

UNIVERSITY OF CAPE COAST

**WORK-FAMILY CONFLICT AMONG HOTEL EMPLOYEES IN
SEKONDI-TAKORADI METROPOLIS, GHANA**

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TAKORADI METROPOLIS, GHANA

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Name: Emmanuel Gamor

Signature: Date:

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

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ABSTRACT

Work-family conflict (WFC) is an inter role conflict that arises as a result of incompatible role pressures from the family and work domains. WFC issues have been left out of studies on human resources in the hospitality industry in Ghana. Therefore, this study examined work-family conflict among employees of hotels in the Sekondi-Takoradi Metropolis, Ghana. Questionnaires were used to collect the data from hotel employees in Sekondi-Takoradi. Convenient sampling method was employed to reach the respondent from March to May, 2013. A number of 177 usable data was obtained for the study. The Chi-square statistic and Factor analysis were employed in the analysis of the data.

The study revealed that over two-thirds of the respondents, experienced work-family conflict (WFC) with the females being the most affected. Work-family interference was more common among the respondents than family-work interference. Four (4) main dimensions: spousal support, work involvement and flexibility, and job type were noted to account for WFC among the hotel employees. WFC was noted to have negative effects on the individual; the hotels, and the families of respondents. Employees of the hotels were noted to be reactive in their approach to coping with WFC. In the sense that they try to improve on the quality of role by reacting to the effects that WFC brings.

It is recommended that the management of hotels should create a family supportive work environment to decrease the unfavourable effects of WFC on employees.

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DEDICATION

To my beloved grandmother, Mrs. Grace Longdon Awotwi-Pratt, in eternal rest.

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LIST OF ACRONYMS

CR	-	Cognitive Reconstruction
ERP	-	Economic Recovery Program
FA	-	Factor Analysis
FRF	-	Family related factors
FWI	-	Family-work Interference
GIS	-	Geographic Information Systems
GTA	-	Ghana Tourism Authority
HND	-	Higher National Diploma
ILO	-	International Labour Organisation
KMO	-	Kaiser-Meyer-Olkin
PASW	-	Predictive Analytics Software
PCA	-	Principal Component Analysis
P-E fit	-	Person-Environment fit
PRR	-	Personal Role Redefinition
RRR	-	Reactive Role Redefinition
SAP	-	Structural Adjustment Program
SRR	-	Structural Role Redefinition
STMA	-	Sekondi-Takoradi Metropolitan Assembly
USA	-	United States of America
WFC	-	Work-family conflict
WFF	-	Work-family facilities

WFI	-	Work-family Interference
WRF	-	Work related factors
WTTC	-	World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

Background to the study

In recent years, there has been a greater complexity of work and its related issues with the family. Research has shown that work and family represent two of the most important aspects of the life of an adult. As such, work and family contribute to the explanation and understanding of adult human behaviour and have been realised to have clashes (Magnini, 2012).

Bedu-Addo (2010) points out that the interference of work with family roles is becoming one of the major hazards of occupational health, family satisfaction, well-being of employees and job satisfaction in the 21st century with special emphasis on women professionals. Researchers have, for a long time, speculated that these two variables (work and family) are related, and this relationship has emerged in the form of conflict where the role of one is interfering in the role of the other domain (Zhang, 2011; Ahmad, 2008; Netemeyer, McMurrian, & Boles, 1996).

The phrase “Work-family conflict” was coined by Greenhaus and Beutell in the 1980s when there was an upsurge in the number of women taking part in the paid workforce. During this period, rising proportion of dual-earner families were noticed which contributed to the increasing work stress and an emerging emphasis on quality of life of an individual and therefore, much more attention has been paid

to work-family conflict (Zhang, 2011). This has brought about different definitions from different researchers.

This has been described as an inter-role conflict, which arises due to incompatible roles in work and family domain (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Carmeli, 2003). It occurs when demands of one's work, time dedicated to it, and tension that is created by the job interfere with one's family duties and responsibilities. There can also be tension created by family responsibilities that can interfere with performing work duties (Choi & Kim, 2012; Karatepe & Magaji, 2008; Poelmans & Chinchilla, 2003). This creates an imbalance between work life and family life that affects employees of an organisation or a firm as well as the firm or organisation.

The imbalance created comes in two major forms which are: work-family interference (WFI) and family-work interference (FWI). The WFI is experienced when work duties interfere with one's family responsibilities while FWI is experienced when family roles and responsibilities interrupt work duties (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Boyar, Maertz, Pearson, & Keough, 2003; Frone, Russell, & Cooper, 2000).

The occurrence of the FWI and WFI is linked to family-related, and work-related factors respectively (Ford, Heinen, & Langkamer, 2007; Nicole, 2003). Noted work-related factors include job involvement, working hours, and type of job (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Nicole, 2003). On the other hand, life cycle stage, spousal support, family commitment, and child care are some of

the noted family-related factors that contribute to the occurrence of WFC (Ahmad, 2008; Ahmad, 2007).

Work-family conflict is accompanied by a number of negative effects on individual employees, hotels and the families of hotel employees. These negative outcomes include fatigue, emotional stress, and frustration felt by the individual employees. Absenteeism, lateness, and intention to quite job also affect the hotels and their operations whiles challenges for the families include marital disagreement, poor child care among others (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Karatepe & Badder, 2006; Armour, 2002).

When these effects are not properly managed, employees and their families as well as the hotels in which they work will continue to experience the negativity brought about by work-family conflict. In view of this, four main types of strategies are used to cope with the effects. These coping strategies are: Structural Role Redefinition (SRR), Personal Role Redefinition (PRR), Reactive Role Redefinition (RRR) (Hall, 1972) and Cognitive Restructuring (CR) by Elman and Gilbert (1984).

Economic development and conditions including increasing demands of the labour market in the service industry as well as social demands in the last few decades have made more women pursue careers (Braga & Rochette, 2013). In the past decade and a half, the number of Ghanaian women who have been involved in formal employment in Ghana has more than doubled (Bedu-Addo, 2010). This according to Bedu-Addo (2010) is as a result of the modest economic upturn in the past two decades. This economic upturn emanated from the introduction of two

economic growth interventions namely Economic Recovery Program (ERP) and the Structural Adjustment Program (SAP) in the late 1980s and early 1990s.

The hospitality and tourism industry has seen rapid growth and changes over the years to become one of the pillars of economic growth. It is also said to be one of the world's largest employers (Reigel, 1998), accounting for over 230 million jobs worldwide which is about 8.7 per cent of jobs all over the world (World Travel and Tourism Council (WTTC), 2006). Given the characteristics such as labour intensive and variability of services, the hospitality industry grew at the rate of 5.7 per cent from 2004 to 2005 (Mensah, 2009; World Travel and Tourism Council (WTTC), 2006).

Human resource in the hospitality industry, as in all other service industries, is the most important element in the delivery of services and as such a very crucial component to the success of every hospitality firm or business, including hotels (Mensah, 2009). Employees of hotels are noted to be dominated by females, a young workforce and casual workers or staff (International Labour Organisation [ILO], 2001). Employees of hotels work for long and irregular hours to make a guest satisfied with their facility. Traditionally, hotels work for 24 hours making it quite demanding to work in. The work time arrangement in the hotel has also been described as countercyclical (Sim & Bujang, 2012; Munck, 2001) in the sense that the most demanding time is the period when workers in other industries are off their work schedules. These periods are on weekends and during holidays.

The changing clientele of hotel services, over the years, has come with changes in job demands, job stress, and job support, among others, for employees

in hotels. These characteristics of the hotel job make employees in the industry particularly susceptible to interferences of work roles in family roles. It also makes the hotel a breeding place for work-family conflict (Magnini, 2009). These conditions put hotel employees in an unfriendly environment that facilitate interferences from the family domain. There are also limited benefits that support the family system such as family friendly system and family supportive managers and supervisors (Karatepe & Magaji, 2008).

Problem statement

As a result of the labour intensive nature of the hospitality services coupled with other characteristics such as intangibility, inseparability and in-situ consumption, employees work round the clock with the aim of satisfying the guest under various circumstances. They usually forgo important family roles and responsibilities due to their work. This leads to work-family conflict which may have serious implications for family cohesion (Aslam, Shumiala, Azhar, & Sadaqat, 2011).

Although studies have been conducted on work-family conflict, evidence suggests that the examination of the concepts of work and family have been conducted independently of each other (Brotheridge & Lee, 2005). It is however, important for studies that will examine these concepts together, as suggested by researchers, including Aslam, Shumiala, Azhar, and Sadaqat (2011), be conducted. To these researchers, work and family roles are related and could result in conflict

which may be exhibited in different forms. There is therefore the need to gain insight into the holistic picture of work and family roles and their interrelationships.

Furthermore, the literature on work-family conflict have been dominated by studies in the advanced or developed world (O'Neill and Davis, 2011; Xiao and O'Neill, 2010; Cleveland, O'Neill, Himelright, Harrison, Crouter, & Drago, 2007) at the expense of developing countries, including Ghana (Karatepe & Magaji, 2008; Aryee, Srinivas, & Tan, 2005). It is therefore, necessary to explore work-family conflict situation in Ghana.

Again, though there has been a number of studies in the field of human resource management in the hospitality industry in Ghana, including the study of human resource issues in the development of tourism by Appaw-Agbola, Afenyo-Dehlor, and Agbola (2011) and human resource management practices in selected hotels in Accra metropolis, issues of work-family conflict in the Ghanaian hospitality industry, assessing the nature, factors, and effects as well as the coping strategies have been left out of the picture.

Research questions

The study was guided by these research questions:

1. What are the forms of work-family conflict experienced by hotel employees?
2. What factors contribute to the occurrence of work-family conflict among hotel employees?

3. How does work-family conflict affect employees?
4. What are the perceived effects that work-family conflict has on hotels?
5. What are the perceived effects that work-family conflict has on families of hotel employees?
6. How do hotel employees cope with the effects of work-family conflict?

Research objectives

The general objective of the study was to examine work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis. The specific objectives were to:

1. Explore the forms of WFC among hotel employees in the Sekondi-Takoradi Metropolis;
2. Identify the factors that contribute to work-family conflicts;
3. Assess the effects of WFC on employees; and
4. Determine the coping strategies used by employees to reduce WFC.

Significance of the study

Managing human resource in the hospitality industry is one of the most important elements to consider due to its labour intensive nature, simultaneous production, and consumption, and the importance attached to moment of truth among other characteristics. This study, therefore, provides constructive and insightful information on forms of work-family conflict, factors that facilitate the

conflict faced by employees in the hotel industry from a Ghanaian perspective, and the effects of work-family conflict to hospitality educators, managers of accommodation businesses, students offering hospitality and tourism studies, and other stakeholders in order to understand the forms of work-family conflict that exist among hotel employees; the determinants of work-family conflict and the effects that WFC is associated with.

It has also provided valuable information on coping strategies that will shape the design and methods regarding ways to help balance work and family role conflict faced by employees in the hospitality industry. It will also help managers to identify the contributors to work-family conflict and as such, prevent work dissatisfaction and frequent turnover that result from conflicting roles from both work and family.

It is very necessary to balance the roles and responsibilities that are related to work and family life. This study will therefore help managers of hotels to understand the environment that have been provided for employees to work in. Managers may then provide more family-friendly policies and practices into an organization's strategic management to change from the classical to a more family-friendly culture and as a consequence, help hotel organizations to gain competitive advantage by reducing absenteeism, reduced turnover, and superior retention and productivity of employees as well as rendering the customer friendly and satisfying services.

This study will as well provide information which will serve as baseline information for further studies on the work-family conflict in the Ghanaian

hospitality industry. It will set the grounds for more empirical studies into the phenomenon.

Structure of the thesis

This study is divided into five distinct chapters. Chapter One is the introductory chapter, which gives the background information for the study, the problem statement, objectives, significance of the study, limitation of the study, and the delimitations of the study. Chapter Two consists of a review of relevant literature on the subject of hospitality management, work-family conflict, work-family conflict forms, effects and other related issues to the study. Chapter Three, deals with the methodological issues of the study. This includes the information on the profile of the study area, study design, sources of data, sampling procedures, fieldwork issues and the related challenges, as well as data analysis, and presentations. Chapter Four presents a detailed discussion of the results of the analysed data. Chapter Five summarises the key findings of the study, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews relevant literature underlying work-family conflict. The specific issues include the concept of family, work, hotel services, work-family conflict, dimensions or forms of work-family conflict, and the factors that influence work-family conflict. The others are the effects of work-family conflict on employees, on work and on family, and the coping strategies that are adopted to minimise the effects of work-family conflict. This chapter also discusses the theories, which have been propounded to explain work-family conflicts and, the conceptual framework guiding the study.

The concepts of family and work

The concept of family has been in existence for a very long time and is very important in the daily lives of people (Thornton & Young-DeMarco, 2001). Researchers have brought up different definitions of the concept of the family. They include family as blood relation, maintaining household and family as a group with emotional-ties (Koerner & Fitzpatrick, 2004). However, according to Weigel (2008), there is a problem with having no one single definition for the concept of family that is accepted by all. In view of this, it is realised that the term “family” has been conceptualised in many different ways. One of them is where the family has been described as a relationship between individuals through blood; friendship

or by marriage (Netemeyer, Maxham & Pulling, 2005; Frone, Russell & Cooper, 2000).

From Koerner and Fitzpatrick's (2004) point of view, the various definitions of the concept of family propounded by different researchers can be categorised into three broad perspectives. These are the social perspective definitions, functional perspective definitions, and transactional perspective definitions. The social perspective definitions are based on the presence of people in a group who are related through marriage and blood, usually living together. The functional perspective definition refers to members' of a group performing social tasks and functions, including maintaining households, providing social and material needs and socializing children. The transactional perspective definition is based on a group generating socio-emotional ties in which people generate emotional ties and a sense of family identity as well as belongingness.

For the purpose of this study, family is defined as a group of people living together as a non-work entity, who are related to one another through marriage or blood. Members of this group have the rights and responsibilities of parenthood, childhood, common residence and the performance of social tasks and functions.

In Sub-Saharan Africa, individuals are strongly attached to their families, and large families (multiple births) are important indicators of wealth and blessing (Karatepe & Magaji, 2008). Though Africans cherish large families, it is reported that households in Ghana are becoming more nuclear as the proportion of relatives other than the usual man, wife and children is dropping (Ghana Statistical Service, 2012; Aryee, 1991).

Work is an activity that an individual takes part so as to have remuneration at a stipulated time (Ahmad & Skitmore, 2003). It is seen as a series of social exchange transactions in which an organisation expects the employees to be committed so as to have compensation and support in return (Ahmad & Skitmore, 2003). The role or character of work has changed worldwide over the years as a result of economic changes and reforms and the changes in social demands as well.

In the past, work was for men only and a matter of necessity and survival. Over the years, the characteristics of work have metamorphosed and as such, the composition of the workforce has changed to include women and the issue of status added to the reasons for working while work still remains a necessity of life and personal satisfaction (Applebaum, 1992). Work provides the structure of the way people live, achieve their status, self-esteem and engage in social reality. This study however views the concept of work as the activities or responsibilities that employees of hotels take on in a hotel to serve guests or hotel clients and perform activities to make the stay of guests comfortable in return for compensation or remuneration.

The roles and responsibilities to be performed in the work domain and the family domain may spill over and interrupt in one another such that work domain is found to be major determinant of the work life conflict. That is to say that the role and responsibility performance in one domain, either the work or the family domain, may interfere with the performance of the other domain causing an individual to experience WFC.

Work-family conflict

The concept of work-family conflict has been defined by researchers in different ways. To Aslam, Shumiala, Azhar, and Sadaqat (2011), WFC is a conflict of work and family interrelated roles. It is an inter-role conflict that arises due to incompatible roles in the work and family domains. In the same way, Carmeli (2003) agrees that work-family conflict is an inter-role conflict that comes about due to incompatible roles in work and family domains.

WFC has been explained as stress based. Greenhaus and Beutell (1985), the early researchers into the work-family conflict phenomenon, refer to the conflict as one that is generated when the stress from work and that from family cannot be harmonized. Also, it has been noted that when the expected outcomes and demands of work and family are incompatible, the end result is in the form of inter-domain conflict that is known as work-family conflict (Zhang, 2011; Netemeyer, McMurrian & Boles, 1996). This inter-role conflict has been viewed as a form of conflict, where the pressures associated with the roles that a person play as a member of one group (either the family or work group) are not compatible with pressures that are emanating from being a member of the other group (either the work or family group).

The difficulty that came along with juggling work roles and family roles so that an individual has almost incompatible roles from both the work and family domains brought about the introduction of conflict in the phrase. The role conflict is generated when there is a form of stress involved in performing both work and family duties that cannot be coordinated in some aspects.

When demands from family and the demands from work are equally incompatible, fulfilling the demands of one domain (either work or family) creates difficulties in fulfilling the demands of the other domain (either work or family), which brings about work-family conflict.

Although the views of Aslam, Shumiala, Azhar, and Sadaqat (2011) and Carmeli (2003) give good explanation and description of what work-family conflict is, they fail to give specific roles in the family domain or work domain that may bring about conflict. Again, unlike the view from Greenhaus and Beutell (1985) who explain WFC as stress based, Aslam, Shumiala, Azhar, and Sadaqat (2011), and Carmeli (2003) do not bring the bases on which the conflict rest. Also, these views do not suggest ways to harmonise the responsibilities or cope with the conflicts. In addition, all the above mentioned definitions with the exception of that of Zhang (2011) and Netemeyer, McMurrin, and Boles, (1996) do not provide any possible end result of the conflict between work roles and responsibilities and that of the family domain.

Work and family are known as the two main domains or distinct fields in which modern people live. Responsibilities from these two domains are those that an adult cannot exonerate him or herself from. They satisfy various demands of the family environment as well as the work environment and may also serve as sources of people's happiness at the same time (Zhang, 2011). Therefore, every adult has or will experience work life as well as family life.

The work domain and the family domain are noted to be the most important aspects of adult life and extend to all members of any community (Magnini, 2012;

Karatepe, 2010; Netemeyer, McMurrian, & Boles, 1996). Every individual belongs to a family where there are some responsibilities that he or she must perform as a result of being a member of the family. Likewise, an individual must perform his or her duties or responsibilities at work in order to get paid. The pressures from the work domain and that of the family domain can affect individuals in various ways which include, physically and psychologically.

According to Zhang (2011), the roles of work and family can have a psychological impact on the well-being and satisfaction of an individual. In the same way, Schultheiss (2006) opines that the roles that people play at work place and at home (family) can make a person psychologically or emotionally satisfied or dissatisfied.

In the hotel industry, it is generally agreed that jobs have features known to be disadvantageous to family life of an individual (Xiao & O'Neil, 2010; Harris, O'Neill, Cleveland, & Crouter, 2007). Such characteristics include long and irregular working hours, emphasis on the moment of truth, service intangibility, customer first policies, and high demands of responsiveness, routine and rituals, just to mention a few (Cleveland, et al., 2007).

As there are these factors that facilitate conflict between the work domain and the family domain, coping strategies which include help seeking, positive thinking and avoidance resignation can also be used to minimise the impact (Friedman & Greenhaus, 2000). The work-family conflict affects various industries especially the service industries of which the hospitality industry is no exception (Suria-Pranoto, 2011).

In the hospitality industry, research has shown that many employees and especially hotel employees suffer from conflicts of work and family responsibilities (Oh, 2007; Armour, 2002). In a study conducted in the Republic of South Korea, about 73.8 per cent of a total of 663 respondents from the hotel industry were under stress as a result of conflict among work and family responsibilities (Choi & Kim, 2012). In the same way, a study conducted in the United States also showed that over two thirds of respondents reported conflict between work and family roles or responsibilities (Cleveland, et al., 2007).

For the purpose of this study however, work-family conflict relates to the incompatible role pressures and characteristics of work and family. Such pressures include hotel working shifts, frequent over time as well as work schedules, and family, which include marital interactions and child-parent relationships, that make participation in one role (either work or family) difficult by virtue of participation in the other (either work or family). These lead to outcomes such as absenteeism, emotional exhaustion, stress and poor job performance.

From the views of various researchers above that explicitly show the complex nature of work-family conflict, it can be noted that there are different dimensions and forms associated with the phenomenon of work-family conflict.

Forms of work-family conflict

The concept of work-family conflict takes two main forms. These are work-family interference (WFI) and family-work interference (FWI). According to

Brotheridge and Lee (2005), early researchers have assumed that the worlds of work and family were separate from each other.

However, current empirical studies by researchers such as Aslam, Shumiala, Azhar, and Sadaqat (2011); Bellavia and Frone (2005); Boyar, Maertz, Pearson, and Keough (2003); and Eby, Casper, Lockwood, Bordeaux, and Brinley (2005) who have examined the crossing point of work and family and have smitten the assumption of early researchers and revealed that work and family are influenced by one another. Detecting the crossing point of work and family responsibilities, researchers have given various dimensions of these conflicts.

The phrase work-family conflict suggests that there are two main dimensions to the phenomenon which is generated by bi-directional effects. It is reinforced that the concept of work-family conflict is conceptualised as a construct with dual direction which affects both the work domain and the family domain (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Ahmad, 2008). Again, it is suggested by Gutek, Searle, and Klepa, (1991) that all the types of work-family conflict are bidirectional such that one domain influences the other as cited in (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Frone, Russell, & Cooper, 2000). These influential dimensions are the work-family interference (WFI) and the family-work interference (FWI).

Work-family interference

This is the form that represents workplace issues and roles interfering with family roles and responsibilities. This dimension has also been described as *taking*

work home (Aslam, Shumiala, Azhar, & Sadaqat, 2011). It is also noted to exist in the lives of employees (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Ahmad, 2008; Streich, Casper, & Salvaggio, 2008; Boyar, Maertz, Pearson, & Keough, 2003). Work to family conflict arises when work duties and responsibilities interrupt family life (Frone, Russell, & Cooper, 2000). This is to say that the work duties of an individual can create some kind of conflict in the family domain and bringing about work to family conflict or work-family interference.

Family-Work Interference

Family-work interference refers to the conflict that arises when the fulfillment of family demands of an individual brings about a disturbance in his/her work-life. FWI arise when family responsibilities interrupt work duties (Frone, Russell, & Cooper, 2000). This form of conflict occurs in the situation where home issues and responsibilities, such as, child and or elderly care issues and the time demanded by family roles affect the performance of duties in the workplace (Aslam, Shumiala, Azhar, & Sadaqat, 2011).

A study conducted in Canada, revealed that the effects of home-to-work conflict / FWI were felt by both males and females, and that the females tend to undergo greater levels of anxiety than their male counterparts (Schieman, McBrier, & Gundy, 2003). Similarly, Duxbury and Higgins (2003) observed that there is a difference between the work-family conflict that is experienced by males and females.

Work-family conflict significantly depends on what the individual's core values regarding the roles they have to perform in the work and family domains are. Values determine the meaning that work holds for individuals; the critical component of employee experience at work is the degree to which their work / organization help or hinder the individual's value attainment. Values formed between an individual and key members of his or her family or between the individual and his/her organization that complements each other can also cause conflict between family and work demands (Perrewe & Hochwarter, 1999).

According to Aslam, Shumiala, Azhar, and Sadaqat (2011, p. 21), "If the family values and organizational values of an employee are not severely contrasting, then there is less chances of work-life conflict." Existing research works, including Grzywacz and Marks (2000), and Frone, Russell, and Cooper (2000) indicate that work-to-family conflict / WFI featured in most situations than family-to-work conflict /FWI.

Work-family conflict can also be grouped into different classifications because conflict happens under different conditions and circumstances. A review of literature revealed three (3) other forms or categories. These classifications are: Conflict based on time or time-based conflict; Conflict based on stress or strain-based conflict; and Conflict based on behaviour or the behaviour-based conflict (Zhang, 2011; Ahmad, 2008; Tijen, 2007; Rolando, Carlson, & Kincaid, 2003; Fu & Shaffer, 2001). These different forms of conflicts, in view of Ahmad (2008), are somehow specific to multiple life roles.

Causes of work-family conflict

Work-family conflict arises basically from work related factors and family related factors. There is a growing interest in understanding the cross point of work roles and responsibilities and the family roles and responsibilities (Ahmad, 2008). Work-family conflict comes about as a result of an individual not being able to satisfy the expectations from his or her work roles and responsibilities and at the same time his or her family roles and responsibilities.

There are different individual predictors or factors that contribute to an individual experiencing work family conflict. These individual predictors that bring about the work-family conflict have been grouped into broader factors including work-related factors and family-related factors (Ahmad, 2008 ; Ford, Heinen, & Langkamer, 2007). The issues that cut across the forms of work-family conflict propose that there are two broad factors (work-related and family-related) that contribute to the occurrence of the phenomenon. Studies suggest that the conflict is brought about mainly as a result of work-related factors and also, family-related factors (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Ford, Heinen, & Langkamer, 2007; Nicole, 2003).

Nicole (2003) revealed that it is both the home and the job situations such as dependent care responsibilities and job involvement that form the main causes of work-family conflict among workers. Other empirical studies such as that of Ahmad (2008), and Carlson and Kacmar (2000) have also added a third group of factors (individual-related factors) to the core factors that cause individuals to experience work-family conflict.

Work-related factors

Work-related factors (WRF) are those that emanate from work environment and characteristics. An individual's work environment will contribute to the tension and anxiety that he or she experiences. As well, it contributes to the incompatibility of roles and responsibilities from both the work domain and those from the home or family domain. Ahmad (2008) is of the view that job type, work time involvement, job involvement, role overload and job flexibility form up the leading work-related factors that cause work-family conflict. Other researchers such as Aslam, Shumiala, Azhar, and Sadaqat (2011) and Nicole (2003) emphasised on elements such as working shifts, transfer system, work overtime, risk and working hours.

Work demands, a gamut of pressures, according to Yang, Chen, Choi, and Zou (2000) contribute to the rise of WFC as a result of extreme workloads and classic work time pressures such as rush jobs and deadlines. In the field of hospitality, long hours of work and irregular work hours during odd hours of the day can be added to the equation.

From the view point of Carlson, Kacmar, and Stepina (1995), when a fixed amount of time is given and more of the time is spent on work demands and obligations, lesser time will be available to spend on family obligations and responsibilities. This is evident in the lives of every adult. Therefore, all things being equal when an individual spends more time on obligations of one particular domain, (either on work or on family), the less time will be left for him or her to attend to obligations of the other domain.

In addition, inflexible work arrangements also contribute to the cause of work-family conflict among employees. When the work schedules of an individual is not flexible, it is difficult for him or her to bring into line work demands such as working hours and job involvement with demands and obligations in the family domain such as childcare, school opening hours and life-cycle-stage.

Empirically, it is noted in the literature that there is an association between job category or job type and work-family conflict. Employees who are in the managerial and professional positions report increasingly higher levels of work-family conflicts than employees in the non-managerial and non-professional work positions (Ahmad, 2008; Duxbury & Higgins, 2003).

In the same way, a study conducted in Spain by Carnicer, Sanches, Perez, and Jjimenez (2004) found that there was a positive association between job category, and level of the employee and work-family conflict where managers experience greater levels of work-to-family conflict than the lower category employees. It was also revealed in the same study that the higher the level of education of the employee, the greater the level of work-family conflict.

It has also been found that time committed to work contributes to conflict between the employee's work and family roles (Darcy & Carthy, 2007; Beauregard, 2006). These researchers also found that there is a significant relationship between role overload and work-family conflict. The role overload is explained in the study by job involvement and work time which are characterised by the number of tasks an employee is involved in, how early work begins, hours of work, and the effort an individual has to put into getting a job done among others.

Within the hospitality context, time commitment, work overload irregular work characteristic and job flexibility are said to be the main predictors of work-family conflict. Cleveland, et al. (2007) in their study revealed that it is the long and unpredictable working hours of hotels that create stress on the individual, affecting the individual's family-related roles and responsibilities and increasingly become problematic with the arrival of children.

Prottas (2008) claims that, the long, unpredictable working hours among other negative work characteristics have been associated with higher levels of turnover. This could have negative consequences for families with dual earner system and employees who are struggling to balance the demanding roles of their work and family (Ahmad, 2008).

However, Cleveland et al., (2007) stated, in contrast with Prottas' (2008) findings, that long and unpredictable work hours has no relationship with intention to quit hotel jobs. Research on turnover in the hotel industry reveals that people leave the industry when they experience shocks to their non-work life system such as birth of a child coupled with the unpredictable, long hours (Cleveland et al., 2007; Lee & Michelle, 1994).

Research work by Presser (2004) found out that the shift system in hotel work is significantly related to greater marital problems and child related problems. According to Crouter, O'Neill, Almeida, and Cleveland (2004), work schedules that involve weekends and holidays, a common characteristic of the hotel business, pose challenges to people who work in hotels and are trying to marry the roles and responsibilities of the work and family domains.

In the same way, Galinsky, Kim, and Bond (2001) made known from their findings that the pressures and the demands of work in hotels lead to the feeling of being overworked. In this case, the fast pace at which work is done, having to work on too many tasks at the same time, and not having enough time to get everything done make employees feel overburdened and worn-out. In line with this, a study that was conducted in the USA showed that more than two-thirds of the respondents reported that they have conflicting roles in their work and family domain (Armour, 2002). Job flexibility was also found to be one of the factors that are negatively associated to work-family conflict (Namasivayam & Zhao, 2007; Carnicer, Sanches, Perez, & Jjimenez, 2004; Casey & Chase, 2004; Poelmans, Allen, Spector, O'Driscoll, Cooper, & Sanchez, 2003).

Family-related factors

The family-related factors (FRF) stem from family features and its environment. The family structure and its components are found to be associated to work-family conflict. These components take account of care responsibilities, life cycle stage, and family commitment among others. The issue of child care is one of the considerations of employees especially employees who are married (Ahmad, 2008).

There is an association between the stage reached in the life-cycle and work-family conflict. This is evident in the studies of Ahmad, (2008) and Ahmad (2007) that, employees with children were found to be involved in WFC more than employees without a child or children. Again, employed mothers with a child or

children with age(s) three years old and below are found to be in greater work and family conflict than those with children above three years old. Researchers have found that there is a positive correlation ($r = 0.45$) between number of children at home and family-work conflict (Netemeyer, McMurrian, & Boles, 1996). It is therefore noted that working individuals with younger children are likely to experience more work-family conflict than workers with older children. Employees with young children, especially mothers, have higher family demands. Here, there are greater and often unpredictable demands such as childcare arrangement and care of sick child would result in lower levels of control over the work and family interface and thus higher levels of work-family conflict (Ahmad, 2008).

Frye and Breaugh (2004) found that childcare responsibilities and supervisors support were related to family-work conflict. Childcare responsibilities interrupt working schedules hence leading to increased likelihood of work-life conflict. Child care arrangements, according to Ahmad (2008), have an important impact on parents' experiences of work-family conflict.

Low spousal support, the number of hours spent on domestic work, and parental demands all interfere with the performance of one's work roles and responsibilities (Erdwins, Buffardi, Casper, & O'Brien, 2001; Fu & Shaffer, 2001). These work-family conflicts have repercussions for both employee and organization because the conflict creates disturbance in both the domain of work and that of the family. Moreover, the number of hours worked; the use of family-friendly policies; and supervisor support were predictive of work-family conflict (Frye & Breaugh, 2004) and as such will need some attention.

Effects of work-family conflict

Maslach and Jackson, (as cited in Yavas, Babakus, & Karatepe, 2008) suggest that work-family conflict has an extensive influence on the health conditions of an individual in various forms including bibulosity and depression and emotional exhaustion. It is also known to influence an individual's work as in job performance and productivity. It also has effects on vocation ambition and increases the possibility of an employee having the intention to quit his or her job (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Boshoff & Allen, 2000). In addition, work-family conflict is noted to affect an individual's family in terms of family happiness (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005).

An empirical study of 148 civil servants in Hong Kong revealed that stress from the family, caused by work-family conflict, results in the tendency for an individual to experience high levels of subjective distress, nervousness, and feelings of anger, depression, and fear (Stoeva, Chiu, & Greenhaus, 2002). In this case, employees become less productive at the workplace because demands from the family reduce the effort at work. Others also think of quitting their jobs (Stoeva, Chiu, & Greenhaus, 2002). This therefore may affect work activities, productivity and the survival of the organisation.

Among working women in Taiwan it was found out that work-family conflict was strongly linked with lower job and family satisfaction, greater stress and more severe physical ailments (Lu, Siu, Spector, & Shi, 2009). Mental health can also be disturbed due to minor differences in the work-family understanding. Working women become overburdened in an attempt to juggle the duties and

responsibilities in the home and those of the work environment. They become physically worn-out, emotionally exhausted, frustrated, and develop minor illness such as headaches and joint pains (Lu, Siu, Spector, & Shi, 2009). All these come about as a result of experiencing incompatible roles and responsibilities from both work and family domains.

Researchers found a consistent positive relationship between long working hours, work load and work-family conflict (Aslam, Shumiala, Azhar, & Sadaqat, 2011). In the same way, Galambos, Akmeida, and Kolaric (1995), from their study, young adolescents, agreed to the view that work demands have the tendency to cause adverse effects on an individual's health in the form of physical and psychological health deterioration. People who experience the WFC often feel depressed, and physically drained from having to deal with the incompatibility of their work duties and family roles (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Galambos, Akmeida, & Kolaric, 1995).

According to a study conducted in Toronto, Canada, by Schieman, McBrier, and Gundy (2003), family-to-work conflict has a positive association with anxiety and depression among employed males and females, and the effects of home-to-work conflict were felt by both males and females. It was also noted that females tend to experience greater anxiety than men and as such conflict and emotional or mental distress were strongly associated among women with routine jobs and among men in harmful environment (Schieman, McBrier, & Gundy, 2003).

The various effects that come out of work-family conflict are grouped into broad genres. These classes include emotional exhaustion (Yavas, Babakus, &

Karatepe, 2008; Karatepe & Badder, 2006; Posig & Kickul, 2004), job performance (Netemeyer, Maxham, & Pulling, 2005) and turnover intentions (Boshoff & Allen, 2000).

The emotional exhaustion is more personal or individualistic and tends to affect the mental stability of an individual and appears to be prevalent among employees in people-oriented jobs such as the hospitality jobs and more specifically hotel jobs and among frontline employees (Karatepe & Badder, 2006). Empirical research indicates that employees who are experiencing higher levels of work-family conflict, according to Posig and Kickul (2004), are more likely to be emotionally exhausted.

Job performance is described as the level of productivity of an individual employee in relation to his or her peers (Yavas, Babakus, & Karatepe, 2008). Evidence indicates that the negative effects of family-work conflict contribute to the decrease in employees' work related performance (Netemeyer, Maxham, & Pulling, 2005).

The intentions that some employees have to leave their current jobs in hotels are as a result of the incompatibility between the roles of their work and family. A study conducted in the USA showed that half of 149 respondents reported that they have the intention to quit their jobs in hotels because of incompatible work and family roles that they have (Karatepe & Kilic, 2007; Armour, 2002).

Coping strategies

In order to reduce dissatisfaction and stress that result from work-family conflict among employees, strategies are identified to help reduce work-family conflict. According to McCroskey (1982) cited in Aslam, Shumiala, Azhar, and Sadaqat (2011), work place help employees to coordinate between work and family roles by:

1. **Organizational culture:** This is done through the provision of supportive and friendly culture or policies to balance both the work and family life of employees (McCroskey, 1982; Ontario women's directorate, 1991) cited in Aslam, Shumiala, Azhar, and Sadaqat (2011). Such supportive and family friendly environment includes having after school programs, help desk for employees and flexible work time.
2. **Supervisor support:** immediate supervisor can help employees to face low level of difficulties concerning work and family role balance by giving less pressure and stress in work schedules.
3. **Family-oriented benefits:** when formal benefits such as family support allowance, and paid family holidays are provided to employees, it will help them coordinate work and family responsibilities and reduce work-family role conflict (Paris, 1989; Raabe & Gressner, 1988).

For the past two decades, organizations have been using family-friendly policies to reduce role conflict. According to Thompson, Beauvais, and Lyness (1999) work-family conflict are reduced as a result of the availability of family-friendly policies such as flexible time and job sharing. Several hotel companies have started to implement family friendly programs and practices such as job sharing. It was noted that work-family conflict is associated with family benefit and positive work outcome. Individuals who work with family-supportive employers were better in family life and had less work-family conflict due to less work-family conflict (Friedman & Greenhaus, 2000).

Work-family facilities (WFF) and Person-Environment fit (P-E fit), which involve how a person fits into a workplace environment, are protective factors which eliminate the effect of work-family conflict on mental health of adults. This works best when work-family facilities (WFF) are greater than the work family conflicts (Piotrkowski, 1979). In attempt to balance those two domains, a lower level of work-family conflict and a higher level of work-family facilitation are recommended for a better result (Rotondo & Kincaid, 2008). Person-Environment fit revealed that when an individual fits well in an organisation, work-family conflict is reduced while employees get more satisfied (Chatman, 1991).

Adverse effects of WFC are still seen because research has not found such family friendly work environment to eliminate this conflict (Rotondo & Kincaid, 2008). However, empirical evidence shows that individuals with high emotional intelligence are able to balance family interference with work and work interference

with family better (Carmeli, 2003; Nicole, 2003; Clark, 2000; Tenbrunsel, Brett, Maoz, & Stroh, 1995).

Hall (1972) proposed a typology of coping strategies that are used to deal with inter-role conflict. These coping behaviours are grouped into three: Type one is known as the Structural Role Redefinition (SRR). This is an active attempt used to deal with, what he describes as, role senders directly to reduce conflicting roles of the family and work through mutual agreement on new set of expectations including relocation and job sharing both in the home environment and at work and also having flexible work arrangement. In this case, the individual makes the actors in the home and work environment change their expectations as to what the individual must do in the both domains. The individual may adopt strategies such as seeking help from friends, asking the partner to take up more responsibilities among others.

The second type, Personal Role Redefinition (PRR), is to change one's own personal concept of role demands from other people or domains. In this type, an individual uses strategies such as setting priorities among roles as well as within roles to change expectations for him or herself in order to reduce conflict between work and family roles. The individual therefore finds the most important activity to him or her and try to work out activities giving preference to the most important activity to him or her. The individual may try to keep roles separate, change the standard set for him or herself or handle only the most urgent demands, just to mention a few.

The third type, Reactive Role Redefinition (RRR), attempts to improve the quality of role performance without an attempt to change the structural and personal definition roles. This involves a reactive orientation on an individual's role (Hall, 1972). With this strategy, the individual reacts to the effects that WFC brings to him or her. This according to Hall (1972) and Elman and Gilbert (1984) may be done through ways which include careful planning of role activities, working harder and also scheduling role activities to make sure that they do not conflict.

Coping with role conflict scales developed by Elman and Gilbert (1984) on the basis of Hall's (1972) typology was adopted by this study to measure the coping strategy that hotel employees use to reduce the effects of work-family conflict. Elman and Gilbert's (1984) scale added another type to Hall's typology. The new group, cognitive reconstruction (CR), talks of memory and mental encouragement to overcome the conflict and its effects. The strategies include an individual deciding that the areas causing him or her stress are not that important and reminding oneself that he or she has handled similar problems successfully in the past, among others.

Theories and models underpinning work-family conflict

A number of theories and models have been used in explaining the inter-role conflicts experienced by an individual. These theories and models lay the foundation of the framework for this research. They include the role theory, expansionist theory, and the predictive model of work-family conflict.

Role theory

Role theory thrives on social issues and suggests that within social settings, there are various structures that are formed, including families, work as well as communities that require different roles, taken up by individuals (Parsons & Shlis, 1951). It is perceived that role conflict can be a result of external constraints prohibiting an individual from fulfilling their multiple role responsibilities (Coverman, 1989; Barnett & Baruch, 1985). Each role undertaken by an individual and more especially multiple roles sometimes lead to role conflict as a result of certain duties, rights, norms, and behaviours expected (Biddle, 1986). Role conflict occurs when a person is unable to fulfil the responsibilities in their roles in the family, work or in the community.

The concept of work-family conflict under the role theory as explained by Kahn, Wolfe, Quinn, and Snoek (1964), states that the major determinant of an individual's behaviour is the expectation of behaviour that others have for him or her. The role theory therefore predicts that the expectation surrounding each of these different roles that a person performs can generate inter-role conflicts. This happens when the roles involve pressure on the time, of the focal person, that is available to satisfy all the expectations of both work and family roles. This is because each role requires time, energy and commitment. Using this framework, Kahn, Wolfe, Quinn, and Snoek (1964) defined work-family conflict as a form of inter-role conflict in which the role pressures from work and family spheres are mutually incompatible. Such incompatibility is indicated by the fact that participation in the work role is made more difficult by virtue of participation in the

family role and also family role is made more difficult because of participation in work activities.

Some researchers like Coverman (1989), posit that engaging in multiple roles may leave insufficient time to complete the various demands and responsibilities inherent to an individual's role, resulting in a depletion of time and energy. Competing demands may require additional time, energy, and resources, and commitment. Thus, it can result in the experiences of strain and conflict (Goode, 1960) if the individual does not have enough resources to meet multiple demands.

This role conflict however does not make clear which of the roles will affect the execution of the other. It also fails to acknowledge the fact that conflict can also occur if an individual is not able to fulfil his or her own expectations.

Work-role conflict theory

As a result of multiple role and responsibilities undertaken by individuals from their work domain as well as the family domain, a conflict may be experienced when an employee is unable to fulfil various role obligations from both the family and work domains. This conflict may be experienced either because the time available to fulfil one role obligation makes it difficult to fulfil other role obligations or because energy for the engagement in one role depletes with time (Kahn, Wolfe, Quinn, & Snoek, 1964).

The limited time and energy resources result in the experiences of time-based or strain-based work-family conflict. Workers who are required to work long

hours at demanding jobs such as hotel employees are more likely to experience time-based and strain-based work-family conflict due to the challenges to meet multiple role responsibilities (Hendricks, 2004), as a result of irregular work hours, working on holidays and weekends, and dealing with guests with differing motives.

The expansionist theory

Studies on multiple roles that are not conforming to one's gender, including the role of a worker have recently emphasized the "expansionist hypothesis / theory" (Barnett & Hyde, 2001; Barnett & Baruch, 1985). The proponents are of the view that multiple role occupancy has helpful effects on an individual such that, adding up the worker role will benefit workers, especially women, and in the same way adding up family roles will benefit men.

This expansionist viewpoint is in contrast with the work-family conflict approach which has predicted a negative relationship between work roles and family roles. The expansionist theory fails to recognize that energy and time resources are limited and fixed, rather assume that they are expandable. The theory consists of four principles:

- 1) Multiple roles are beneficial for one's mental, physical, and relationship health;
- 2) The benefits are derived from processes such as "buffering, added income, social support, opportunities to experience success, expanded frame of

reference, increased self-complexity, similarity of experiences, and gender-role ideology” (Barnett & Hyde, 2001, p. 784);

- 3) There are upper limits to the benefits, limited by role conditions such as the number of roles, the quality of roles, and the time demands of each of role demands; and
- 4) Psychological gender differences are generally small.

The theory of coping and the stress of work and family

Coping has to do with the way people manage life conditions that are stressful. Stress and coping, to some extent, could be said to be reciprocal of each other. Hence when coping is ineffective, the level of stress experienced by an individual, in this case WFC, can be high. On the other hand, when coping is effective, the level of WFC is envisaged to be low. Coping can occur as a response to an event or in anticipation of upcoming demands, but it also can involve a proactive approach to self-imposed goals and challenges (Schwarzer & Knoll, 2003).

Pearlin and Schooler (1978) have also described coping as the things that individuals do to avoid being harmed by life strain. The relationship between conflict and coping has been noted to be theoretically grounded in the motivational aspect of person-environment transactions (Scheck, Kinicki, & Davy, 1997). They further suggest that strain creates disequilibrium in people’s lives thereby

motivating them to do something to restore equilibrium. This is important as it ensures that their well-being is not put at risk, as a result of experiencing these stressors (WFC).

The coping process is also initiated in response to the individual's appraisal that important goals have been harmed, lost, or threatened (Folkman & Moskowitz, 2004). Coping responses are thus initiated in an emotional environment, and often one of the first coping tasks is to down-regulate negative emotions that are stressful.

Predictive model of work-family conflict

This model was developed based on the stress-strain model by Dunham (1984) and the social identity theory (Lobel, 1991). The predictive model of WFC posits that constraints or predictors could be job-related, family-related and individual-related as well as predicting the extent to which an individual experiences work-family conflict.

A person could therefore see him or herself as a valued employee, a loving spouse, or a good parent (Ahmad, 2008). Each of these roles provides a different aspect of identity to an individual.

Some people will see themselves being valued employees of an organisation as the most important aspect of their identity, while others may gain more pleasure from the role of spouse of a family man or woman and therefore value it more. Conflict can therefore occur when an individual who values a particular role is forced by situational constraints to spend less time than he or she would like in that

role but rather devote a lot more energy, time and other resources to other roles and responsibilities.

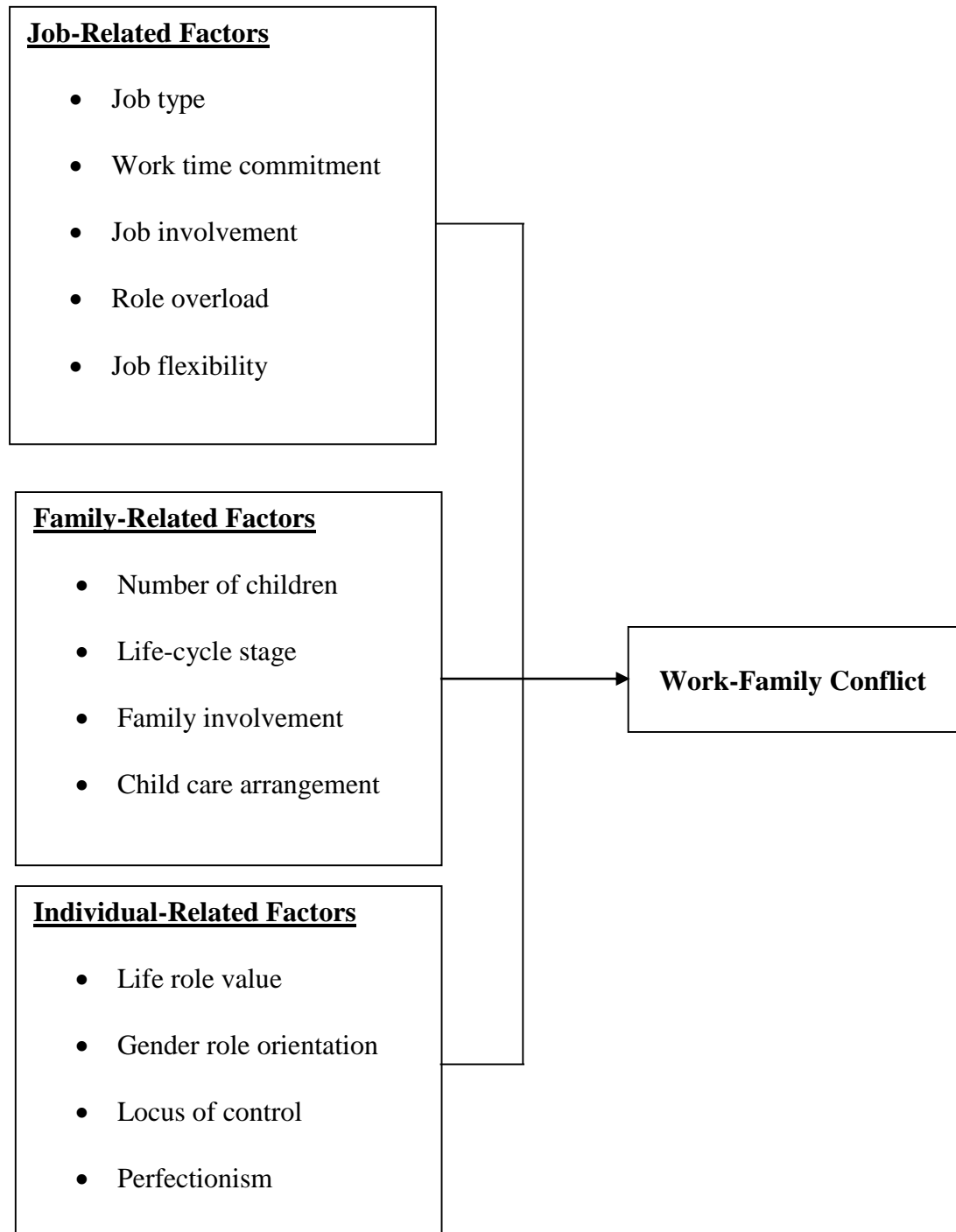


Figure 1: Predictive model of work-family conflict

Source: Ahmad (2008)

Work-to-family conflict and family-to-work conflict models

According to Ford, Heinen, and Langkamer (2007), there are two main aspects when it comes to WFC. Work activities and responsibilities are likely to interfere with the activities and responsibilities found in the family domain. These models were developed based on the bidirectional nature of WFC.

Factors in the work environment such as job involvement, job stress, and work hours, may lead conflict between work and family known as work-to-family conflict which ultimately determines the family satisfaction.

The other side of their argument is that other factors prevalent in the the family domain, including conflict within the family, family support and family hours, can also bring about role conflict known as family-to-work conflict. This conflict will then determine work satisfaction.

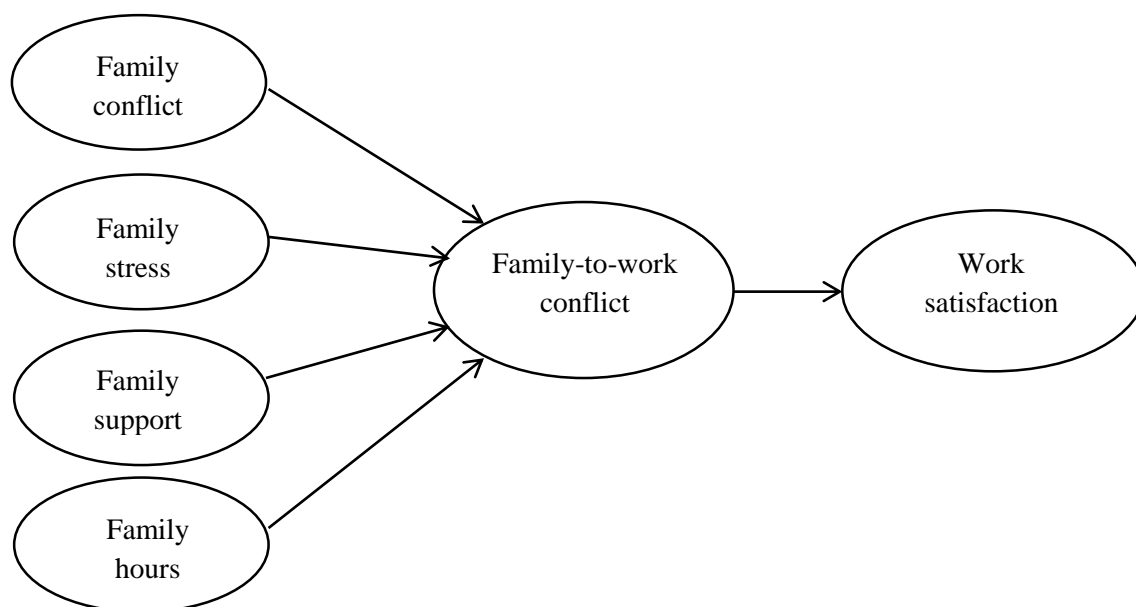


Figure 2: Family-to-work conflict model

Source: Ford, Heinen, and Langkamer (2007)

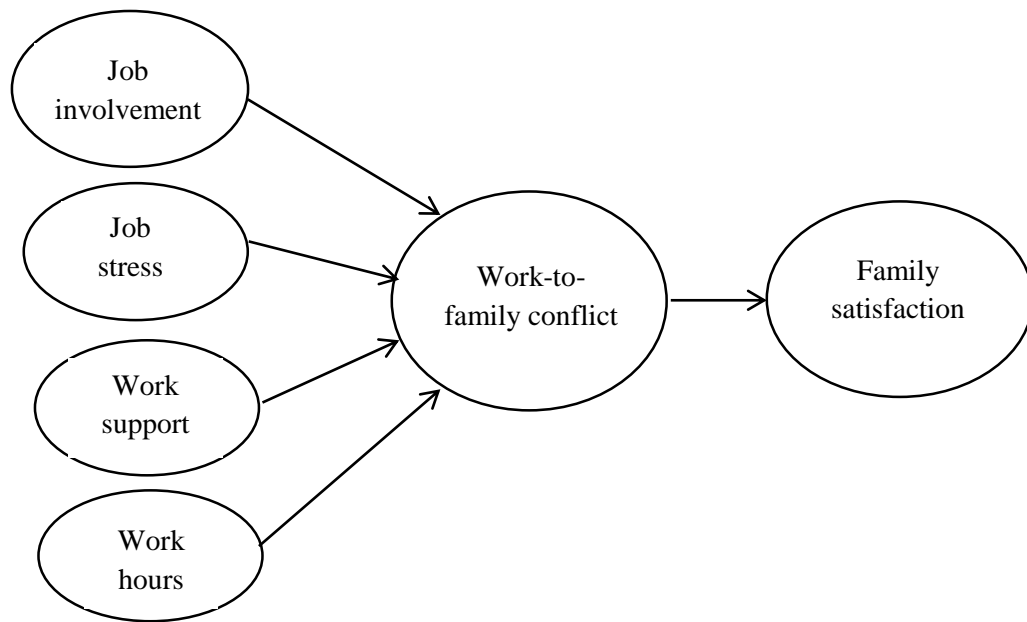


Figure 3: Work-to-family conflict model

Source: Ford, Heinen, and Langkamer (2007)

Conceptual framework

Figure 4 is a model adapted from Ahmad's (2008) predictive model of work-family conflict, and the work-to-family conflict and family-to-work conflict models by Ford, Heinen, and Langkamer (2007). It serves as a guide for studying and understanding work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis. The choice of these models is based on the fact that both the predictive model and the work-to-family conflict and family-to-work conflict models can easily be expanded to study various groups working in different areas including hotel employees. It therefore provides a useful framework for this study.

The frameworks were merged and modified to suit the current study. Coping strategy has been introduced into the model as a mediating variable. Again,

hotel characteristics have been introduced into the model, making it suitable for studying the hotel business.

The new framework, however, uses the main components of the predictive model, the work-family conflict, and the family-work conflict models as a basis to examine conflict among hotel employees in the Sekondi-Takoradi Metropolis. It also considers the coping strategies that employees use to control or minimise the effects of incompatible roles and responsibilities.

This conceptual model shows that work-family conflict is caused by a number of factors which include the individual's socio-demographic characteristics, work-related factors; family-work conflict and the characteristics of the hotel in which an individual works are not a core factor that contribute to work-family conflict. However, hotel characteristics are not noted core factors that affect an individual on the issue of work-family conflict.

If there are any incompatible roles among the individual's work and family domain, it may lead to work-family conflict. The conflict may be in the form of family-to-work conflict / FWI or work-to-family conflict / WFI. There are some strategies and tactics used by individuals to minimise the effects that the conflict brings.

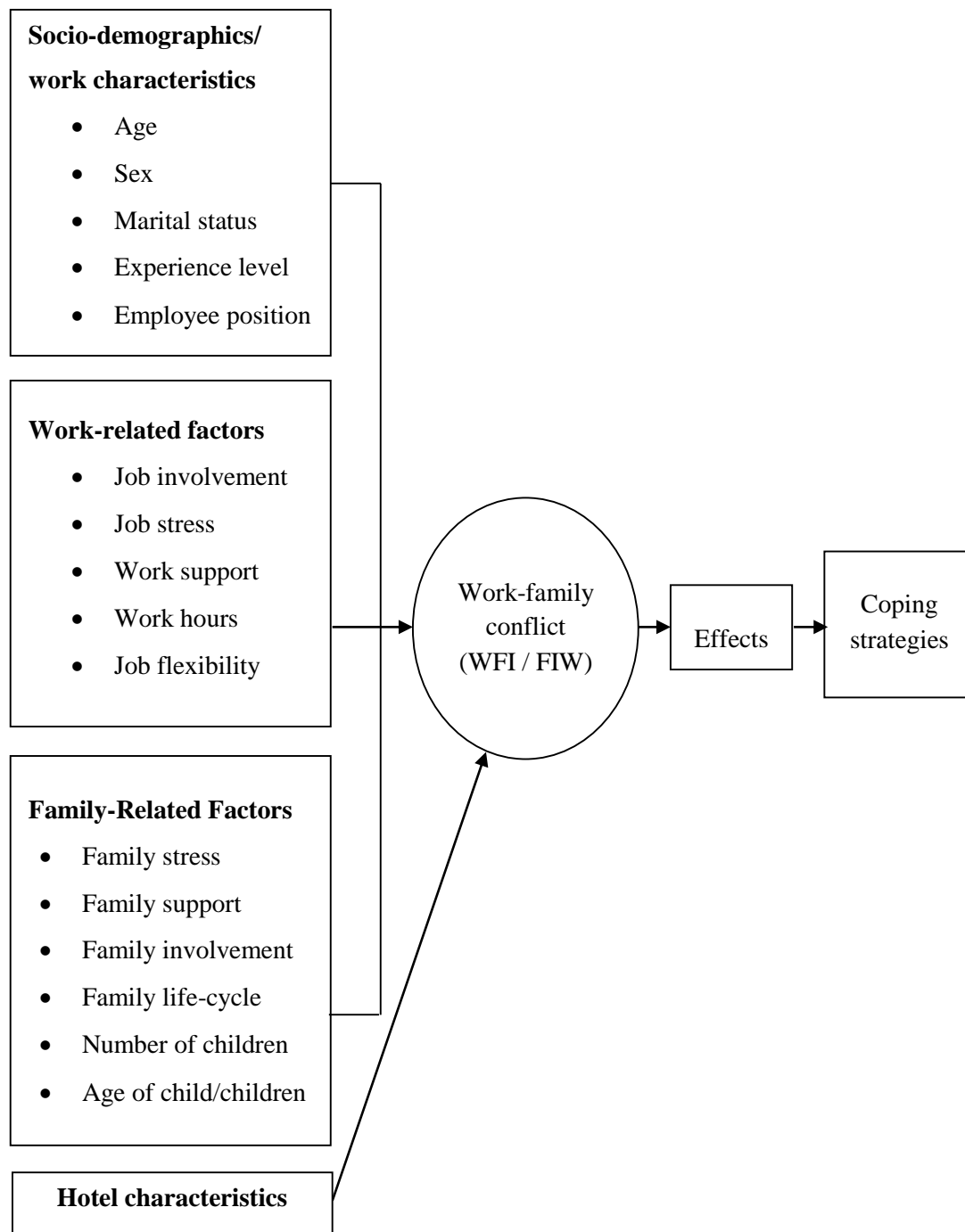


Figure 4: Work-Family conflict model

Source: Adapted from Ahmad, (2008); Ford, Heinen, and Langkamer (2007).

Socio-demographic characteristics

Employees can be recognized by some personal characteristics. It is important to note that personal characteristics which include age, sex, marital status and employment experience could influence the occurrence of work-family conflict.

Work-related factors

The hotel employee's job involvement, work hours, support and the flexibility of his or her work may contribute or facilitate work-family conflict. Studies have shown that time committed to work, job flexibility among other factors form predictors of conflict between the employee's work and family roles (Cleveland, et al., 2007; Darcy & Carthy, 2007; Beauregard, 2006).

Family-related conflict

As an individual belongs to a family, it is possible that demands from this domain may interfere with the roles that are handled in the workplace. Factors such as the number of children and ages of children in the family, family involvement and stress that is associated with family roles and responsibilities.

It has been empirically revealed that the number of dependents in the family, the support that the family gives the individual among other factors may facilitate

the occurrence of work-family conflict (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Schieman, McBrier, & Gundy, 2003; Perrewe & Hochwarter, 1999).

Work-family conflict

Work-family conflict will occur if the roles and the responsibilities of an employee undertaken in his or her family life are seen to be incompatible with that of his or her work. The conflict in this case may be family-to-work / FWI or work-to-family / WFI as has been suggested by the literature (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Frone, Russell, & Cooper, 2000).

Effects of work-family conflict

When hotel employees encounter WFC, it has the tendency to cause adverse effects on an individual. In addition, work-family conflict has consequences for employees' work or the hotel as well as on their families. All these result in negative effects on the individual in different forms which include distress, depression, nervousness, anxiety, and feelings of anger, contempt, disgust, absenteeism, intention to quit jobs, job dissatisfaction and fear (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Stoeva, Chiu, & Greenhaus, 2002). It can also reduce productivity and can lead to labour turnover as indicated earlier. It may also reduce the care given to child or children dependents, and elderly dependents among other effects that WFC can have on the family.

Coping strategies

In view of the effects of WFC, different strategies and tactics can or may be adopted by employees to reduce the effects that come along with the conflict. If the incompatibility is handled well with the right coping strategies, the effects will be reduced and in some cases eliminated but if on the other hand, the conflict is not handled well with the right strategies, it will continue to affect the individual's commitment and the performance of his or her work and family duties.

Summary

This chapter reviewed related literature on work-family conflict. The chapter started with, explaining the concepts involved in the study to make readers understand what the study is about. The chapter puts across definitions of work-family conflict, the concept of family, work, and human resource in the hospitality industry. The review of literature touched on the forms of work-family conflict and suggests that work-family conflict is bidirectional. It is argued that work-family conflict is not unidirectional and a look at the factors that account for work-family conflict was taken into consideration. In addition to this, the chapter reviewed literature on the effects of work-family conflict. The chapter also discussed coping strategies to help prevent or manage the effects of the conflict, theories and models that underpin work-family conflict as well as the conceptual framework guiding this study.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the methodological issues considered in carrying out the study. It describes the study area, study design, data and sources, target population, sample size and instrument used. Other areas to be explained include sampling techniques used in the study, data collection procedure, data processing and analysis as well as its presentation. It also discusses the challenges encountered during the fieldwork.

Study area

The study was conducted in the Sekondi-Takoradi Metropolis of the Western Region of Ghana. It is the administrative capital of the Western Region of Ghana. It covers an area of 385km² and located on longitude 1° 46' 0" W, 1° 55' 0" N. The Metropolis is bordered to the north by Mpoho Wasa East, to the south by the Gulf of Guinea, to the west by Ahanta West District, and to the east by Shama Ahanta East District (Sekondi-Takoradi Metropolitan Assembly, 2013). There are first and second class road networks within the Metropolis. Sekondi is the administrative capital of the metropolitan area whiles Takoradi is the commercial capital. The metropolis is the most developed district among 13 districts in the Western region of Ghana (STMA, 2006).

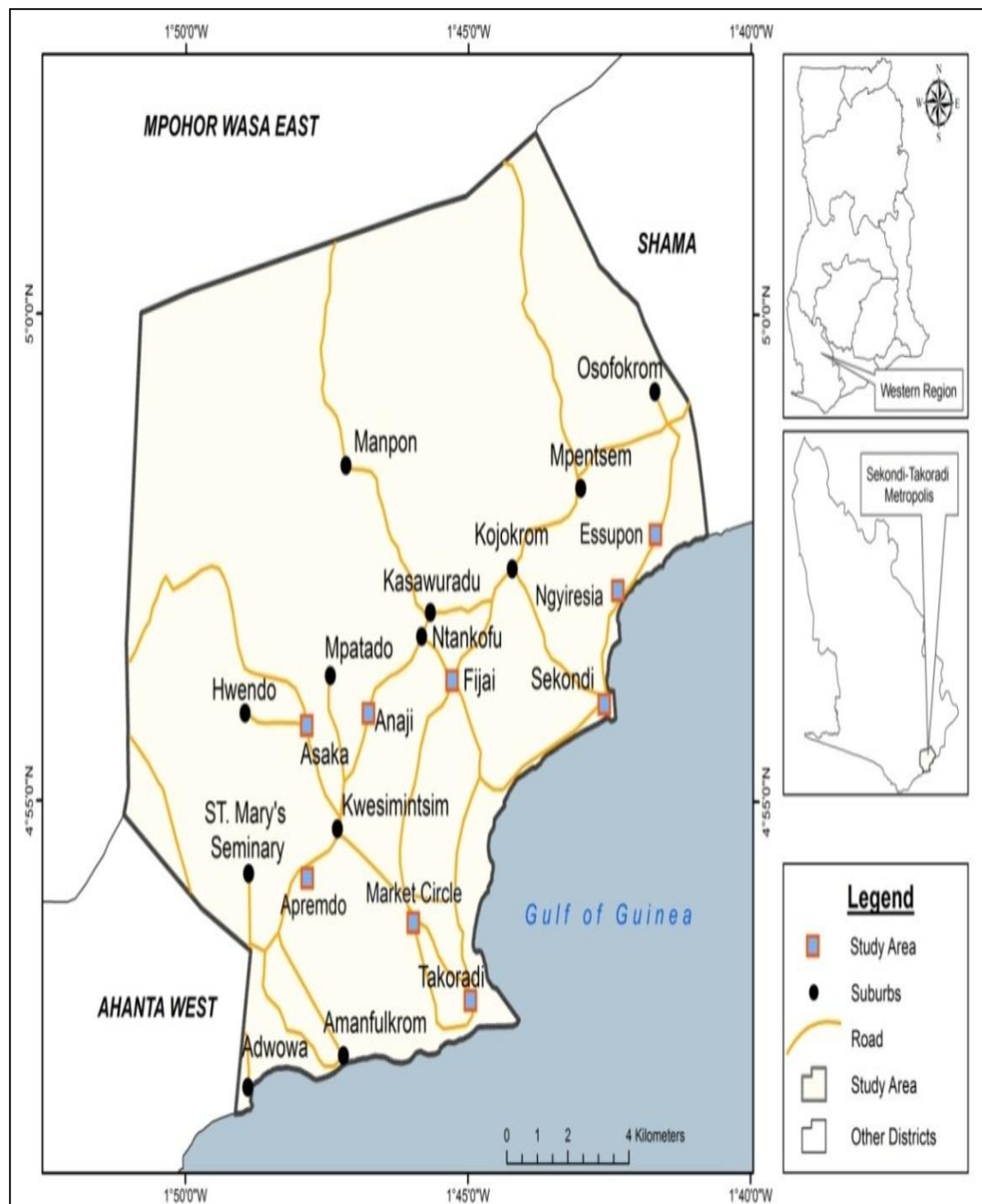


Figure 5: Map of Sekondi-Takoradi Metropolis in regional and national context

Source: GIS Remote Sensing and Cartography unit, University of Cape Coast (2012)

The Sekondi-Takoradi Metropolis has a population of 559,548 with 273,436 being males and 286,112 being females (Ghana Statistical Service, 2012). The Sekondi-Takoradi Metropolitan Area (STMA) was chosen for this study because it hosts the largest number of commercial accommodation facilities in the region, ranging from hotel, motel, to budget accommodation facilities (Ghana Tourism Authority, 2011). Sekondi-Takoradi has more businesses springing up by the day due to the discovery of oil in the region.

More companies have established branches but do not have residences for their workers. As a result, the workers lodge in hotels and other accommodation facilities. Therefore hotel employees in Sekondi-Takoradi have more encounters with guests. Thus, increasing demand from their employers which increases the likelihood of occurrence of WFC among hotel employees in the Sekondi-Takoradi Metropolis.

Sekondi-Takoradi has been known as the “Twin City” and recently, the “Oil City” as a result of the oil deposit close to the city. The recent oil discovery is also likely to bring about the increasing level of quality service provision as a result of increasing business travel to the area which makes the employees more susceptible to the inter-role conflicts created by work and family demands.

Study design

Research design refers to a plan of a research or a study that explicates the way a research is to be conducted (Sarantakos, 2005), covering aspects such as the

topic selection, data collection and analysis, as well as drawing logical conclusions (Flick, 2000). A research design may be based on quantitative or qualitative methods and examples include longitudinal research, comparative and descriptive research designs. The study employed the descriptive research design. This research design describes and also interprets the existence of a phenomenon in the social environment (Heppner, Wampold, & Kivlighan, 2008). It also does not allow for the manipulation of the key variables in the study. This research design aims at describing the state of affairs, and interrelationships between variables. It also describes processes that are on-going and developing trends of a phenomenon (Creswell, 2007).

Descriptive design was chosen for this study because study objectives were to describe the forms of work-family conflict experienced by hotel employees, factors of WFC, its effects and the coping strategies used by the employees.

Data and sources

This study obtained data from both primary and secondary sources. Primary data was obtained from the hotel employees. This data included individual's background; the forms of conflict they experience; factors that influence the conflict; effects that the conflict has on them; the strategies they use to cope with the conflict; and the characteristics of hotels in which they work.

Secondary information such as number of hotels in Sekondi-Takoradi Metropolis, and also names and contacts of registered star rated hotels in the

metropolis were also obtained from the Ghana Tourism Authority (GTA), Western regional office. This information served as sample frame for selecting hotels and enabled the researcher to determine the hotels to contact for the primary data.

Target population

The target population for the study was the employees of hotels in the Sekondi-Takoradi Metropolitan area from the month of March to May, 2013. The choice of the employees as the target population was because they are those who were likely to experience more conflict of one domain (work roles or family roles) interfering in the other domain. It has been noted that work-family conflict is a problem that is commonly faced by most of employees in the hospitality industry due to the nature of the job (Aslam, Shumiala, Azhar, & Sadaqat, 2011). Oh (2007) and Armour (2002) intimate that many employees and especially hotel employees suffer from conflicts of work and family responsibilities.

Sample size

Hair, Anderson, Tatham, and Black (1998), based on a large sample distribution theory are of the view that a reliable results estimates can be attained from samples that are between 100 respondents to 150 respondents. In the same way, Pallant (2005) agrees that a sample size of 100-150 respondents is suitable for quantitative studies. Based on these avowals, 177 employees were sampled from

20 hotels. The 177 sampled employees were those who were available and willing to be part of the study.

Sampling procedures

A multi stage sampling technique was adopted to obtain data for the study. This technique allows the researcher to have all groups within the population represented in the sample for the study. In Ghana, hotels are classified or grouped according to their ratings. They are grouped into Budget hotels, Guest Houses, 1 Star, 2 Star, 3 Star, 4 Star and 5 Star hotels (Ghana Tourism Authority, 2011). Of all the categories, only the 4 Star and 5 Star hotels are not found in the metropolis.

This study however made use of the 1, 2, and 3 Star hotels. First, stratified sampling technique was used to group the hotels into their various categories. That is from Budget hotels to 5 Star hotels. In all, twenty-eight (28) hotels were found in the star rated categories. However, 20 of the star rated hotels took part in the study. There were two 3 Star hotels, ten 2 Star hotels and sixteen 1 Star hotels within the metropolis at the time of the study.

Second, quota was allocated, to each category, to spread the respondents over the various categories of hotels. Since hotel work is characterised by irregular, unpredicted as well as shift system (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Nicole, 2003), the convenience sampling technique was adopted to collect data from the hotel workers available and willing to take part in the survey.

Table1: Summary of sampling procedures

Hotel category	Total number of registered hotels	Number of hotels that took part in the study	Usable responses from hotel employees
3-Star	2	2	47
2-Star	10	7	78
1-Star	16	11	52
Total	28	20	177

Source: Fieldwork (2013)

Research instrument

The data were collected using self-administered questionnaires. This helped the researcher to obtain relevant data from the respondents. The questionnaire consisted of six (6) modules. Module I sought to identify the forms of work-family conflict that hotel employees in the Sekondi-Takoradi experience; Module II examined factors of work-family conflict including work time, job involvement, family demands, life-cycle stage, and spousal support. Module III also assessed the effects of work-family conflict on employees, on hotels and on the families of hotel employees. Module IV determined the coping strategies used by hotel employees which include Social Role Redefinition, Personal Role Redefinition, Reactive Role Redefinition and Cognitive Reconstruction. Module V requested for background information such as sex, age, educational background, position in hotel, and the

number of working days. The last module, Module VI, looked at hotel characteristics including the star rating of the hotel.

Open and close-ended questions were used in the questionnaire to solicit for the data. The open-ended questions were used to give the respondents the chance to express themselves. A four (4) point Likert scale was employed to measure respondents' extent of agreement on various issues in different modules.

The four point likert scale was used because it has been noted that with issues that are more personal such as factors that contribute to, and forms of a phenomenon such as turnover and WFC, respondents prefer to be on the fence. A four point likert scale therefore does not give respondents the option of staying on the fence but to declare their stand as to whether they agree or do not agree to a statement. This strategy has been noted to be helpful (Carbery, Garavan, O'Brien, & McDonnell, 2003; Cutrona & Russel, 1987).

This study adapted the work-family conflict scale developed by Netemeyer, McMurrin, and Boles (1996) and modified by Boles, Haward and Donofrio (2001) to measure the direction of work-family conflict that exist among hotel employees in the Sekondi-Takoradi Metropolis. Though some of the items on the original scale by Netemeyer, McMurrin, and Boles (1996), were modified by Boles, Harward, and Donofrio (2001), the modified scales were slightly modified so as to fit into the context in which the scale is being used for this study. Two additional items were developed and added to the scale to make it suitable for the measurement of Work-family conflict that is required.

Work-family conflict effect scale that was developed by Yavas, Babakus, and Karatepe (2008) was also adopted for the study. A number of items were added to the original scale. Modification and rewording of some items were made to reshape the questions with the respondents in mind.

Pre-testing

Four (4) field assistants with Higher National Diploma (HND) and Bachelor Degree were recruited for the study. Three of the field assistants were polytechnic graduates and the other was a university graduate. They were trained for two days. The training covered the purpose of the study, content of the questionnaire, and communication skills. Only one of the trained assistants was selected for the data collection.

Pre-testing was conducted between 20th February and 1st March 2013, using twenty-four (24) hotel employees in the Cape Coast Metropolis. The pre-testing was used to test the suitability of the instrument. It helped the researcher to identify irrelevant and improperly worded questions. It also gave the researcher the insight into the possible problems to be encountered on the field during the actual data collection.

Fieldwork and related challenges

The actual fieldwork lasted for three months (5th March to 10th May, 2013). The field assistant helped with administration of the questionnaires to the

employees of the various hotels in the Sekondi-Takoradi Metropolis. The purpose of the study was first explained to respondents before questionnaires were given to them to fill. Respondents were also assured of anonymity and confidentiality.

The researcher encountered a number of challenges. Some of the hotel employees were unwilling to participate in the study. Their reason was that they do not gain from various research works that they have been engaged in before and also that they do not have time to fill out the instruments. However, the purpose of the study was well explained to them to encourage them to participate. Also, respondents were mostly engaged in the study during their off shift periods and off days. Others were followed up in their homes to make them feel comfortable and have time to fill out the instrument.

Again, some questionnaires were misplaced making retrieval very difficult. Nevertheless, extra copies were made available to the respondents who misplaced their instrument to give them the chance to take part in the study.

Moreover, some facility owners and managers declined to take part in the study. The reason given was that past researchers did not give any feedback on the studies conducted in their facilities and their outcomes. Introductory letter from the Department of Hospitality and Tourism Management of the University of Cape Coast could help the researcher to get the permission to conduct the research but others did not give the permission.

Ethical issues

This study considered the issues of anonymity, confidentiality and informed consent. No respondent was coerced into participating in the study. All participants voluntarily took part in the study and were free to opt out if they so wish. Informed consent was sought from the respondents and in some cases, the facility owners or managers before conducting the study.

Respondents were assured of anonymity since the data collected neither captured names nor other personal information allowing a third party to match data to individuals. Again, respondents were fully assured of confidentiality. Respondents were assured that the data collected were going to be used for the intended purpose only.

Data processing and analysis

Data from questionnaires were processed with Predictive Analytics Software (PASW) statistics 18. It was then analysed using descriptive statistics such as frequencies. Inferential statistics including factor analysis, regression and chi square to draw conclusions from the analysis. Factor analysis was used to examine the factors of WFC and chi square statistic for significant relationships. Tables and charts were used to present the results of the study.

Summary

The focus of this chapter was to deal with the methodological issues used in this study. Profile of the study area, the research design, nature and sources of data and information, sampling methods, the research instrument, data processing and analysis were discussed. Again, pre-testing, fieldwork and related challenges were looked at as well as some ethical issues and how they were also addressed. The next chapter presents the analysis, results and discussion of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the analysis, results and discussion of the data collected in line with the objectives of the study. Issues covered were the socio-demographic and work characteristics of hotel employees in the Sekondi-Takoradi Metropolis, the forms of work-family conflict (WFC) that exist among hotel employees, factors that contribute to work-family conflict, and the effects of work-family conflict as well as the coping strategies used by hotel employees in the Sekondi-Takoradi Metropolis.

Profile of hotel employees

This section explores the socio-demographic characteristics of hotel employees in the Sekondi-Takoradi Metropolis. The socio-demographic characteristics covered were, sex, age, marital status, level of education, religious affiliation and household arrangement (Family size). The socio-demographic characteristics of the respondents are presented in Table 2.

Table 2: Socio-demographic characteristics of hotel employees

Socio-demographic characteristics	Frequency (N= 177)	Percentage (%)
<i>Sex</i>		
Male	88	49.7
Female	89	50.3
<i>Age</i>		
Less than 30 years	98	55.4
30-39	55	31.1
40-49	14	7.9
50 and above	10	5.6
<i>Marital status</i>		
Married	62	30.3
Unmarried	115	69.7
<i>Level of education</i>		
Basic school	8	4.5
Secondary/ High School	63	35.6
Diploma	59	33.3
Professional (ACCA and NVTI)	7	4.0
University Degree	34	19.2
Postgraduate	6	3.4
<i>Religious affiliation</i>		
Christianity	161	91.0
Islam	13	7.3
Others	3	1.7

Table: 2 Continued

<i>Family size (In persons)</i>		
1-4	97	54.8
5-8	65	36.7
9 and above	15	8.5
<i>Child dependent</i>		
With child	83	46.9
Without child	94	53.1
<i>Elderly dependent</i>		
With dependent	56	31.6
Without dependent	121	68.4
<i>Monthly salary (GH¢)</i>		
Below 200	62	35.0
200-399	76	42.9
400-599	26	14.7
600 and Over	13	7.4

Source: Fieldwork (2013)

Table 2 indicates that over half (50.3%) of the hotel employees in three to one star hotels in the Sekondi-Takoradi Metropolis were females while the other half (49.7%) of employees were males. This finding contradicts the observation made by Lucas (2004) and International Labour Organisation (2001) that female employees dominate the workforce of the hotel industry.

The age structure of hotel employees is typical of a young workforce. The ages of the respondents ranged from 19 to 63 years with an average age of 31 years. It is evident from Table 1 that over half (55.4%) of respondents were less than 30 years old. This was followed by employees within the ages of 30 to 39 years (31.1%). Employees in the older age bracket (50 years and above) were the least (5.6%). This finding indicate that more than half of the employees were young collaborate the International Labour Organisation (2001) report that the industry is characterised by young workers who are less than 35 years old.

As regards the marital status of the hotel employees, the majority (approximately 70%) of the employees stated that they were unmarried. Thirty (30) per cent however reported as being married.

With respect to the educational level of employees, about one-third of respondents (35.6%) had attained secondary/high school qualification while only 3.4 per cent of respondents had postgraduate qualification. There were also employees with other educational backgrounds including professional ACCA and NVTI certificates (4.1%).

With respect to the religious affiliation of the respondents, a clear majority (91.0%) of the hotel employees profess to Christian faith, followed by Islam (7.3%), and others (1.7%). Conceivably, the dominance of Christians in the study could be ascribed to the fact that Ghana is dominated largely by Christians, followed by Muslims and then Traditionalists (Ghana Statistical Service, 2012). It was therefore not surprising to find Christians as the largest group among hotel employees in the Sekondi-Takoradi Metropolis.

The study further suggests that a little over half (54.8%) of the hotel employees had relatively small family sizes (one to four persons in the family) followed by families with five to eight members (36.7%). On the other hand, only a small proportion of employees (8.5%) had relatively large family sizes with 9 members and above. The family size ranged from one (1) to eleven (11) persons, with an average of five (5) persons in a family. This observation confirms the assertion by Choi and Kim (2012) and Han, Lee and Chin (2009) that the structure of families has changed gradually from large to small family systems over the past three decades.

Furthermore, about fifty-three per cent of the respondents were not having child or children dependents whereas approximately 47 per cent were having child or children dependents. In the same way, about two-thirds (68.4%) of respondents were without elderly dependents. This means that more than half of the respondents were free from caring for others and that they are not likely to experience WFC due to demands made by dependents.

About forty-two per cent of the hotel employees received between GH¢ 200-399 per month as salary followed by those who took below GH¢ 200 (30.0%). However, only about 7.4 per cent of the employees received over GH¢ 600 and above. Approximately 38 per cent of the respondents had 2 to 4 years working experience as hotel employees and about 32 per cent had less than two years working experience. The rest (30%) reported to have worked for 5 years and above. The low number of employees with at least five years working experience might be

as a result of the high labour turnover that exists in the hotel industry as indicated by (Suria-Pranoto, 2011).

Overall, the outcome of the analysis on the socio-demographic characteristics of respondents were in line with the outcome of some previous studies conducted in terms of gender and age distribution by the International Labour Organisation (2001), and family size by Choi and Kim (2012), and Han, Lee, and Chin (2009).

Work characteristics of hotel employees

Employees differ in terms of their departments as well as their position. This section analyses the work characteristics of hotel workers in Sekondi-Takoradi Metropolis. The presentation involves the frequency distribution of the responses and their percentages. The work-related characteristics covered by the study were departments of the employee, employee status, employee grade, monthly salary, and years of experience (Table 3).

From Table 3, about a quarter of respondents (24.8%) worked at the front office department. This was followed by restaurant and bar department (13.6%) while the housekeeping department recorded only 9.0 per cent while about were working in the.

Concerning employee status (Table 3), almost three-quarters of the respondents were full time employees (74.0%) and just about a quarter was made up of casual workers (26.0%).

Table 3: Work characteristics of hotel employees

Work characteristics	Frequency (N= 177)	Percentage (%)
<i>Department</i>		
Front office	44	24.8
Restaurant / Bar	24	13.6
Account/Finance	19	10.7
Kitchen	18	10.2
Stores	18	10.2
House keeping	16	9.0
Other departments	38	21.5
<i>Employee status</i>		
Full time employee	131	74.0
Casual employee	46	26.0
<i>Grade of employee</i>		
Junior workers	125	70.6
Supervisors	36	20.3
Managers	16	9.1
<i>Years of experience (In years)</i>		
Less than 2	56	31.6
2-4 years	68	38.4
5 years and above	53	30.0
<i>Number of days worked in a week</i>		
5 days and below	70	39.5
6 days	87	49.2
7 days	20	11.3

Source: Fieldwork (2013)

This finding is in contrast with the global report by the ILO (2001), which stated that the hotel industry has more casual workers than full time workers or employees. This situation can be attributed to the fact that the hotel business is not as busy and seasonal in the metropolis as in other places like Madrid and Miami. The full time workers are therefore able to cope with the activities without needing help from casual or temporal employees.

The study revealed that the majority (70.6%) of employees were made up of junior workers. Supervisory and managerial positions constituted 20.3 per cent and 9.1 per cent of the total employees respectively. This was expected as employees at the lower level or entry level are usually more than managers and supervisors.

As regards the number of days that the hotel employees work, Table 3 shows that about 49.2 per cent of the employees worked for 6 days while 39.5 per cent and 11.3 per cent worked from 4 to 5 days and seven (7) days respectively. The minimum number of working days was 4 days while the maximum number of working days for hotel employees in the Sekondi-Takoradi was 7 days. On the average, hotel employees in the Metropolis worked for 6 days including weekends and holidays. This outcome confirms the assertion by Sim and Bujang (2012), and Munck (2001) that work days and time in the hotel industry is counter-cyclical and that the busiest time for hotel employees is when workers in other industries are off their work schedules including weekends and holidays.

Experience of work-family conflict

This section explores the experience of work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis. Figure 6 shows the proportion of employees, who experienced work-family conflict and those who did not experience any conflict.

Figure 6 shows that, more than two-thirds of the respondents (82.5%) experienced WFC while less than one-third of the respondents (17.5%) did not experience any form of conflict concerning their work life and their family life. This outcome supports earlier observations by researchers such as Choi and Kim (2012), Oh (2007), and Armour (2002) that more or greater number of employees in the hotel industry experience work-family conflict.

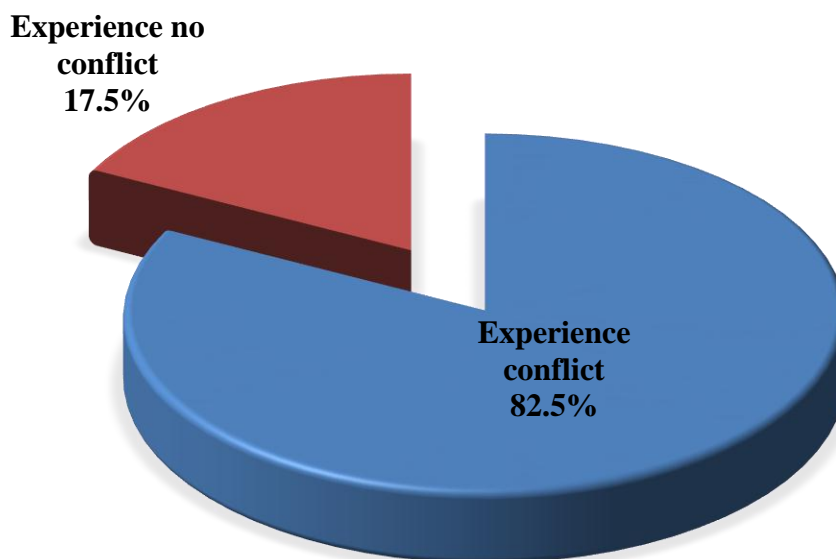


Figure 6: Experience of work-family conflict among employees

Source: Fieldwork (2013)

Experience of work-family conflict by Socio-demographic characteristics

Experience of work-family conflict was explored in relation to the background characteristics of hotel employees. Table 4 shows the distribution across social groupings.

As shown in Table 4, female employees who experienced WFC were 80.9 per cent while 84.1 per cent of male employees experienced WFC. The chi-square test, however, revealed that there was no significant relationship ($p=0.576$) between the experience of WFC the sex of an employee. This finding is in contrast with the observations made by Zhang (2011), Schieman, McBrier, and Gundy's (2003), and DeMeis and Perkins (1996) that females tend to experience work-family conflict or anxiety than their male counterparts.

There was no significant relationship between WFC and age with a p-value of 0.072. The age distribution shows that majority (90%) of employees who are 50 years and above experienced WFC followed by employees less than 30 years (84.7%). However, only a little over half (57.1%) of employees within 40-49 years experienced WFC. The proportion of respondents in each age group generally decreases as the age increases with the exception of employees who were 50 years and above. This means that generally, the older the person, the less WFC experiences. This outcome can be attributed to the fact that older people have young ones who take care of their activities for them.

Again, there was no significant relationship between WFC and marital status. However, the results indicated that unmarried employees (82.6%) experienced relatively the same level of work-family conflict as their married

counterparts (82.3%). This situation can be attributed to supportive partners that the hotel employees may have. Also, married employees may have their family activities taken care of by member of their households.

Table 4: Experience of work-family conflict by Socio-demographic characteristics

Socio-demographic characteristics	N (177)	Experience of work-family conflict			
		Experienced WFC (%)	Not experienced WFC (%)	χ^2 Statistic	P- Value
<i>Sex</i>					
Male	88	84.1	15.9	0.312	0.576
Female	89	80.9	19.1		
<i>Age</i>					
Less than 30 years	98	84.7	15.3	6.996	0.072
30-39	55	83.6	16.4		
40-49	14	57.1	42.9		
50 and above	10	90.0	10.0		
<i>Marital status</i>					
Married	62	82.3	17.7	0.003	0.953
Unmarried	115	82.6	17.4		
<i>Child dependent</i>					
With child	83	86.7	13.3	1.011	0.315
Without child	94	81.1	18.9		
<i>Elderly dependent</i>					
With dependent	56	83.9	16.1	0.172	0.679
Without dependent	121	81.4	18.6		

Table 4 continued

<i>Family size</i>					
1-4 persons	97	82.5	17.5	1.074	0.585
5-8	65	84.6	15.4		
9 and above	15	73.3	26.7		

*Significance level ≤ 0.05

Source: Fieldwork (2013)

Married employees may therefore be able to work without worrying much about role conflicts. As such married employees do not experience WFC more than unmarried employees.

The chi-square test revealed that there was no significant relationship between employees with child dependency and WFC ($p=0.315$). Though both employees with and without child dependent experienced high levels of WFC, employees without children experienced lower level WFC (81.1%) than their counterparts with children (86.7%). This outcome support observations made by Ahmad, (2007) and Ahmad (2008) that employees with children were found to be involved in WFC more than employees without a child or children. This can be as a result of employees not having other family members, who are willing, to take care of their children for them as long as the employees are not around to do so themselves as noted by Ghana Statistical Service (2012) that households in Ghana are becoming more nuclear.

Employees with elderly dependent(s) experienced more WFC (83.9%) than those without elderly dependents (81.1%). However, there was no significant relationship found between employees with and employees without elderly dependents in relation to WFC.

Furthermore, no significant relationship was found between family size and WFC. From Table 4, employees with relatively large family sizes (9 persons and above) experienced less (73.3%) WFC than those with relatively small family sizes. Approximately 85 per cent of the employees having medium size family (5-8 persons) experienced WFC while about 83 per cent of employees having relatively small families experienced WFC. The decrease in the experience of WFC as family size increases may be attributed to the reason that employees with large families may be more likely to have people to help them with their family related activities than employees with relatively small families.

Forms of WFC among hotel employees in the Sekondi-Takoradi Metropolis

As evident from the literature, WFC occurs in two main forms. These are work-to-family conflict / work-family interference (WFI) and family-to-work conflict/ family-work interference (FWI) (Aslam, Shumiala, Azhar, & Sadaqat, 2011; Ahmad, 2008). This section discusses the two groups.

Work-family interference (WFI)

Table 5 presents the extent to which work affects the family of an employee. Five work-family conflict related items were employed to measure the extent to which work affects the family. The presentation involves the percentage, their means and standard deviation.

Table 5 shows that overall respondents were noted to agree with the notion that work interfere with their family roles (65.7%, mean = 2.70). In specific terms, more than two-thirds of respondents agreed with the statements that work related duties make them to change their plans for family activities (77.9%, 2.98), demands of their job make it difficult to fulfil their family responsibilities (65.8%, mean = 2.79), physical demands of job make it difficult to fulfil family responsibilities (70.0%, mean = 2.89). Whereas there was a split decision among employees as to whether the strain that hotel job produces made it difficult for them to fulfil family duties (50.0%, mean = 2.53), things that they wanted to do at home do not get done because of the demands hotel job put on them (58.0%, mean = 2.64). This finding shows that on the average, hotel employees in the Metropolis agree that work related issues affect their family lives significantly. Thus, work interference with family domain (WFI) is common among the employees.

This was found to support the views of researchers such as Streich, Casper, and Salvaggio (2008), and Boyar, Maertz, Pearson, and Keough (2003) that workplace issues and roles interfere with family roles and responsibilities.

Work-related duties and physical demands of work were the two most pressing elements that contributed to WFI in the lives of hotel employees in the

Sekondi-Takoradi metropolis whiles strain from work forms the least as shown in Table 5.

Table 5: Extent to which work interferes with family activities

Statement	% in Agreement	Mean	Mean standard Error
Due to work-related duties, I have to make changes to my plans for family activities.	77.9	2.98	0.07
The physical demands of my hotel work makes it difficult to fulfil family responsibilities	70.0	2.89	0.07
The amount of time my job takes up makes it difficult to fulfil family responsibilities.	65.8	2.74	0.07
Things I want to do at home do not get done because of the demands my hotel job puts on me.	58.7	2.64	0.07
My job produces strain that makes it difficult to fulfil family duties.	50.0	2.53	0.08
<i>Overall (work conflicts with family)</i>	<i>65.7</i>	<i>2.70</i>	<i>0.05</i>

*Mean (1.0-1.49=Strongly Disagree; 1.5-2.49=Disagree; 2.5-3.49=Agree; 3.5-4.0=Strongly Agree)

Source: Fieldwork (2013)

Among the reasons assigned to this condition are that, majority of the respondents were full time workers, and the notion that hotel jobs are widely known to be difficult and stressful and that deemed as normal by the worker in hotels. Employees are therefore likely to have their work-related activities interfere with their family life.

Family-work interference (FWI)

Table 6 shows the extent to which family affects the work of an employee. Five work-family conflict related items were used to gauge the extent work affects the family.

In general, the family life of employees had relatively low interference on their jobs. On the average, employees disagreed (27.6%, mean = 2.29) that family life interfered with work roles and responsibilities. Specifically, respondents disagreed with the statements such as home chores interfere with work their responsibilities (37.6%, mean = 2.32), family-related strain interfere with their performance of duties (29.8%, mean = 2.18), demands from their partners/spouses do not allow them to get things done at work (33.4%, mean = 2.22), and they therefore put off doing things at work due to the demands on time at home (29.7%, mean = 2.08).

The observed low interference of family activities in the work environment may be as a result of the fact that majority of the respondents were less than 30

years, unmarried and without dependents (child dependent and elderly dependent) and as such were likely to have had less family demands and responsibilities.

Table 6: Extent to which family activities interfere with work

Statement	% in Agreement	Mean	Mean standard Error
Home chores interfering with work responsibilities such as accomplishing daily tasks.	37.6	2.32	0.06
The demands of my spouse/partner interfere with work-related activities.	33.4	2.22	0.07
Family-related strain interferes with my ability to perform job-related duties.	29.8	2.18	0.07
I have to put off doing things at work because of demands on my time at home.	29.7	2.08	0.06
Things I want to do at work don't get done because of the demands of my family or spouse/partner.	21.7	2.00	0.08
<i>Overall (family conflicts with work)</i>	<i>27.6</i>	<i>2.29</i>	<i>0.05</i>

*Mean (1.0-1.49=Strongly Disagree; 1.5-2.49=Disagree; 2.5-3.49=Agree; 3.5-4.0=Strongly Agree)

Source: Fieldwork (2013)

Factors accounting for work–family conflict among hotel employees

This section explores the factors that contribute to WFC among hotel employees in the Sekondi-Takoradi Metropolis. Table 7 presents the concerns expressed, in terms of the agreement by hotel employees in the Sekondi-Takoradi Metropolis on factors that contribute to the occurrence of work-family conflict.

Work-family conflict factors

The presentation entails the frequency distribution of responses to every statement, their mean responses and their standard deviations. Thirty-one variables were used in measuring the concerns of hotel employees. These variables were grouped into work time, job involvement, job flexibility, job type, family demands, life cycle stage, and spousal support (Table 7).

Overall, respondents agreed with the notion that work time variables contribute to work-family conflict in their lives (58.9%, mean = 2.64). In specific terms, respondents agreed with the statements that they were not having enough time to get everything done because of work (61.7%, mean = 2.79), they devoted more time and energy to work than their families (50.0%, mean = 2.68), and they were made to work very fast, when serving guests, always (61.0%, mean = 2.83).

On the other hand, they disagreed that they worked for long hours and that made them too tied to perform family duties (49.6%, mean = 2.49).

They also disagreed that working at irregular hours and during odd hours of time contributed to WFC (39.7%, mean = 2.39). The finding is in contrast with Prottas' (2000) observation that working hours is one of the factors that most employees are affected by. It however affirms the assertion by Galinsky, Kim, and Bond (2001) that, the fast pace at which work is done makes them feel weighed down and therefore contribute to WFC.

Four job involvement items were used to measure their contribution of job involvement to WFC (Table 7). In general, about 64.4 per cent of respondents agreed (mean = 2.77) that job involvement contributed to WFC. Some of the items that contributed to this were that, they always have to get to work early leaving family duties unattended to (62.7%, mean = 2.90), working extra hard to finish work (58.9%, mean = 2.84), and that they worked on too many tasks simultaneously which made them feel overworked (49.0%, mean = 2.63).

As observed by Cleveland, *et al.* (2007), Armour (2002), and Galinsky, Kim and Bond (2001), having to work on too many tasks at the same time, and not having enough time to get everything done make employees feel overburdened and worn-out and as such contribute to the occurrence of WFC.

Generally, the respondents agreed that job flexibility also contributed to the WFC situation (53.4%, mean = 2.62). Five job flexibility items were used to have an insight about its contribution to the WFC among the hotel employees in Sekondi-Takoradi metropolis.

Table 7: Extent of agreement on contributors to WFC (n=146)

Statement	Agree (%)	Mean responses	Standard mean error
<i>Work time</i>			
I do not have enough time to get everything done because of work.	61.7	2.79	0.07
I work for long hours and get too tied to perform my family duties.	49.6	2.49	0.07
I devote more time and energy to my work than family.	50.0	2.68	0.08
I work at irregular hours and during odd hours of time.	39.7	2.39	0.07
I have to work fast always.	61.0	2.83	0.08
Overall rating	58.9	2.64	0.05
<i>Job involvement</i>			
I work on too many tasks simultaneously that makes me feel over worked.	49.0	2.63	0.07
I always get to work early leaving some of my family duties unattended to.	62.7	2.90	0.08
I usually do not work in comfort so it interferes with my family life.	30.2	2.29	0.07
I usually work extra hard to finish my work.	58.9	2.84	0.08
Overall rating	64.4	2.77	0.06
<i>Job flexibility</i>			
My work schedules do not allow me to be with my family during weekends	52.8	2.72	0.08
Working on holidays does not allow me to perform my family responsibilities.	74.0	3.02	0.07
My work demands make it difficult to perform my family duties.	51.0	2.63	0.07

Table 7 continued

My work demands make me feel over worked and too tied to perform my family duties.	46.6	2.62	0.08
My work overload is more than I can handle.	17.1	2.35	0.09
Overall rating	53.4	2.62	0.06
<i>Job type</i>			
My position in this hotel requires long and irregular work hours preventing me from doing my family duties.	34.0	2.28	0.07
My position requires that I stay after work hours to prepare report.	23.5	2.11	0.07
I work in the evenings and on night shifts and do not get enough time for my family.	34.7	2.26	0.08
My job requires my presence at the hotel all the time	42.7	2.57	0.09
Overall rating	47.3	2.45	0.06
<i>Family demands</i>			
The physical demands of my family interfere with some of my work-related activities.	28.1	2.22	0.07
I have to put off doing things at work because of demands on time at home.	21.3	2.09	0.06
Things I want to do at work don't get done because of spousal demands.	12.4	1.92	0.05
My family life does not allow me to get to work on time	24.7	2.14	0.08
Family-related strain interferes with my ability to perform job-related duties.	24.7	2.28	0.08

Table 7 continued

Overall rating	17.1	2.08	0.05
<i>Life cycle stage</i>			
My position in the family makes me forego my work and attend to my family	14.4	2.04	0.07
Activities of my dependent young children not allow me to work well.	16.4	2.10	0.08
Activities of my dependent in old age children not allow me to work well.	16.5	2.27	0.08
I want the best childcare arrangement for my child which makes me forego my work duties sometimes	20.6	2.27	0.09
Overall rating	26.7	2.29	0.06
<i>Spousal support</i>			
The absence of my partner's support exposes me to work-family conflict.	31.5	2.52	0.09
My partner does not support me and that I do not have enough time to get work done.	26.0	2.44	0.09
I spend so much time with my family to cater for them that I get little time for work.	17.2	2.32	0.09
My parental demands interfere with the performance of my work duties.	19.1	2.38	0.09
Overall rating	34.9	2.41	0.06

*Mean (1.0 - 1.49=Strongly Disagree; 1.5 - 2.49=Disagree; 2.5 - 3.49=Agree; 3.5 - 4.0=Strongly Agree)

Source: Fieldwork (2013)

Specifically, respondents agreed to the statements that working on holidays contributed to the WFC in their lives (74.0%, mean = 3.02), their work schedules did not allow them to be with their families during weekends (52.8%, mean = 2.72), work demands made it difficult for them to perform family duties (51.0%, mean = 2.62), and work demands made them feel overworked and too tired to perform family duties (46.6%, mean = 2.62).

However, only a few respondents disagreed that their work overload was more than they could handle (17.1%, mean = 2.35). This finding is in contrast with the assertion by Aslam, Shumiala, Azhar, and Sadaqat (2011) and Nicole (2003) that job flexibility does not form a concern among employees in terms of WFC.

Table 7 provides the details of the respondents' agreement on how job type contributes to WFC. On the whole, respondents disagreed that the type of job contributed to the experience of WFC (47.3%, mean = 2.45). Respondents agreed that their job requiring their presence at the hotel all the time contributed to WFC (42.7%, mean = 2.57). The remaining statements were not agreed to, and they include employee's position requiring long and irregular work hours that prevent the fulfilment of family duties (34.0%, mean = 2.28), and employees' position requiring them to stay after work hours to prepare report (23.5%, mean = 2.11).

With respect to family demands, five items were employed to find out which of them is agreed upon by the respondents. In all, only 17.1% were in agreement that family demands contributes much to the occurrence of WFC (Mean = 2.08). In more specific terms, respondents did not agree to statements that employees put off

doing things at work to make time for the home (21.3%, mean = 2.09), the physical demands of the family made it difficult to perform work activities (28.1%, mean = 2.22), family life did not allow them to get to work on time (24.7%, mean = 2.14), family related strain interfered with work-related activities (24.7%, mean = 2.28), and spousal demands that made it difficult to perform work (12.4%, mean = 1.92).

In general, respondents were of the view that life cycle stage was not contributing much to the WFC situation (26.7%, mean = 2.29). Getting the best child care arrangement for child dependent was the only item agreed on by over 20 per cent of respondents (20.6%, mean = 2.27), the rest were all agreed on by less than 20 per cent of respondents. For instance, position in the family made employees forgo work (14.4%, mean = 2.04), the activities of dependent young children did not allow work (16.4%, mean = 2.10), and the activities of dependent in old age did not allow work (16.5%, mean = 2.27).

In all, respondents disagreed with the notion that spousal support variables contributed to work-family conflict in their lives (34.9%, mean = 2.41). This might be as a result of the fact that greater portion of respondents were not married. Specifically, respondents disagreed with the statements that their partners did not support them and that they did not have enough time to get work done (26.0%, mean = 2.44), “I spend so much time with my family to cater for them that I get little time for work” (17.2%, mean = 2.32), parental demands interfered with the performance of work duties (19.1%, mean = 2.38). On the other hand, they agreed with the statement that the absence of my partner’s support exposed them to work-family conflict (31.5%, mean = 2.52) contributed to WFC.

Respondents gave the notion that work time, job involvement, and job flexibility were the factors that were agreed on to have influenced the occurrence of WFC in more employees. However, as regards job type, family demands, life cycle stage, spousal support, the respondents generally disagreed.

Determinants of work–family conflict among hotel employees in Sekondi-Takoradi

To identify the main contributing factors underlying work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis, thirty one (31) variables were subjected to factor analysis (FA). After assessing the forms of conflict that exist in the metropolis, it was of the essence to take a further look at the major components or factors underlying work-family conflict.

Factor Analysis was used to determine which specific factors that together influenced work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis. The thirty one (31) items that influenced work-family conflict among employees were therefore subjected to the Principal Component Analysis (PCA) and the output presented in Table 7 below.

The Kaiser-Meyer-Oklin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were examined to determine the factorability of the data. The KMO result was 0.711 and the Bartlett's test of sphericity was 1876.796 with a P-value of 0.000 which supports the factorability of the data.

According to Tabachnick and Fidell (2001), the Bartlett's test of sphericity should be significant at 0.05 for the Factor Analysis to be considered appropriate

while the KMO index ranges from 0-1, with 0.6 recommended as the minimum value for a good Factor Analysis. The KMO value calculated exceeded the recommended minimum value of 0.6 (0.7) and the Bartlett's test of sphericity was also significant at 0.05 significant level (0.000). It therefore confirms the suitability of the data for Factor Analysis.

The Cronbach's alpha was also used to test the internal reliability of the scale used. Pallant (2005) argues that a Cronbach's alpha coefficient of 0.7 or more indicates a significant reliability of the scales used. Here, all the subscales for the analysis had a Cronbach's alpha coefficient approximately 0.7. It is therefore evident that all scales have internal reliability.

In order to explain the factors in an easy way, the PCA adopted the varimax rotation to reduce the 31 items into four main underlying factors, which accounted for work-family conflict among employees in the Sekondi-Takoradi Metropolis. From the output, four main components with eigenvalues greater than 1.0 emerged and explained about 51.6 per cent of the total variance as indicated in Table 8. This output therefore means that about 48.4 per cent of other factors that are not explained by the calculated factors might have accounted for work-family conflict among hotel employees. The factors identified, nonetheless, contributed to the explanation of the total variance differently as shown in Table 8.

Factor 1: Work involvement and flexibility

Work involvement and flexibility consisted of six (6) items which measured work-family conflict experienced by hotel employees. With an eigenvalue of 4.549,

it contributed approximately 16% towards the total variance explained. 'Working on holidays which does not allow the employee to perform family roles and duties' recorded the highest factor loading (0.673) of this factor while 'Not having enough time to get everything done because of work' recorded the lowest factor loading (0.516).

This outcome affirms Cleveland *et al*'s (2007) and Carnicer *et al*'s (2004) position that time commitment and job flexibility are major contributors of work-family conflict especially in the service industry. Again, it support the assertion put forward by Ahmad (2008) that job involvement is one of the main factors that contribute to the WFC.

Factor 2: Family demands

Family demands, however, had six (6) items and contributed about 14% towards the total variance with eigenvalue of 3.805. The items have 'position in the family makes workers forgo work and attend to their families as the leading item (0.777). On the other hand, 'family life not allowing an employee to go to work on time' was the lowest contributor to factor 2 (Family demands) with a factor loading of 0.453. This is consistent with Ahmad's (2008) predictors of work-family conflicts that demands from the family forms one of the major contributors to the occurrence of work-family conflict.

Factor 3: Spousal support

In the spousal support factor, five (5) items contributed approximately 12 per cent towards the total variance with an eigenvalue of 3.311. The factor loadings of individual items in this factor are relatively high with 'partner not supporting' being the highest ranked item with factor loading of 0.865, and 'seeking better care for a child or children' recorded the lowest factor loading of (0.572). This outcome also agrees with the findings of Ahmad (2008) that wanting the best childcare for an employee's child leads to conflict with work resulting in absenteeism and even turnover intentions.

Factor 4: Job type

Job type factor as a factor was made up of five (5) items. Working in the evenings and on night shifts recorded the highest factor loading of 0.815 while working at irregular hours recorded the least (0.449). Together, the items contributed only about nine per cent (9%) to the total variance explained, with an eigenvalue of 2.180. This outcome also confirms the assertion made by Presser, (2004) and Duxbury and Higgens (2003) that being present at the workplace all the time and working in the evenings and overnight shifts forms up a major contributing factor to the occurrence of work-family conflicts experienced by employees in the service industry. This output also affirms the assertion by Aslam *et al.*, (2011); Ahmad, (2008); Presser, (2004) and Duxbury and Higgens, (2003) that employee's position, is one of the main contributors of work-family conflicts experienced by employees especially in the service industry.

In all, four factors emerged from the PCA varimax rotation factor analysis. All four factors together explained approximately 52 per cent of the total variance of factors accounting for work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis.

The factors' eigenvalues decreased in magnitude from factor one (1) through to factor four (4) (Factor 1: 4.549, Factor 2: 3.805, Factor 3: 3.311, and Factor 4: 2.180). this is evident in Table 8.

On the basis of this it can be concluded that FA technique successfully provided four (4) essential factors that explained work-family conflict among employees working in one to three (1 to 3) star rated hotels in the Sekondi-Takoradi Metropolis. The total variance was relatively high as it was more than 50 per cent. This means that there could be other factors that account for work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis, including individual factors that have been suggested by Ahmad (2008), that were not captured in this study.

Table 8: Factors accounting for WFC among hotel employees

Variables	Factor loadings	Eigen value	% of variance	Cronbach's alpha
<i>F1: Work involvement and flexibility</i>				
Working on holidays does not allow me to perform my family roles.	0.673			
I always get to work early leaving some of my family duties unattached to.	0.642			
I work on too many tasks simultaneous that makes me feel over worked.	0.639	4.549	16.408	0.833

Table 8 continued

I work for long hours and get too tired to perform my family duties.	0.610			
My work schedules do not allow me to be with my family during weekends.	0.569			
I do not have enough time to get everything done because of work.	0.516			
<i>F2: Family Demands</i>				
My position in the family makes me forego my work and attend to my family	0.777			
Family-related strain interferes with my ability to perform job-related duties.	0.696			
Activities of my dependents in old age, do not allow me to work well.	0.656	3.805	14.008	0.787
Activities of my dependent young children do not allow me to work well.	0.580			
My work overload is more than I can handle	0.552			
My family life does not allow me to get to work on time.	0.573			
<i>F3: Spousal support</i>				
My partner does not support me so I do not have enough time to get work done.	0.865			

Table 8 continued

The absence of my partner's support exposes me to work-family conflicts.	0.791			
My parental demands interfere with the performance of my work duties.	0.745	3.311	12.417	0.839
I spend so much time with my family to cater for them that I get little time to work.	0.668			
I want the best child care arrangement for my child which makes me forgo my work duties sometimes (Absent from work)	0.572			
<i>F4: Job type</i>				
I work in the evenings and on night shifts and do not get time for my family.	0.815			
My job requires my presence all the time	0.717			
My position in this hotel requires long and irregular work hours preventing me from doing my family duties effectively.	0.759	2.180	8.766	0.658
My position requires that I stay after work hours to prepare reports	0.579			
I work irregular hours and during odd hours of the day.	0.449			
<i>Total variance explained</i>			51.599	

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.711; Bartlett's test of Sphericity = 1876.796; P = 0.000

Source: Fieldwork (2013)

Effects of work-family conflict

The nature of the hospitality industry gives way for the occurrence of the work-family conflict as noted in the literature review. This therefore leads to negative consequences to the individual, the organisation and the family. Among the observed effects are fatigue, absenteeism at work, turnover intentions, subjective distress, depression, nervousness, anxiety, and feelings of anger and neglect of the family (Aslam, Somalia, Azhar, & Sadaqat, 2011; Stoeva, Chiu, & Greenhaus, 2002).

Table 9 presents the effects of work-family conflict has on hotel employees, their work and on their families. Twenty-three (23) were noted to affect the individual, the hotel and the family. From Table 8, it can be seen that work-family conflict affects the hotel employees in different ways. Feeling fatigued when waking up to face another work day and getting physically drained upon getting home are two most common effects on the employees with 22.8 per cent each. Getting frustrated by the hotel job was however the least effect (8.4%) that work-family conflict had on the employees. Getting emotionally drained was not very common among the hotel employees (15.9%).

As Posig and Kickul (2004), and Karatepe and Badder (2006) reported, feeling physically drained was a common effect of WFC on individual employees who experience the conflicts. However, it is in contrast with their assertion that getting emotionally drained was a very common effect experienced by the individuals who have work-family conflict (Sim, 2013; Rowley & Purcell, 2001; Deery & Shaw, 1997).

Table 9 indicates that there were eleven (11) effects that were perceived to impinge on the organisations' progress. Getting distracted by thoughts, emotions and demands from home whiles at work was noted to be the leading effect.

Table 9: Effects of work-family conflict

Effects	n	%
<i>Effects on the individual</i>		
Feeling fatigued in the morning to face another day at work	92	22.8
Physically drained upon getting home from work	91	22.6
Feeling of depression	70	17.4
Emotionally drained	64	15.9
Frustration from family demands	52	12.9
Frustration from job	34	8.4
Total	403*	100.0
<i>Effects on hotel</i>		
Interruptions by thoughts, and home demands whiles at work	119	19.5
Activities and chores at home prevent me from getting the sleep I need to do my job	105	17.3
Demands from family reduces effort at work	75	12.4
Interferences from my family life reduces concentration at work	73	12.0

Table 9 continued

Stress at home makes me irritable at work	47	7.8
Responsibilities at home reduce effort devoted to work.	45	7.4
My performance reduces when my work and family roles are incompatible	37	6.1
Often thinking about quitting	37	6.1
Will be looking for another job by the next two months	27	4.5
Have attended interviews for work that minimize conflict	24	4.1
Considered leaving my job	17	2.8
Total	606*	100.0
<i>Effects on the family</i>		
Less effort towards home activities	94	24.6
Interruptions by thoughts & emotions form work whiles at home	89	23.3
Stress at work makes me irritable at home	73	19.1
Poor care of elderly dependents	47	12.3
Poor child care	42	11.0
Marital disagreement	37	9.7
Total	382*	100.0

* Totals are more than the number of respondents due to multiple response

Source: Fieldwork (2013)

All the effects of work-family conflict on hotels indicated in Table 9 can be grouped into two main categories (the issue of productivity and the issue of labour turnover intentions). The first seven (7) effects were under the issue of productivity forming the highest form of the effect of work-family conflict on the hotels operating within the Sekondi-Takoradi Metropolis.

In terms of the productivity, 'Getting distracted by thoughts, emotions and demands from home whiles at work' was the leading effect (1.9.5 %) and 'My performance reduces when my work and family roles are not compatible' was the least (6.8%) effect on performance. As regards the labour turnover intentions, 'Often thinking of quitting' was the leading effect (6.1%). The least on the labour turnover intentions was the consideration to leave the job was the least (2.8%). This output supports the assertion of Netemeyer, Maxham, and Pulling, (2005) that work-family conflict has an effect the productivity of an organisation in which the employee works. Again, the result is in line with the assertion that work-family conflict leads the intention of quitting one's job (Karatepe & Kilic, 2007; Armour, 2002).

With respect to effects on the family, six (6) main effects confront the family as a result work-family conflict experienced by hotel employees. These effects are less effort towards home activities; marital disagreement; poor child care; poor elderly care; stress making an individual irritable at home; and getting distracted by thoughts and emotions from the work place.

The respondents indicated that as a result of the incompatible work roles and family responsibilities the greatest effect on their family life is that they put in less effort in home activities (24.6%). On the other hand, the least confronting effect on the family is marital disagreement (9.7%). The small proportion of marital disagreement may be as a result of the fact that unmarried employees were more than married employees.

Coping strategies

Employees who experience work-family conflict will wish to have the ability to prevent harmful effects or lessen the effects that is experienced as a result of the WFC use a number of strategies to curb the effects associated with the conflict in their lives. Table 10 shows the various strategies that employees, who experienced work-family conflict, used in an attempt to prevent or curb the effects of WFC.

Table 10 indicates that strategies that were often used by employees to reduce the effects were fifteen (15). These were grouped into three (3) main categories. The categories are the Personal Role Redefinition (PRR), Reactive Role Redefinition (RRR) and the Cognitive Reconstruction (CR). Although Structural Role Redefinition (SRR) was included in the questionnaire, none of the strategies under SSR were often used by hotel employees in the Sekondi-Takoradi Metropolis.

Table 10: Coping strategies used more often by hotel employees

Strategy	Frequency (n)	% of employees
<i>Reactive Role Redefinition (RRR)</i>		
Organize schedules more efficiently.	101	69.2
Try to live up to the employee's own self- expectation.	99	68.1
Work harder to meet my role demands	94	64.3
Carefully plan to get everything done.	92	62.9
Try to work more efficiently to get more done.	85	58.3
Double my efforts to try to make things work out.	83	56.6
Schedule role conflict to make sure they do not conflict.	80	54.9
Work harder than usual.	75	51.4
Do what other people expect me to do	65	44.7
<i>Cognitive Reconstruction (CR)</i>		
Remind myself I have handled similar problem successfully before.	79	54.1
Decide to do what is good for me regardless of other demands.	75	51.5
Decide that time will solve the problem.	74	50.8
Realize that many of the demands I feel now are only temporary	71	48.5

Table 10 continued

Remind myself that I am experiencing conflict because I am engaged in demanding but fulfilling activities.	63	43.2
<i>Personal Role Redefinition (PRR)</i>		
Handle most urgent demands now	81	55.2

Source: Fieldwork (2013)

Among the strategies used often by the hotel employees to curb the effects associated with work-family conflict, only one (1) strategy under PPR (Handle most urgent demands now) was used. Nine (9) strategies under RRR and five (5) strategies under the CR category were also used, by hotel employees in the Sekondi-Takoradi Metropolis, to control or reduce the impact of WFC.

The only strategy under the PPR that was used by the respondents who experienced WFC was to handle the most urgent demands at that moment. The strategy that was used by most of the hotel employees was ‘Organising schedules more efficiently (69.2%) which is under the RRR.

The least used strategy was that of the CR (Remind myself that I am experiencing conflict because I am engaged in demanding but fulfilling activities). This was practiced by only about 43.2 per cent of the employees who experienced WFC.

Summary

This chapter presented empirical results of WFC among hotel employees in the Sekondi-Takoradi Metropolis. A little over half of employees who work in one-star to three-star hotels within the Sekondi-Takoradi Metropolis of Ghana were females. Most of the hotel employees in Sekondi-Takoradi were young people under 35 years, single and fairly educated. In addition, four (4) main dimensions of factors accounted for WFC among hotel employees in the Sekondi-Takoradi Metropolis. They included spousal support, work involvement and flexibility and job type. Furthermore, there were no significant relationships between WFC and background characteristics of hotel employees. WFC has been observed to cause negative effects on the employee as an individual, on productivity of hotels and on labour turnover. WFC was also noted to cause effects on the families of hotel employees. Three main categories of coping strategies were utilized by employees, who experienced WFC, to curb its effects. The next chapter takes a look at the summary, draws conclusions and make relevant recommendation from the findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, main findings, conclusions, recommendations and areas for further studies. It summarizes the main findings of the study and draws conclusions on the bases of the findings. The chapter also makes recommendations towards improving the integration of work duties and family roles among hotel employees in the Sekondi-Takoradi Metropolis of Ghana.

Summary

The main objective of the study was to examine work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis. Specific objectives however focused on identifying the forms of WFC among hotel employees in the Sekondi-Takoradi Metropolis; examining the factors that contribute to work-family conflicts; assessing the effects of WFC and; determining the coping strategies used by employees to reduce WFC.

A conceptual framework for examining work-family conflict among hotel employees was adapted from Ahmad, (2008) and Ford, Heinen, and Langkamer (2007) to guide the study. The framework identifies seven main issues in examining WFC among hotel employees, which include background characteristics, work-

related factors, effects of work-family conflict, and also, the coping strategies. However, the results indicated that not all contributors in the framework but four main underlying factors (two work-related and two family-related factors) contributed to the occurrence of WFC.

The study employed the descriptive research design. A total of 384 respondents were sampled for the study through the use of multi-stage sampling procedure. However, 177 usable responses were obtained through the use of questionnaires from March to May 2013.

Data collected were cleaned, coded and processed using PASW statistics 18. Descriptive and inferential statistics were employed in analysing the quantitative data. The results of descriptive statistics were presented using charts, frequency tables and cross tabulations. Factor analysis was also used to determine the underlying factors that explained work-family conflict among hotel employees.

Main findings of the study

Based on the exploration of work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis, it was revealed that:

- Majority (82.5%) of hotel employees in the Sekondi-Takoradi Metropolis experienced work-family conflict. It was observed that, unmarried employees experienced more WFC (65.1%) than married employees (34.9%). Also, those without child dependent experienced more WFC (50.3%) than employees with

child dependent. In the same way, hotel employees with elderly dependents experienced more WFC (67.1%) than those without elderly dependents (32.9%);

- Two main forms of WFC were identified in the study. These were the work-family interference (WFI) and family-work interference (FWI). It was evident that WFI was more common (65.7%) among hotel employees in the Sekondi-Takoradi Metropolis than FWI (27.6%);
- Four (4) main underlying factors accounted for work-family conflict among hotel employees in the Sekondi-Takoradi Metropolis. Work involvement and flexibility accounted for the highest variance (16.41%) explained followed by family demands (14.01%), spousal support (12.42%), job type (8.77%). These four (4) work-family conflict factors accounted for a total of approximately 52% of variance;
- Effects of WFC mainly took three (3) forms; the effects on the individual employee, effects on the organisation (hotel), and effects on family. “Getting physically drained after work and feeling fatigued in the morning upon going to work” were the most common effects of WFC on the individual employees with 23% each. Getting frustrated by family demands (13%) and getting frustrated by the job itself (8%) was the least common effects that the employees experienced;
- The perceived effects of WFC on hotels mainly took two (2) forms. Effects related to productivity and effects related turnover intentions. Seven (7) effects

were related to productivity whiles four (4) were related to turnover intentions. It was noted that the most common effect of WFC on hotels was that whiles at work employees were distracted by thoughts, emotions and demands from home (19.5%) and the least common effect on the organisation was employees considering leaving their jobs (2.8%);

- Family was affected by six (6) main effects. The most common effect on the family was the less effort that employees make towards activities in the home (25%). Marital disagreement was however not common among the employees; and
- The last objective was to determine the coping strategies used by employees to reduce WFC. It was found that more hotel employees in the Sekondi-Takoradi Metropolis used Reactive Role Redefinition (RRR) strategies to reduce the effects that WFC has on them. They hardly used Personal Role Redefinition (PRR). It was also realised that Social Role Redefinition strategies (SRR) were never used by the employee to reduce the effects brought about by WFC.

Conclusions

Based on the objectives and the resulting findings of the study discussed, it can be concluded that:

- The work force of hotels within the Sekondi-Takoradi Metropolis is dominated by females and young workers, who are less than 35 years old. The hotel

employees are mostly not married and are fairly educated. Christianity was the dominant religion among the hotel employees. It emerged that majority of them are full time employees. The employees work for an average of six (6) days including weekends and holidays. Again, a majority of them have less than five (5) years working experience;

- Also, a greater number of employees in the hotel industry experience work-family conflict. Female employees are more likely to experience WFC male employees. Though females are easily affected by WFC, the difference between the experience of WFC among males and females is very small. However, it is also deducted that WFC differ across age categories;
- It also emerged that two forms of WFC, namely, work-family interference and family-work interference, are experienced by hotel employees in the Sekondi-Takoradi Metropolis but WFI is experienced more, among the hotel employees, than FWI. Also, most of the employees are less than 30 years of age, unmarried and without dependents (child dependent and elderly dependent). It is therefore less likely for them to have their family demands interfering with their work responsibilities;
- It can be concluded from the study that four underlying factors contribute to work-family conflict among hotel employees in the Sekondi-Takoradi; work involvement and flexibility, family demands, spousal support, and job type;
- It is also deducted that WFC affect individual employees, their families and also the hotels they work in. Employees usually feel fatigued to prepare for work in

the morning and physically drained after work. They also feel depressed and emotionally drained sometimes. WFC is also noted to affect the productivity of hotels in the Sekondi-Takoradi Metropolis. It also contributes to hotel employee's intention to quit his or her job. Employees put in less effort towards home activities; sometimes become irritable at home, and provide poor child care and elderly care as a result of WFC; and

- It emerged from the study that hotel employees in Sekondi-Takoradi are reactive in coping with the effects of WFC. Most of the strategies they used in curbing WFC are reactive approaches to managing the stress. The employees use RRR, PRR, and CR but do not use any Social Role Redefinition (SRR) strategy to manage the effects of WFC.

Recommendations

Based on the main findings and the conclusion drawn, the following recommendations are submitted:

- As males and females experience different levels of WFC, management of hotels can organize gender and age specific group meetings and sessions to discover the main sources of WFC among males and females as well as age categories of employees. This will help employees to freely voice their anxiety and discuss the main drivers of the WFC in their lives, and for employers to know which areas to tackle in order to reduce WFC;

- Again, management of hotels should develop an organisational culture that encourages work-family balance. Supervisory employees and frontline managers especially, should be trained be aware of the importance of supportive work environment that help employees to achieve a balance between work and family responsibilities. Also, hotel management should consider establishing a family supportive work environment to lessen and hopefully eliminate the unfavourable effects of WFC on employees such as after school programs for children and family packages for workers, child care services, paid family leave, financial support for health and life insurance. This will help hotels to succeed since the retention of employees reduces cost;
- To deal with the impact of work involvement and flexibility as a contributing factor of WFC, hotel jobs should be redesigned by the human resource managers to make the jobs more interesting and challenging. If the hotel employees find their work more alluring, then they may not mind working harder and perceive work not to be at high levels of demand as they seem nor have intention to quit the job. In this way, Hotels should reduce the workloads on employees, and encourage support from co-workers and supervisors or managers in completing their work assignments and responsibilities;
- Management of hotels should consider occupational stress interventions that will help address psychological and emotional work environment stressors. On an individual level, training sessions on coping strategies, progressive relaxation or stress management techniques some of which have been proven to reduce stress and inter role conflict symptoms should be organised

periodically for employees. The management of hotels should also consider having a help desk for employees that will deal with work-family interference problems. This will help the employees to balance their work and family duties better;

- Employees of hotels must plan all their activities very well to avoid the unpleasant impact of the WFC. They must understand the nature of their job and plan all family related activities and work related activities in such a way that responsibilities from the two domains will not usually conflict with one another; and
- Again, hospitality educators should consider training prospective employees on actions that would be helpful in dealing with WFC. Such as the crucial role that family demands and spousal support and dealing with workplace stressors to help control inter-role conflict.

Suggestions for further research

The cross sectional nature of this study does not allow for the observation of subjects over a period of time to determine the incident rate of WFC in an employee's natural work environment as well as that of the family. Therefore, future studies should employ longitudinal design to determine the incident rate of WFC, effects and how employees cope with them in their natural work and family environment.

To get a richer and more insightful study on WFC, a qualitative study should also be considered in the future. This will probe into why conflict occur and give a deeper understanding of how WFC affects employees.

In addition to the above, future studies should throw more light on coping strategies used to manage WFC and examine the relationship that exists between coping strategy styles and the perception of WFC, effects of coping strategies and the efficacy of these strategies on WFC.

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APPENDIX

UNIVERSITY OF CAPE COAST

DEPARTMENT OF HOSPITALITY AND TOURISM MANAGEMENT

Questionnaire for hotel employees

Dear Sir/Madam,

Thank you for agreeing to take part in a study of work-family conflict among hotel employees in Sekondi-Takoradi metropolis, Ghana. This forms part of a Master of Philosophy research. You are assured that all the responses will be kept stringently confidential and your anonymity is also assured. Please try to answer every question on the instrument. If you have any questions or reservations, please feel free to contact the researcher on 0266660085 or email egamor2@gmail.com

Please **Tick** (✓) the appropriate responses

Emmanuel Gamor (Researcher)

MODULE I: Forms of Work-Family Conflict

1. Indicate the extent to which you agree with the following statements on a scale 1-4 where 1 = **Strongly Disagree**, 2= **Disagree**, 3= **Agree**, 4= **Strongly Agree**

Work-Family Conflict Scale	SD	D	A	SA
1. The demands of my hotel work interfere with my home and family life.				

2. The amount of time my job takes up makes it difficult to fulfil family responsibilities.				
3. Things I want to do at home do not get done because of the demands my hotel job puts on me.				
4. My job produces strain that makes it difficult to fulfil family duties.				
5. Due to work-related duties, I have to make changes to my plans for family activities.				
6. My job conflicts with my family roles.				
7. My work is more important to me.				
Family-Work Conflict Scale				
1. The demands of my family or spouse/partner interfere with work-related activities.				
2. I have to put off doing things at work because of demands on my time at home.				
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.				
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.				
5. Family-related strain interferes with my ability to perform job-related duties.				
6. My family duties conflict with my work roles.				
7. My family is more important to me.				

2. Indicate the extent of frequency of the following statements on a scale 1-4 where **1 = never, 2= sometimes, 3= often, 4= always**

	never	sometimes	often	always
1. How often does your work schedule interfere with your family life?				
2. How often do your family roles interfere with your work?				
3. How much do your job and your family life interfere with each other?				

MODULE II: Factors of work-family conflict

3. Indicate the extent to which you agree with the following statements on a scale 1-4 where **1 = Strongly Disagree, 2= Disagree, 3= Agree, 4= Strongly Agree**

Work related factors	SD	D	A	SA
<i>Work time</i>				
1. I do not have enough time to get everything done because of demands from my work.				
2. I work for long hours and get too tied to perform my family duties				
3. I devote more time and energy to my work than family.				
<i>Job involvement</i>				
4. I work on too many tasks simultaneously that makes me feel over worked.				
5. I always get to work early leaving some of my family duties unattended to.				
<i>Job flexibility</i>				
6. My work schedules do not allow me to be with my family during weekends.				
7. Working on holidays do not allow me perform my family roles.				
<i>Job type</i>				
8. My position in this hotel requires long and irregular work hours preventing me from doing my family duties.				
9. Working in the evenings/night shifts cause problems for me and my family				

<i>Role overload</i>				
10. My work demands make it difficult to perform my family duties well				
11. My work demands make me feel overworked and too tired to perform my family duties (eg. cook, interact with my family, go for family meetings, take care of the elderly etc)				
12. My work overload is more than I can handle				
Family related factors				
<i>Family demands</i>				
13. The demands of my family interfere with work-related activities.				
14. I have to put off doing things at work because of demands on my time at home.				
15. Things I want to do at work don't get done because of the demands of my family/spouse/partner.				
16. My family life does not allow me to get to work on time.				
17. Family-related strain interferes with my ability to perform job-related duties.				
<i>Life-cycle stage</i>				
18. My position in the family makes me forgo my work and attend to my family.				
19. Activities of my dependent young children that do not allow me to work well.				
20. I want the best child care arrangement for my child which makes me forgo my work duties sometimes (absent from work)				
<i>Spousal support</i>				
21. The absence of my partner's support exposes work-family role conflict.				
22. My partner does not support me and that I do not have enough time to get work done.				
23. I spend so much time with my family to cater for them that I get little time for work.				

4. Do you play multiple roles at work?

1. Yes []

2. No []

(i) If yes, please name some of them

.....

5. Do you play multiple roles at home? 1. Yes [] 2. No []

(i) If yes, please name some of them

.....

MODULE III: Effects of Work-family conflict

6. Indicate the extent to which you agree with the following statements by ticking (✓) the appropriate number on a scale 1-4 where,
1 = Strongly Disagree, 2= Disagree, 3= Agree, 4= Strongly Agree

	SD	D	A	SA
<i>Turn over intentions</i>				
1. I will probably be looking for another job by the next two months.				
2. I feel strongly about quitting my current job if I get an opportunity because of the problems I have with my work and family roles.				
3. I often think about leaving this hotel.				
4. I have made some contact about getting a new job.				
5. I have revised my C.V recently.				
6. I have attended interviews for a job offer that will minimise conflict.				
7. I have considered leaving my job within the past six months because of work-family conflict.				
8. I have been reading advertisement in the newspapers for new job offers.				
<i>Emotional exhaustion</i>				
9. I feel emotionally drained from my work.				
10. I feel used up at the end of the workday.				
11. I feel fatigued when I get up in the morning and have to face another day on the job.				
12. Working with people all day is really a strain for me.				

13. I feel burned out from work.				
14. I feel frustrated by my job.				
15. I feel very worried when my work and family roles are incompatible.				
16. I feel depressed when I have work-family conflict.				
17. I feel frustrated by demands from family life.				
18. I sometimes get distracted by thoughts, emotions and demands of my work whiles at home.				
19. I sometimes get distracted by thoughts, emotions and demands of my work whiles at work.				
<i>Job performance</i>				
20. I am in the top 10% of employees in this hotel.				
21. I know what my customers expect than others do.				
22. My performance reduces when my work roles and family roles are not compatible.				
23. Interferences from my family life reduce my concentration at work.				
24. Demands from my family roles sometimes reduce my work productivity.				
<i>Marital problems</i>				
25. I have marital disagreement with my WFlE / husband because of my work shift.				
26. I have child / elderly care related problems because of my work shift.				
27. Working in the evenings/night shifts cause problems for me and my family				
24. I will stop working and attend to my child when he/she is ill.				

MODULE IV: Coping strategies

7. Please indicate how you actually respond to conflicts between your family and work roles but not how you think you should respond by ticking (√) the appropriate number. **1 = I do not, 2= sometimes, 3= often, 4= always.**
Please answer each item.

Strategy	1	2	3	4
<i>Structural Role Redefinition</i>				
1. Ask friends and/or relatives for help.				
2. Ask friends with whom I share role demands (e.g., caring for each other's children for the weekend) for assistance.				
3. Ask others to have different expectations of me.				
4. Ask others involved in the situation to do more for me to do less.				
5. Ask my partner to take more responsibilities at home. (If not married, check here (___))				
6. Make plans for back-up help (e.g., talk with neighbour about caring for child under special circumstances).				
7. Try to achieve institutional changes to meet the needs of people in my situation (e.g., arrange for a "sick room" at child care centre).				
8. Decide with others which activities can be delegated to others to do.				
9. Ask others to take responsibility for things I used to do myself.				
10. Employ someone to assume some of my duties (e.g., support staff, child care).				
11. Try to develop a compromise solution with others involved.				
<i>Personal Role Redefinition</i>				

12. Change standards that I set for myself.				
13. Try to keep my roles separate (e.g., by not taking work home).				
14. Accept that I cannot get everything done.				
15. Decide not to do certain things.				
16. Handle only the most urgent demands now.				
17. Reduce my involvement in one or more roles.				
18. Change what I expect of myself				
19. Decide that for now certain role obligations can wait.				
<i>Reactive Role Redefinition</i>				
20. Careful planning to get everything done				
21. Schedule role activities to make sure they do not conflict				
22. Work harder to meet my role demands				
23. Try to live up to my own self-expectations				
24. Do what other people expect me to do.				
25. Work harder than usual.				
26. Try to work more efficiently so I can get more done.				
27. Organize my schedule more efficiently.				
28. Double my efforts and try to make things work out.				
<i>Cognitive Restructuring</i>				
29. Decide the areas causing me stress aren't that important.				
30. Realize that some conflict is inevitable.				
31. Realize that my problems are less serious than those of many others.				

32. Remember that I have handled similar problems successfully in the past.				
33. Decide that time will solve the problem.				
34. Remind myself that I am experiencing conflict because I am engaged in demanding, but fulfilling activities.				
35. Realize many of the demands I feel now are only temporary.				
36. Decide to do what feels right for me, regardless of other demands.				

7a. Does your hotel has family- friendly policies that help you to manage my family roles.

1. Yes [] 2. No []

7b. Do you use other ways to reduce conflict between your work and family roles?

1. Yes [] 2. No []

7c. If yes please specify

.....

MODULE V: Background Information

8. Gender: 1. Male [] 2. Female []

9. Age (in complete years).....

10. Marital Status

1. Single [] 4. Divorced []
 2. Married [] 5. Widowed []
 3. Co-habitation [] 6. Separated []

11. What is your highest level of education?

1. Basic/Primary [] 2. Degree []

3. Secondary/High school [] 5. Diploma []
4. Postgraduate [] 6. Others (Please specify).....

12. What is your religion?

1. Islam [] 5. Buddhist []
2. Christianity [] 6. Atheist []
3. Traditional religion [] 7. Others (Please specify).....
4. Hindus []

13. Do you have elderly dependents living with you?

1. Yes [] 2. No []

14. Do you have children living with you?

1. Yes [] 2. No []

15. How many children are living with you?

16. If you have how old is/are the youngest child/children?

17. Which department of the hotel do you work?

1. Front office [] 5. Account/Finance []
2. House Keeping [] 6. Kitchen []
3. Stores [] 7. Other. Please specify.....
4. Restaurant and bar []

18. I work in this hotel as....

1. Full time employee [] 2. Casual / temporary worker []

19. Which level are you as an employee?

1. Staff [] 4. Departmental head []
2. Supervisor [] 5. Entry level worker []

20. What is your monthly salary?

- | | | | |
|----------------|-----|--------------------|-----|
| 1. GH¢ 50-200 | [] | 5. GH¢ 601-800 | [] |
| 2. GH¢ 201-400 | [] | 6. GH¢ 801-1000 | [] |
| 3. GH¢ 401-600 | [] | 7. GH¢ 1000 & over | [] |

21. What is your current position in the hotel (Job title)?

22. How many years have you worked in this hotel?

23. How many hours do you work in a day?

24. How many days do you work in a week?

25. What is the size of your family? Persons.

MODULE VI: Hotel characteristics

26. What is the classification of your hotel?

- | | | | |
|-----------|-----|-----------|-----|
| 1. 1 star | [] | 3. 3 star | [] |
| 2. 2 star | [] | 4. Other | [] |

27. How many guest rooms do you have? (Please specify).....

28. What is the average occupancy rate of your hotel over the past year?

- | | | | |
|------------------|-----|------------------|-----|
| 1. Less than 50% | [] | 4. 61%-70% | [] |
| 2. 51%-60% | [] | 5. 81%-90% | [] |
| 3. 71%-80% | [] | 6. More than 91% | [] |

29. Which year was your hotel established?

Thank you