital Status</i>		
Married	30	40.5
Single	36	48.6
Widow (Divorced)	8	10.8
<i>Job of Spouse (If Married)</i>		
Tourism worker	13	39.4
House wife	13	39.4

Other	7	21.2
Number of Children		
1-2	15	42.9
3-4	17	48.6
More than 5	3	8.6
Daily Working Hours		
1-8 hours	48	64.9
9-12 hours	26	35.1

Demographic findings of the study participants have been given at table 2. According to the table 64.9% of the participants were male and 51.4% of the participants were between the ages of 25-34. Most of the participants (58.1%) are graduated from high school and 24.3% of the participants are graduated from university. 48.6% of the participants are single and 40,5 %

of the participants are married. 39.4% of the participants' spouse is engaged in tourism. 48.6% of the participants have 3-4 children and 42.9% of the participants have 1-2 children. 64.9% of the participant are working 1-8 hours per day and 35.1% of the participant are working 9-12 hours per day.

Table 3. The Mean and Standard Deviation of the Answers Given about WFC Scale

		Mean	Std. De- viation
1	My job helps me to learn new things [26].	3.71	1.51
2	People where I work are acting me friendly [26].	3.78	1.26
3	When I live a grueling week in my work, family members does their own housework [26].	3.04	0.84
4	My family life hinders my responsibilities at work [26].	2.09	1.12
5	I do only things what I want when I came home very tired after work [26].	3.14	1.67
6	If I had sufficient income, I would not want my spouse to work in this sector [17].	3.16	1.18
7	My working hours are causing family problems [17].	2.33	1.06
8	Dialogues with the customers outside my working hours lead to family problems [17].	2.08	0.97
9	I love working in this job [17].	3.71	1.04
10	My work keeps me from my family activities more than I would like [8].	2.44	1.13
11	The time I must devote to my job keeps me from participating equally in household responsibilities and activities [8].	2.45	1.14
12	The time I spend on family responsibilities often interfere with my work responsibilities [8].	2.32	1.18
13	The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career [8].	1.95	1.12
14	When I get home from work I am often too frazzled to participate in family activities/responsibilities [8].	2.10	1.28
15	Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy [8].	2.27	1.12
16	Due to stress at home, I am often preoccupied with family matter at work [8].	2.27	1.08
17	Because I am often stressed from family responsibilities, I have a hard time concentration on my work [8].	2.02	1.09
18	Tension and anxiety from my family life often weakens my ability to do my job [8].	2.02	1.14
19	The problem-solving behaviors I use in my job are not effective in resolving problems at home [8].	2.82	1.08

20	Behavior that is effective and necessary for me at work would be counterproductive at home [8].	2.44	0.99
21	The behaviors I perform that make me effective at work do not help me to be a better parent and spouse [8].	2.48	1.17
22	The behaviors that work for me at home do not seem to be effective at work [8].	2.94	1.07
23	Behavior that is effective and necessary for me at home would be counterproductive at work [8].	2.68	1.08
24	The problem-solving behaviors that work for me at home does not seem to be as useful as work [8].	3.27	1.12
25	I would like to spend more time at my work [8].	2.29	1.16

In order to measure WFC a total of 25 item nonredundant items were generated from existing measures in the literature. The mean and standard deviation of the answers given about WFC scale can be seen at table 3. "People where I work are acting me friendly" has the highest average of the scale and its average is 3.78. "My job helps me to learn new things" and "I love working in this job" have the second highest average of the scale and its average is 3.71. The participation level of these statements is very high. The mean of "The problem-solving behaviors that work for me at home does not seem to be as useful as work" is 3.27 and the mean of "If I had sufficient income, I would not want my spouse to work in this sector" is 3.16. The partic-

ipation level of these statements is very high, too. "The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career" has the lowest average and its average is 1.95.

Results of T Test

Independent Samples T Test was analysed in order to assess the gender differences according to WFC. When reviewing the literature, there are studies which determined that gender was an important variable that effects WFC [9], [11], [14], [25]; On the other hand some researchers could not find any effect of gender in terms of WFC [19], [32].

Table 4. Group Statistics Related to Gender

	Gender	N	Mean	Std. Deviation
Work-Family Conflict	Female	26	2,5908	,38538
	Male	48	2,6600	,44166

As it can be seen at table 4 the Independent Samples T Test Result showed that there was no significant difference ($p < 0.05$) between female

and male in terms of WFC with a mean score of 2.59 and 2.66 respectively.

Table 5. Independent Samples T Test Related to Gender

		Levene's Test for Equality of Variances		T-Test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Work-Family Conflict	Equal variances assumed	,842	,362	-,672	72	,504	-,0692
	Equal variances not assumed			-,700	57,692	,487	-,0692

*sig.<0,05, (sd)

As a result of analysis, it has been decided that the variance of gender is not different be-

cause the significance level of Levene test for WFC Sig. value 0,362 is over $p < 0.05$ value.

Therefore, equal variance assumed t value was taken into account and defined as Sig. 0.62. In this respect, it has been analyzed that gender creates no significant difference on account of WFC.

To determine whether there was a significant difference according to working hours, Independent Samples T Test was analyzed. Long and

non-traditional working hours can decrease employees' motivations and can affect them negatively. Moreover long working hours can affect their social life considerably. This situation increase stress and cause some problems among family members. There are studies which found long working hours increase WFC [6], [11], [14], [33] and vica versa.

Table 6. Group Statistics Related to Length of Working Hours

	Length of Working Hour	N	Mean	Std. Deviation
Work-Family Conflict	Between 1-8 h.	48	2,5750	,43566
	Between 9-12 h.	26	2,7477	,37622

The length of working hours per a day and its relationships with WFC was also explored. The mean scores and standard deviations of length of working hours of the respondents were given in Table 6. According to the table, the mean score of between 1-8 working hours was 2.57 and,

between 9-12 working hours was 2.74. The Independent Samples T Test Result showed that significant difference was not found ($p < 0.05$) between 1-8 working hours and 9-12 working hours in terms of WFC.

Table 7. Independent Samples T Test Related to Length of Working Hours

		Levene's Test for Equality of Variances		T-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Work-Family Conflict	Equal variances assumed	1,137	,290	-1,705	72	,093	-,1727
	Equal variances not assumed			-1,781	58,180	,080	-,1727

As a result of analysis; it has been decided that the variance of working time is not different because the significance level of Levene test for WFC, Sig. value 0,290, is over $p < 0,05$. Therefore, equal variance assumed t value was taken into account and defined as Sig. 1,75. In this respect, it has been analyzed that working time

creates no significant difference on account of WFC.

Marital status is a significant demographic variable in terms of WFC. As it was determined in the literature, there is a strong relationship between marital status and WFC [24].

Table 8. Descriptive Statistics Related to Marital Status

Work-Family Conflict	N	Mean	Std. Deviation
Married	30	2,5360	,42986
Single	36	2,6644	,42421
Divorced	8	2,8800	,26705
Total	74	2,6357	,42138

*Variances are homogen.

The mean scores and standard deviations of the respondents' marital status were given in Table 8. According to the mean scores, 2.53 of

the respondents were married, 2.66 of them were single and 2.88 of them were divorced.

Table 9. ANOVA Results Related to Marital Status

Work-Family Conflict	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,805	2	,403	2,352	,103
Within Groups	12,156	71	,171		
Total	12,962	73			

*significant difference of 0.05

The Table 9 shows the mean scores of marital status of the respondents. As it can be seen in

Table 9, no significant difference was assessed according to marital status.

Table 10. Descriptive Statistics Related to Number of Children

Work-Family Conflict	N	Mean	Std. Deviation
Between 1-2	15	2,5787	,36280
Between 3-4	17	2,6541	,49192
5 and more	3	2,8533	,27227
Total	35	2,6389	,42215

The mean scores of the respondents according to children number were given in Table 10. According to the table, 35 of the respondents have children. When assessing mean scores of the

respondents, 2.57 of them have 1 or 2 children, 2.65 of them have 3 or 4 children and 2.85 of them have 5 or more children.

Table 11. ANOVA Results Related Number of Children

Work-Family Conflict	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,196	2	,098	,536	,590
Within Groups	5,863	32	,183		
Total	6,059	34			

There are researchers who found significant difference according to number of children in terms of WFC [7], [11], [14], [25], [33]. In contrast no significant difference was found in this study. The variable was not an important indicator in terms of WFC when analysing the study results (F=0.536, p<0.05). Thus it can be said that there are some differences between results of the studies.

Conclusion and Recommendations

Since tourism requires intensive interactions between employees and customers, the sector is a labour intensive sector while compared with industrial sectors. There is no regular working hours in tourism sector. Individuals have to work in non-traditional hours especially at nights, at

weekends or at national holidays and overtime work as part of their shift. Moreover we can say that they work in a dynamic working environment rather than static working environment. Under these conditions some problems in terms of creating work and family balance for individuals may occur as they can not have a chance to spend much time for themselves in their social life or with their family. This situation not only affects the individuals but also their family members. Moreover overworking hours and irregular work schedules may decrease individuals' motivations, job commitment and satisfaction. Overall these conflicts can cause some physical, psychological and mental health problems such as stress, depression, and unhappiness.

At the end of the study, some variables in terms of WFC were tried to be evaluated. Ac-

According to the results, it was determined that employees' fatigue levels were not considerably low and their work satisfactions were high. The respondents stated that their work encouraged their personal improvement. They were satisfied with their work and they had a strong positive relationship with their co-workers. These findings indicated that their attitudes towards their works were positive.

Similarly, they stated that their family members were eager to support them and help them for decreasing stress arise from work life. On the other hand, they indicated that their work responsibilities affect their social life negatively, overworking and non-traditional working hours cause some problems in their family life and they have not enough time to spend for social activities. Working time in tourism sector is highly related to public and summer holiday time. So, employees do not have enough time for making holiday with their families. Thus this may be one of the most important factors of the result.

Overall, it can be said that respondents who valued work over family can not care their family members properly. They indicated that stress does not affect their work life but their social life negatively. Still they expressed that their work life did not hinder their personal development.

Interestingly, the finding of the results showed that there were no significant relations between gender, marital status, children number and length of working hour in terms of WFC. It was determined that these variables had limited effects.

Consequently, it can be said that managers should take some precautions for balancing employees' work-family life and reducing WFC, if they want to increase employees' performances, productivities and motivations. As Namasivayam and Zhao [27] stated, individuals who are high in affective commitment tend to be more satisfied with their jobs irrespective of the level of WFC and, employees who felt comfortable in their roles and who felt competent in the job, expressed greater affective attachment to the organization. Thus some arrangements such as flexible work schedules, child and elder care support can be done by managers. Supportive policies may be helpful for reducing the stress that employees face and prevent from juggling work and family responsibilities.

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