

WORK-HOME ROLE CONFLICT: A STUDY OF WOMEN EMPLOYEES AT RESTAURANTS IN GONDAR

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Abstract *The aim of this study was to examine the work-home role conflict among women employed in restaurants at Gondar, Ethiopia. Random sampling technique was applied for the survey which included 216 women restaurant employees. In the study, descriptive statistics, bivariate analysis, and structural equation model were used to test the hypotheses. According to the study results, there was no significant association between respondents' marital status and motive to seek employment in restaurants. But there was significant difference between married and unmarried women seeking part-time and full-time employment. Stress due to family role variables and work role variables were found to be less than the average. However, inter-role stress for most variables was found to be more than average. These women reported that they skip family responsibilities and give priority to job ($t(215)=1.494, p<.005$) and that their husbands do not support them at home chores ($t(215)=1.508, p<.005$). Factor analysis established transactions between three factors: personal dynamics, family dynamics, and work dynamics. The results of confirmatory measurement model indicated that the measurement model was acceptable. The hypothesis that personal dynamics positively influenced work-life conflict was confirmed. The study revealed that the respondents spent more time with family which contributed to the positive influence.*

Keywords: *Role Conflict, Work-Home Role Conflict, Female Employees, Restaurant*

INTRODUCTION

All over the world, recent years have brought a great change in the life of women, influencing their attitudes, values, inspirations, and ways of thinking and behaving for effective participation in all walks of life. Urbanisation, education, and employment have significant importance on social evolution, and have provided women with new vistas to express and assert themselves. The changed social milieu along with the new wave of modernisation has altered roles and relationships, sometimes drastically. Many low and middle class women are coming out of their four walls of their homes in search of economic gain as well as fulfilment of their age old role of wife and a mother, a new role has been added i.e. the modern role of wage earner or a bread winner.

A critical problem faced by female employees is the tension that exists between their personal lives and career pursuits. (1) This tension may be viewed as a form of inter role conflict in which the role pressures from the work and home domain are incompatible. (2) In short, involvement in one role becomes more difficult because of involvement in the other role. (3) The social and psychological significance of this topic is

enhanced by the continued growth of female employees in restaurants to the growth rate of male employees.

The term, role conflict is generally used by socio-psychologists to denote the problems, situations that arise due to simultaneous occupancy of two positions by an individual. These situations may arise from a variety of circumstances and context in which the role performed will be an important determinant. The terms such as role strain, role stresses represent a particular phenomenon, which have been used in the same sense. Despite variations in the terms used the central component of all the formulations is incompatibility. Thus, role conflict, role strain or role stresses are all concerned with the problems, for the individuals, which arise as a result of role incompatibility. The price of modernisations has affected the role expectancies of family members. It envisages a silent transformation that has altered family functions, roles, values, and emancipation of women who have, to some extent been able to break off the shackles of traditionalism. Different activities attached to different roles require definite amount of time in a day. The limitation of time always produces role conflict among working women to meet both the house work and job work. Thus the role conflict involves a number of dimensions,

which are affected by host of personality, social, familial, and background variables.

Hospitality industry is highly labour intensive. In terms of opportunity for wage and salary employment, it draws workers from the most vulnerable segments and provides many young people with their first employment. But in recent years with insufficient workforce the hospitality industry is increasing its efforts to recruit untapped labour pool. This has created opportunities for women to be employed in the food service sectors. Gondar being a popular tourism destination with its picturesque ruins and Semen Mountain National Park, women may find it easy to secure employment in the restaurants. Yet they may find it difficult to balance work and personal life.

OBJECTIVES OF THE STUDY

Work-life balance in workers is a product of the transaction between the individual, the family, and the work environment. Hence to study the interaction of these variables, the following specific objectives were taken for this research.

1. To study the motive of female employees seeking employment in restaurants.
2. To identify the extent of work-home role conflict experienced by female employees in restaurants.
3. To determine the factors and its impact on work-home role conflict.

REVIEW OF LITERATURE

McNamara, Bohlea, and Quinlan (2011) collected data from 150 workers belonging to eight three-star hotels in urban and regional areas around Sydney. Temporary workers perceived themselves as less in control of their working hours, than permanent workers ($\beta = .27$). However, they also reported lower levels of work intensity ($\beta = .25$) and working hours ($\beta = .38$). The effects of low hours control ($\beta = .20$), work intensity ($\beta = .29$), and excessive hours ($\beta = .39$) on work-life conflict ($r^2 = .50$), and subsequent health effects ($r^2 = .30$) are illustrated in the final structural equation model.

Bohle, Quinlan, Kennedy, and Williamson (2004) conducted 39 convergent interviews in two five-star hotels in Sydney. They found marked differences between the reports of casual and full-time employees about working hours, work-life conflict and health. Casuals were more likely to work highly irregular hours over which they had little control. Their daily and weekly working hours ranged from very long to very short according to organisational requirements. Long working hours, combined with low predictability and control produced greater disruption to family and social lives and poorer work-life balance for casuals. Uncoordinated hours across multiple jobs exacerbated these problems in some

cases. Health-related issues reported to arise from work-life conflict included sleep disturbance, fatigue and disrupted exercise and dietary regimes.

Zhao and Mattila (2013) examined “the spillover effect of frontline employees’ work-family conflict on their affective work attitudes and customer satisfaction”. They found that frontline employees’ role conflict between work and family results in less positive affective reactions to the job, decreased emotional attachment to the organisation, and lower levels of customer satisfaction.

Kara, Uysal, and Magnini (2012) conducted a study on “Gender differences on job satisfaction of the five-star hotel employees: The case of the Turkish hotel industry”. The study results showed that significant gender differences exist with regard to the “using ability in the job” dimension of job satisfaction. The findings indicate that fairness and equity in salary and wages are effective tools to increase the job satisfaction levels of male and female employees.

Karatepe (2013), in his study on “The effects of work overload and work-family conflict on job embeddedness and job performance: The mediation of emotional exhaustion” found that emotional exhaustion functions as a full mediator of the effects of work overload, work-family conflict, and family-work conflict on job embeddedness and job performance. Specifically, employees who have heavy workloads and are unable to establish a balance between work (family) and family (work) roles are emotionally exhausted.

Zhao, Mattila, and Ngan (2011) in a study on “The Impact of Frontline Employees’ Work-Family Conflict on Customer Satisfaction” revealed that the employees’ family interfering with work was linked to physical, emotional, and mental exhaustion, while work interfering with family did not have the same effect.

Chiang, Birtch, and Kwan (2010) conducted a study on moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry. The results demonstrated that high job demands coupled with low job control and the availability of work-life balance practices resulted in a higher level of stress.

Kim, Murrmann, and Lee (2009) studied the “Moderating effects of gender and organisational level between role stress and job satisfaction among hotel employees in Republic of Korea”. Findings show that the effect of role stress on job satisfaction is significantly stronger for female employees and supervisory employees than male employees and non-supervisory employees.

Karatepe and Bektashi (2008) conducted a study on “Antecedents and outcomes of work-family facilitation and family-work facilitation among frontline hotel employees”. The results revealed that family social support alleviated conflicts in the work-family interface and increased family-

work facilitation. The results also indicated that family-work conflict reduced life satisfaction.

Namasivayam and Zhao (2007) conducted an investigation of the moderating effects of organisational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India. The study examined the relationships among work-family conflict (WFC), organisational commitment (OC), and job satisfaction (JS) in a hotel setting. Hierarchical linear regression analyses demonstrated that one of two sub dimensions of WFC, namely, family related roles interfering with work related roles (FIW) was negatively associated with JS. Both direct and moderating relationships of three sub dimensions of OC were investigated and it was found that the affective component of OC has stronger direct effects on JS than normative OC.

Karatepe and Solmen (2006) in their study on “The effects of work role and family role variables on psychological and behavioural outcomes of frontline employees” found the results of the path analysis and indicated that the proposed model fits the data well. Role ambiguity, work-family conflict (W-FCON), and family-work conflict (F-WCON) are significant predictors of (service recovery performance,) SERPERF and intention to leave (INTLEAVE). Greater JSAT decreases frontline employees’ INTLEAVE the hotel.

Karatepe and Baddar (2006) in an empirical study of the selected consequences of frontline employees’ work-family conflict and family-work conflict and examined the effects of work-family conflict (W-FCON) and family-work conflict (F-WCON) on employees in international five-star chain hotels in Jordan. The findings revealed that higher F-WCON led to lower FSAT. High levels of FSAT resulted in increased life satisfaction (LSAT). The results also revealed that JSTRESS was not significantly associated with LSAT.

Guerrier and Adib (2000), in their study on ‘The Harassment of Hotel Employees by Customers’ found that the specificities of the hotel space, the elusive sexuality that exists within the hotel, and the issue of ethnicity in relation to imbalances of power between the staff and the guest are means of harassment to hotel workers in a variety of workplaces and work roles.

Zohar (1994), in his study on “analysis of job stress profile in the hotel industry”, used a stratified sample of hotel employees (i.e. line employees, middle management, and upper management). It was shown that role ambiguity and low decision-latitude affected global symptoms the most, whereas ambiguity and workload affected specific symptoms of stress having to do with powerlessness. Role conflict, surprisingly, had no independent effect on symptoms.

RESEARCH METHODS

Research Framework

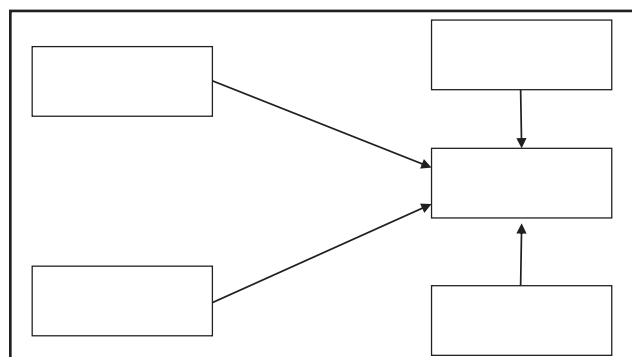


Fig. 1: Research Framework

Hypotheses

- H1 = Work role stressors promote work-life conflict.
- H2 = Family role stressors promote work-life conflict.
- H3 = Personal factors influences work-life conflict.
- H4 = Time factor influences work-life conflict.

SAMPLE AND PROCEDURE

The population of the research is composed of female restaurant employees in Gondar. The data were collected from different department staff, working in restaurants which are determined via random sampling method. Questionnaire survey method was used for data collection. From the 250 questionnaires that were sent out, 235 were received back, representing a response rate of 94%. After elimination of cases having incomplete data and extreme values 216 questionnaires were accepted as valid and included in the evaluations.

Measures

Measures used in the study are adapted from the previous studies in the literature. The value of KMO (.694 > .05) indicates that factor analysis was useful for the present data. Confirmatory factor analysis was conducted by Amos 20 for all scales. Goodness of fit indexes is presented in the scale results. The acceptable value for fit indexes given by Schermelleh-Engel, Moosbrugger, and Müller (2003) was used.

Data Analysis

SPSS for Windows 16.0 and Amos 20 programmes were used to analyse the obtained data. In the first step, reliability analysis was conducted for all scales. Then, respondent profile and descriptive statistics such as means, standard deviations and bivariate analysis of the study variables were examined. Finally, structural equation modelling (SEM) was used to conduct a test of the variables in the hypothesized model to examine the extent to which it is consistent with the data. However, data were analysed using the two-step approach that consisted of CFA and SEM as given by Anderson and Gerbing, (1988). The overall measurement quality was evaluated through CFA.

RESEARCH FINDINGS

Demographic Characteristics

Descriptive statistics were performed to profile the respondents' demographic and job-related responses. The sample consisted of 216 female respondents. Table 1 shows the Demographic profile of respondents.

Table 1: Demographic Characteristics of Respondents

	Variables	Frequency	Percent
Age			
	<25 years	117	54.17
	26-35 years	76	35.19
	>35 years	23	10.65
Education			
	Illiterate	46	21.3
	Basic Schooling	88	40.74
	High school	82	37.96
Religion			
	Christian	152	70.37
	Muslim	64	29.63
Marital Status			
	Unmarried	132	61.11
	Married	53	24.54
	Widow	17	7.87
	Separated	14	6.48

The study revealed that 54.17 percent of the respondents were below the age of 25 years and 61.11 percent of the respondents were unmarried. It was found that 40.74

percent had some basic school education and 37.96 percent respondents were high school graduates. It was also found that 70.37 percent of the respondents were Christians.

Home and Family Characteristics

The home and family profile of respondents is revealed in Table 2. It shows 19.91 percent of the respondents were married between the ages of 16 to 20 years. Of the respondents who were married, 37.50 percent had children. It was found that 56 percent of the respondents belonged to nuclear families and 55 percent of the respondents had a family size of 3 to 5 members. The source of income for 51.39 respondents was through salary/wages.

Table 2: Home and Family Characteristics of Respondents

	Variables	Frequency N = 216	Percent
Age at marriage			
	16 –20 years	43	19.91
	Above 20 years	41	18.98
	Not married	132	61.11
Family Type			
	Nuclear	120	56
	Joint	86	40
	Extended	10	5
Family Size			
	Upto 2	81	38
	3-5	119	55
	above 5	16	7
Children			
	Have children	81	37.5
	Do not have children	3	1.39
	Unmarried	132	61.11
Day Care for children			
	In-laws	9	11
	Relatives	19	23
	Neighbours	37	46
	Maid	5	6
	Play centre	1	1
	School	10	12

The study revealed that 37.50 percent of respondents had children. A high of 46 percent of the respondents allowed their children in the care of their neighbours till they came

from work followed by 23 percent of the respondents whose children were cared by relatives while they went to work.

Work Characteristics

The roles and functions of a restaurant are diverse and have to be fulfilled simultaneously to provide high quality service to the guests. Front-line roles in restaurants require employees to greet, seat and serve customers and then clean tables after the customers leave to prepare for new diners. Back of house roles include prep-cooks, line cooks and dishwashers.

The place of work and the type of work along with the work timing have an effect on the work-home role conflict among female employees at restaurants. Work profile of respondents is depicted in Table 3.

Table 3: Work Characteristics of Respondents

Workstatus	Frequency N=216	Percent
Work place		
Café	74	34.26
Bar	49	22.69
Restaurant	93	43.06
Work type		
Serving	83	38.43
Cooking	27	12.5
Dish washing	89	41.2
Casher	17	7.87
Work time		
Full time	97	44.91
Part-time	119	55.09

It was found that 43.06 percent of the respondents worked in restaurants and 41.20 respondents were engaged in dish washing. It was observed that 55.09 percent of the respondents engaged in work on part-time basis.

Bivariate Analysis

Restaurants are one of the easiest places to find a job. The busy and stressful structure of the restaurants causes much organisational behaviour both positive and negative. The roles taken and works done in an organisational process by the individuals are the determinant factors that affect their behaviours in their lives. Hence analysis of roles performed and work done were studied across education and income. Table 4 shows the result of the analysis.

Test of association in Table 4 revealed that there is statistically no significant association between the variables

education and type of work ($\chi^2(6) = 4.597, p = 0.596$). Hence it is concluded that anyone with little or no education may be hired and then trained. Entry level positions such as dish washing and bussing tables require little education and may come in handy for females.

Again we find that there is statistically significant relationship between the variables source of income and place of work ($\chi^2(4) = 3.221, p = 0.522$). It is thus concluded that salary source for restaurant employees is not confined to the area of work. The diverse roles of a restaurant and the need to provide high quality service to the guest require employers to retain all workers with salary that commensurate with the type of work.

Table 4: Analysis of Work, Education and Income

Type of Work	Education			Total
	Elementary	Schooling	High School	
Serving	18	37	28	83
Cooking	4	13	10	27
Dish washing	18	33	38	89
Cashier	6	5	6	17
Total	46	88	82	216
<i>chi-square(df=6) = 4.597, p = 0.596</i>				
Area of Work	Source of Income			Total
	Salary	Salary and Tips	Salary and Extra Work	
Café	42	26	6	74
Bar	25	17	7	49
Restaurant	44	41	8	93
Total	111	84	21	216
<i>chi-square(df=4) = 3.221, p = 0.522</i>				

As jobs in restaurants are diverse and easy to find, the motive of respondents to seek employment in restaurants was studied. The motive for employment in restaurants and its association with marital status and family size of the respondents was analysed to find if there was any statistical significance. As revealed in Table 5, it was found that 73 respondents (33.8 percent) wanted to have independent income and only 12 respondents (5.6 percent) felt that they would get free or subsidised food. The association between marital status and motive for employment in restaurants revealed a chi-square value of 6.201 with $p = 0.976$. It is thus concluded that there is statistically no significant association between the variables marital status and motive for seeking employment in restaurants. This is because in this study most of the respondents were unmarried women.

Similarly, the association between motive for employment in a restaurant and family size also revealed that there is

statistically no significant association between the variables ($\chi^2 = 14.011$, $df=15$, $p>0.05$).

Table 5: Motive for Employment in Restaurants

Variables	Motive for Employment						Total
	Inadequate family income	To meet basic needs	Independent income	To raise the living standards	To get free or subsidised food	Not much training or education needed	
Marital Status							
Unmarried	12	32	44	16	6	22	132
Married	2	13	20	8	3	7	53
Widow	2	3	5	2	2	3	17
Separated	1	3	4	1	1	4	14
Total	17	51	73	27	12	36	216
Chi-square = 6.201, df= 15, p=0.976							
Family Size							
1-2 members	7	23	28	8	7	8	81
3-5 members	10	26	36	16	5	26	119
> 5 members	0	2	9	3	0	2	16
Total	17	51	73	27	12	36	216
Chi-square = 14.011, df=15, p= 0.172							

Women generally choose less demanding jobs in order to shoulder the burden of household chores. They may also choose part-time employment to take care of the children and elders at home. In this study, 55.09 percent respondents

undertook part-time employment while the others took up full time employment in the restaurants. Hence it was decided to analyse if marital status had any relevance for employment status.

Table 6: Mean Value for Marital Status and Employment of Respondents

Group Statistics					
Part- time/ Full-time employment	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
	Unmarried	132	1.48	.501	.044
	Married	53	1.68	.471	.065

Table 6 shows the mean value of working time of married female restaurant workers is 1.68 and unmarried female restaurant workers are 1.48. The mean for married women (1.68) is greater than the mean for unmarried women (1.48).

Table 7 shows the result of Independent Sample t Test. Since Levene's Test for Equality of Variances revealed F value to be 17.8 with $p<0.05$, equal variance assumed was considered as both groups were found to be homogeneous.

Table 7: Independent Samples Test for Marital Status and Employment of respondents

		Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F	17.824	
	Sig.	.000	
t-test for Equality of Means	T	-2.519	-2.587
	Df	183	101.677
	Sig. (2 tailed)	0.013	0.011

		Equal variances assumed	Equal variances not assumed
	Mean Difference	-0.202	-0.202
	Std. Error Difference	0.08	0.078
	95% Confidence Interval of the Difference Upper	-0.36	-0.357
	Lower	-0.044	-0.047

Hence there is a significant difference in the scores for married female employees and unmarried female employees ($t(183) = -2.519, p = 0.013$). The result suggests that married female employees prefer part-time employment to full-time employment.

Every worker comes into the organisation with certain expectations. The employer also has expectations of their workers. Client expectation is yet another felt factor present in every service organisations, more so in food service facilities where the expectations of guests are significantly high. The interplay of each other's expectation leads to stress at work. The stress experienced by the workers is reflected at home. The vice versa is also possible with roles played at home being reflected at the work place. Table 8 shows the opinion of respondents regarding role stressors in their life.

The respondents stated that they share their feelings and problems with their family members, $t(215) = 3.475, p < 0.05$ which is significant. The mean value for this variable was found to be more than the test value of 3. The mean value for all the other family role variables was found to be less than the hypothesised mean value. This shows that the difference between the means is significant. Hence it is concluded stress due to these family role variables is less than the average and was found to be significant.

Table 8: Role Stress

Role Stressors	One Sample Test		Test Value = 3			Stress Level	Significance
	Mean	S.D	t	df	Sig. (2-tailed)		
Family Role Stressors							
My husband expects me to fulfil most of the family responsibilities	1.95	1.111	-13.837	215	0.000	Low	Significant
My children force me to engage in their activities	1.84	0.864	-19.679	215	0.000	Low	Significant
My family members expect my services for their extra care	2.21	0.888	-13.099	215	0.000	Low	Significant
I am unable to attend to the needs of my family members	2.16	0.966	-12.819	215	0.000	Low	Significant
I share my feelings and problems with my family members	3.27	1.155	3.475	215	0.001	High	Significant
My family members find fault in what I do at home	1.79	0.899	-19.762	215	0.000	Low	Significant
Work Role Stressors							
I work under incompatible demands	2.5	0.955	-7.696	215	0.000	Low	Significant
I am unable to satisfy the high expectation of customers	3.45	1.107	6.023	215	0.000	High	Significant
I work long hours causing fatigue	1.86	1.091	-15.344	215	0.000	Low	Significant
I get daily tips from customers	2.52	1.329	-5.272	215	0.000	Low	Significant
I am unable to satisfy the expectation of supervisors	2.99	1.014	-0.201	215	0.841	Low	Significant
I do not like wearing uniform	3.69	1.026	9.884	215	0.000	High	Significant
I do not like to clear the table/dishes	3.12	1.185	1.435	215	0.153	High	Significant

The t-test for work roles revealed that the mean value for three work variables was found to be higher than the hypothesised mean value. The opinion of the respondents that they are unable to satisfy the high expectation of customers, $t(215)$

$= 6.023, p < 0.05$ and that they do not like to wear uniform, $t(215) = 9.884, p < 0.05$ shows that the difference in the means is significant. It is thus concluded that stress due to these work roles is more than the average.

The t-test for the variable that respondents do not like to clear the table/dishes showed that the difference in the mean is not

significant ($t(215) = 1.435, p > 0.05$). Hence it is concluded that stress due to this work role is not significant.

Table 9: Inter-Role Conflict

Work-Home Conflict	One Sample Test		Test Value = 3			Conflict Level	Significance
	Mean N = 216	S.D	t	df	Sig. (2-tailed)		
The job I do affects my family life	2.83	1.441	-1.747	215	.082	Low	Not Significant
I feel tired at home after job	3.00	1.551	-.044	215	.965	High	Not Significant
I skip family responsibilities and give priority to job	3.67	1.494	6.557	215	.000	High	Significant
I am unable to go for social gatherings along with family	3.05	1.539	.442	215	.659	High	Not Significant
My children do not understand me	2.68	1.416	-3.363	215	.001	Low	Significant
My husband does not support me at home chores	3.25	1.508	2.481	215	.014	High	Significant
I am unable to spend sufficient time with my family	3.63	1.408	6.621	215	.000	High	Significant

Stress due to the need to satisfy the expectation of supervisors was also found to be not significant ($t(215) = -0.201, p > 0.05$) though the mean value was found to be lesser than the hypothesised mean value.

Thus expectations and demands are made on the individual by both family members and the people at workplace. When these demands are not met conflicts arise and the individual experiences interference in the roles performed. These interferences cause spill over effects leading to difficulties experienced by the individual. Hence the study examined the presence of inter-role conflict in the life of the workers in restaurants. The result is seen in Table 9.

The t-test for inter-roles revealed that the mean value for five of the seven variables was found to be higher than the hypothesised mean value. It is thus concluded that inter role stress is more than average. Statistically significant

difference was found for four variables: I skip family responsibilities and give priority to job ($t(215) = 6.557, p > 0.05$), My children do not understand me ($t(215) = -3.363, p > 0.05$), My husband does not support me at home chores ($t(215) = 2.481, p > 0.05$), I am unable to spend sufficient time with my family ($t(215) = 6.621, p > 0.05$).

Time is yet another important workplace condition that could influence inter-role conflict. The demands of different roles might compete for the person's limited time causing strain with multiple roles. Specially, women who work often feel that their children are deprived of their time. In Career Builder's Career Moms 2005 survey, nearly one of every five working mothers report they missed three or more important occasions for their children. Table 10 shows that opinion of the respondents regarding time available for their family.

Table 10: Availability of Time

Variables	One Sample Test		Test Value = 3			Time available	Significance
	Mean N=216	S.D	t	df	Sig. (2-tailed)		
I have sufficient time to spend for shopping with family	2.36	1.401	-6.703	215	.000	No	Significant
I have sufficient time to relax and spend with family	2.36	1.401	-6.703	215	.000	No	Significant
I have enough time to send the children to school	3.03	.995	.479	215	.633	Yes	Not Significant
I receive my children after their school hours	3.06	.913	.894	215	.372	Yes	Not Significant
I visit our neighbours / friends / relatives with family	2.36	1.404	-6.738	215	.000	No	Significant

The t-test for time factor revealed that the mean value for three of the five variables was found to be lesser than the hypothesised mean value. It is thus concluded that availability of time is less than average. Also statistically significant difference was found for three variables: I have sufficient time to spend for shopping with family ($t(215) = -6.703, p < 0.05$), I have sufficient time to relax and spend with family ($t(215) = -6.703, p < 0.05$), I visit our neighbours/ friends / relatives with family ($t(215) = -6.738, p < 0.05$).

Measurement Results

In this study the assessment of universal fit pertaining to the three factor model was examined.

KMO and Bartlett's Test

Initially, the factorability of the 25 items was examined. The value of KMO (.694 > .05) indicates that factor analysis is useful for the present data. KMO and Bartlett's Test and Bartlett's Test of Sphericity ($\chi^2(91) = 4.940, p < .000$) indicated that the present data is useful for factor analysis.

Factor Loading

Principle components analysis was used. The Eigen values printed in Table 11 represent the amount of variance associated with each component. The first three variables contributed to 37.45 % variance with the first component accounting for 19.4% of the variance.

Table 11: Factor Loadings and Communalities Based on a Principle Components Analysis with Varimax Rotation (N = 216)

Variables		Factors			Communalities
		1	2	3	
Inter7	I am unable to spend sufficient time with my family	0.964			0.947
Time5	I visit our neighbours / friends / relatives with family	0.963			0.945
Time1	I have sufficient time to spend for shopping with family	0.963			0.945
Time2	I have sufficient time to relax and spend with family	0.963			0.945
Inter6	My husband does not support me at home chores	0.649			0.501
Inter2	I feel tired at home after job	0.484			0.945
Inter3	I skip family responsibilities and give priority to job	0.401			0.487
Inter1	The job I do affects my family life	0.322	0.307		0.945
Time4	I receive my children after their school hours		0.687		0.508
Time3	I have enough time to send the children to school		0.676		0.487
Inter5	My children do not understand me		0.353		0.945
Work2	I am unable to satisfy the expectation of customers			0.880	0.797
Work1	I work under incompatible demands			0.726	0.536
Work6	I donot like wearing uniform			0.585	0.418
	Eigenvalues	4.851	2.343	2.170	
	Percentage of total variance	19.404	9.372	8.681	

Note. Factor loadings < .3 are suppressed

The component matrix is further rotated orthogonally using Varimax rotation algorithm which is the standard rotation method (Kaiser, 1958). During several steps, a total of eleven items were eliminated because they did not contribute to a simple factor structure and failed to meet a minimum criteria of having a primary factor loading of .3 or above. But, low factor loadings with communalities more than 0.5 were

retained. All the statements that loaded on the three factors are given in Table 11.

These three factors are labelled as personal dynamics, family dynamics, and work dynamics. Thus it promotes the hypothesis that stress is a product of the transaction between the individual, family and the work environment.

Confirmatory Measurement Model

The structural model consists of three interrelated constructs, including self, family, and work. The confirmatory

measurement model was tested for these constructs. The result of the measurement model is given in Table 12.

Table 12: Goodness-of-fit Indices for the Three-factor Model

Latent construct	No of items before CFA	No of items after CFA	Chi square	df	C/df	GFI	CFI	NFI	RMSEA
Personal Dynamics	7	4	12.038	17	.708	.986	1.000	.995	.000
Family Dynamics	8	2							
Work Dynamics	4	2							

The GOF indices used in this study are Chi square (χ^2), normed χ^2 (χ^2/df), Goodness Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA). Deletions of items were done accordingly with suggestions of Modification indices. In this study the assessment of universal fit pertaining to the three factor model was examined. The goodness of fit of all CFAs, measurement models and structural models followed accepted standards levels of normed χ^2 of <2, RMSEA (<.08) and GFI (>.95). These values indicate that measurement model has been acceptable as per indices cited by Schermelleh-Engel *et al.*, (2003). It is thus confirmed that personal dynamics, family dynamics and work dynamics

influenced the level of stress causing work-life conflict among women employees in restaurants.

The findings of parameter estimates and critical ratios for hypothesized structural model are presented in Table 13. The model derived depicts that personal dynamics positively influence work-life conflict. Also, H4 is positively asserted. Personal dynamics were found to be related to time1 (sufficient time to spend for shopping with family), time2 (sufficient time to relax and spend with family), and time 5 (time to visit neighbours/ friends/ relative with family). This shows that time spend by the respondents with family has a positive influence on reducing work-life conflict.

Table 13: Parameter Estimates and Critical Ratios for Hypothesized Structural Model

Hypotheses	Estimate	S.E.	C.R.	P	Hypotheses (Direction)
Inter6 β Personal Dynamics	1				Unidentified
time1 β Personal Dynamics	1.941	0.244	7.963	***	Asserted(+ve)
time2 β Personal Dynamics	1.945	0.244	7.968	***	Asserted(+ve)
time5 β Personal Dynamics	1.947	0.244	7.966	***	Asserted(+ve)
Fam1 $\leftarrow$ Family Dynamics	1				Unidentified
time4 $\leftarrow$ Family Dynamics	0.64	0.61	1.048	0.294	Not asserted(+ve)
work6 β Work Dynamics	1				Unidentified
work1 β Work Dynamics	0.546	0.616	0.887	0.375	Not asserted(+ve)

Note: ***, ** and * denotes significantly at 1%, 5% and 10% level of significant respectively

Fig. 2 illustrates the observed (items) and unobserved (factors) in the hypothesised model.

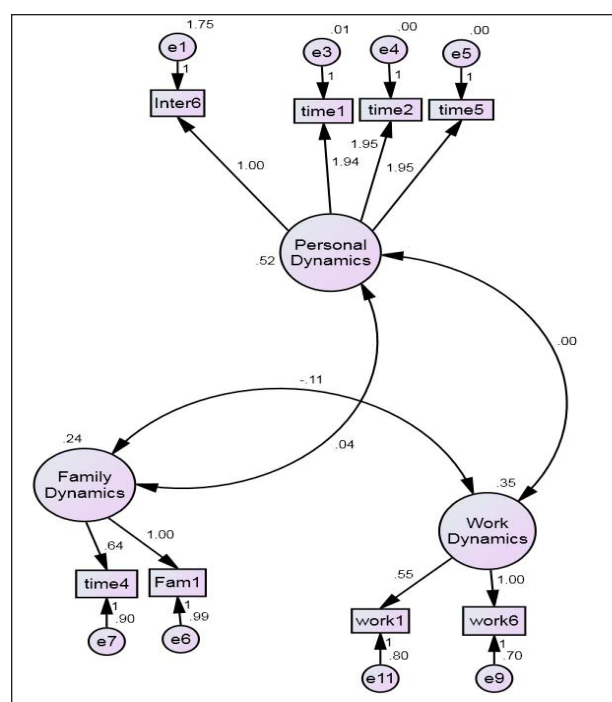


Fig. 2: Model of Factorial Structure

CONCLUSION

The roles performed and task done in an organisational process by the individuals are the determinant factors that affect ones' behaviours in their lives. In this study stress due to most family role variables was found to be statistically less and stress due to work roles was also significantly less. Factor analysis in this study loaded on three factors and was thus named as personal dynamics, family dynamics, and work dynamics. Confirmatory factor analysis established that personal dynamics positively influenced work-life conflict. Specifically the influence of time factors contributed to the positive influence in this study. In spite of several studies revealing work-life conflict in restaurant and hotel industry, this study is an eye opener for further research which can be useful to replicate in other industries and countries.

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