

## The Relation Between Work Stress, Work-Family Life Conflict and Worker Performance: A Research Study on Hospitality Employees

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### Abstract

One of the issues that has an impact on the business world is the relationship between employees' work and family life. This study investigates the relationship among work–family conflict, family–work conflict, and work stress and occupational performance that hotel employees experience. A three-scale questionnaire form has been used for this research. Further, this study has been conducted on three-, four-, and five-star hospitality business employees in the Eastern Black Sea region. The fact that family–work conflict has an impact on employee performance and that work–family and family–work conflicts have an impact on work stress are concluded as a result of analyses. In addition, it has also been realized that work stress has a full mediating role in influencing the employee performance of the work–family conflict, and that work stress has no mediating role in influencing the employee performance of the family–work conflict. According to some demographic variables, it is ascertained that work–family conflict, family–work conflict, work stress, and employee performance are different.

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**Keywords:** *Work-family conflict; Family-work conflict; Work stress; Worker performance; Hospitality employees.*

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### Introduction

Family is among the most important concepts of significance today. Conflicts may occur in the family structure that individuals will face in the

course of the life cycle and the work life that individuals endeavor to sustain their lives. Individuals' work lives typically become more complicated, and increased job responsibilities

may affect family life (Nart & Batur, 2013, p. 72). In contrast, family life may also affect work life due to complicated situations within the family. In addition to the conflict in question, job stress and worker performance are also crucial factors.

Employees' efforts and their contributions are crucial factors for organizations to subsist and maintain their activities. Due to the existence of an effort-intensive structure in the tourism sector, workers are quite important (Asfahyadin *et al.*, 2017). Individuals spend most of their nondomestic lives in business areas. In this study, conducted to describe the balance between these two areas, in which so much time is spent, and to describe possible conflicts that may arise between these two areas and how the conflicts are associated with job stress and worker performance, the aim is to describe interactions of the factors in question. Various hypotheses related to variables were suggested. To the best of our knowledge, few studies have discussed the variables in question in diverse ways. The concept of conflict was analyzed on various occupational groups together with many different variables. A limited number of studies analyze job stress and worker performance, the two dimensions of the work–family life conflict, under the same title. For example, Thompson, Beavais, and Lyness (1999) addressed variables affected when working-family benefits were not sufficient. The study was applied to post business graduates. Adams, King, and King (1996) examined the work–family conflict, work–life satisfaction, and family social support variables. The study was conducted on individuals who attended a course offered by a medium-sized comprehensive university in Michigan. Frone, Yardley, and Markel (1997) addressed the relation of work–family conflict to health outcomes in their study. The study was conducted on adults living in New York. Carlson, Kacmar, and Williams (2000) addressed only the work–family conflict variable and its subdimensions. Bruck, Allen, and Spector (2002) emphasized the negative effects of work–family conflict and family–work conflict on the workplace. Klassen and Chiu (2010) focused on the relationship between the variables of work stress and the various variables. Fiksenbaum (2012) discussed work–family conflict and balance issues. Lambert *et al.* (2016) investigated the relationship between

different dimensions of work–family conflict and work stress on police officers. Li, Bagger, and Cropanzano (2017) investigated the relationship between conflict perception and job performance. It is thought to make the research a model for future studies and to bring different perspectives. The research is significant in terms of its field of application. It is also an important work in terms of the occupational group to be applied. This study is different in the scope of three-, four-, and five-star hotel employees in the Eastern Black Sea region. At the same time, this study differs in terms of measuring the relationship among work–family life conflict, work stress, and occupational performance variables. Information obtained as a result of the research will contribute to researchers and managers in terms of revealing suggestions and assessment of these suggestions. The aim of this research is to investigate the relationship among work–family conflict, family–work conflict, work stress, and occupational performance of hotel employees.

## Literature

### *Work–Family Life Conflict*

Individuals take on various roles throughout their lives. Many factors, including social structure, number of roles, educational level, and family structure, have an effect on this concept. For example, the concept of conflict, together with the difficulty of fitting into a precise definition, can be defined as lack of adaptation between two or more people and group on basis of aim–objective–desire or motives. Basically, there are mismatches, contrasts, and disagreement between people and groups. While individuals strive for putting across his/her own ideas and thoughts, he/she also tries to prevent the same thing done by other people (Thomas, 1992, p. 267). In other words, it is the process that leads to the idea that another party's interests negatively affect his/her own interests. In this process, the perception emerges that parties prevent each other's objective. In other words, conflict is a concept related to perception (McShane & Von Glinow, 2016, p. 194). Definitions express the minute when parties in a continuing relationship transform into conflict with change (Robbins & Judge, 2015, p. 454). Work–family life conflict can be considered a type of role conflict. Individuals play a role in family life that they

adopt in addition to playing a role in the work environment. Conflict can be analyzed by dividing it into two aspects: work–family life conflict and family–work life conflict. A conflict occurring for one may affect another at similar levels (Carlson, Kacmar, & Williams, 1998). In addition to affecting an individual's family life, it may affect both family life and work life considerably (Adams, King, & King, 1996). This conflict emerges in two directions, while the effect of work life on the family is known as the work–family life conflict, the effect of family on work is known as family–work life conflict. In order not to result in ambiguity among defining these concepts, in this study, there will be points where work–family life conflict is used to specify both directions. The reason for naming concepts separately is to provide a better distinction in two-way and multidimensional analyses (Frone, Russell, & Cooper, 1992; Wiley, 1987). If work–family conflict is to be defined in accordance with the statements made, work–family life conflict is defined as role conflicts emerging as a result of incompatibility between role demands required by work and family life and factors such as place, time, and stress (Greenhaus & Beutell, 1985, p. 77). In other words, it is a type of conflict occurring when responsibilities required by work life are not in harmony with those required by family life (Greenhaus & Beutell, 1985; Frone, Russell, & Cooper, 1992; Duxbury & Higgins, 1991). There are two major types of stressors that influence work–family life conflict. The first stressor is work–family conflict, which includes job-related problems, and emerges when various demands at the workplace affect an individual's performance of responsibilities for his/her family. The second stressor refers to a reverse relationship between work and family life and emerges when family-related problems influence job performance (Netemeyer, Boles, & McMurrian, 1996; Karatepe & Baddar, 2006:1017). Long working hours and lack of sufficient supervision might be regarded as typical examples of work–family conflict, while an individual's role in family life such as elder care and single parenting might be typical examples of family–work conflict (Boyar *et al.*, 2003; Huang *et al.*, 2004; Namasivayam & Zhao, 2007).

While numerous studies were conducted by combining work–family life conflict, work stress,

and worker performance subjects under different titles in the past, they also continue to be discussed in some studies today. Analyzing studies conducted previously on these issues revealed, e.g., in a compilation study conducted by Kossek and Ozeki (1998) on work–family conflict, that there was a consistent negative relationship between conflict and life satisfaction, the relationship between work–life satisfaction and work–family conflict could be more powerful for women compared with men. Chen *et al.* (2015), in their study on nurses, argued that there is a significant and negative relationship between turnover intention and job satisfaction, while there is a significant and positive relationship between the former and work-to-family conflict. Furthermore, the authors indicate that work-to-family conflict caused by job dissatisfaction indirectly affects turnover intention. In a study conducted by Turunç and Çelik (2010), the effect of perceived organizational support on work–family and family–work conflict, organizational identification, intentions of leaving a job was studied in the defense sector; as a result of the study, it was determined that perceived organizational support significantly reduced work–family conflict, family–work conflict, intention of leaving the job, and increased organizational identification. Fiksenbaum (2012) mentioned that organizations accepting difficulties of work–family conflict might apply some programs to ensure workers' balance situation. Applied programs may contribute to success and effectiveness. Adopting a multilevel approach, Goh, Ilies, and Wilson (2015) focused on the mechanisms in which daily fluctuations in the workload affect life satisfaction by causing work–family conflict and the roles that supportive supervisors have in affecting these day-to-day relationships. In this manner, the authors point out that there is a positive relationship between employees' perception of workload and daily work–family conflict. This, in turn, negatively influences daily life satisfaction. Furthermore, the authors indicate that a cross-level interaction in which the relationship between daily workload and work–family conflict is negatively moderated by supervisor support can be regarded as an indicator of the importance of supervisory support in order to reduce day-to-day interference between work and family. Fellows *et al.* (2016), as a result of

the study in which they analyzed the relationship between work–family conflict and couple relationship quality, found a significantly negative relationship among variables.

### *Work Stress*

Developing work life has also revealed negative situations in addition to innovations and improvements occurring as a result of changes. Stressful situations are among these negative situations that workers face over time.

One of the crucial factors in emergence of the concept of stress is individual–work fit. This adaptation, in general, is known as the adaptation among an individual's current personality characteristics, e.g., knowledge, skill, and talent, and requirements of the job he/she will do. In the event of providing individual–work adaptation in question, studies concluded that individuals are more satisfied with their jobs, deviation to organization showed an increase, their work performances increased, their tendency toward leaving a job decreased, and stress became a less experienced situation (Kristof-Brown, 1996). Worker stress is defined as physiological and psychological reactions to given situations and events, the effects of which can be perceived in a threatening and wearing way by individuals (Riggio, 2014, p. 249). Work stress refers to stressful situations they encounter in the work environment. In work life, differences between performance expected from workers and their realized performance are regarded as among the main causes of formation of stress.

Many stress factors affect the individual in life in general and in work life. All these challenge individual's physical and emotional capacity (McShane & Von Glinow, 2016, p. 81). Most individuals resort to the denial of the existence of stress until they face the consequences. This situation results in an unavoidable vicious circle. To cope with stress, timely and accurate decisions should be applied (McShane & Von Glinow, 2016, p. 83). Failing to cope with stress may create various effects on work–family life conflict and worker performance.

According to Greenhaus and Beutell (1985), an increase in demands related to interest and energy from family and work results in work–

family conflict. An increase in work–family conflict results in increase in psychological problems based on stress. Situations such as an individual's stress, distress, anxiety, tension, or fatigue stemming from their families or works harden the role in which they need to fulfill requirements in other fields. Babin and Boles (1996) concluded that worker involvement and supervisory support decreased stress and increased work satisfaction. At the same time, the authors concluded that there was a positive relationship between role conflict and job performance and a positive relationship between work performance and work satisfaction. In their study on 197 graduates of a private university, Bolino and Turnley (2005) underlined that there is a relationship between higher levels of individual initiative and higher levels of employee role overload, job stress, and work–family conflict. In addition, the authors indicated that gender played a moderative role in the relationship between individual initiative and work–family conflict. Efeoğlu and Özgen (2007) analyzed the relationship among work–family life conflict and work stress, work satisfaction, and organizational commitment in the pharmaceutical sector and concluded that work–family life conflict and work–family conflict have a positive-oriented effect on work stress; on the other hand, family–work conflict does not have a significant effect on work stress. Using the data obtained from 367 managers of a large restaurant chain, Parker and DeCottis (1983) confirmed the multidimensional nature of job stress. Time stress and anxiety constitute two distinct dimensions of job stress. In this context, the authors emphasized that there is a significant relationship between two dimensions of job stress and five organizational stressor categories, while some of the independent variables within these categories were significantly related to job stress. Furthermore, the specific stressors affiliated with each dimension of job stress are substantially different. Goswami (2015) revealed that stress caused subjective outcomes (anxiety, fear, anger, etc.). Lambert *et al.* (2016), in a study conducted on police officers, analyzed the relationship between different dimensions of work–family conflict and work stress and concluded, as a result of a two variable analyses, that an increase in one of dimensions was related to increase in work stress.

**H1:** *Work–family conflict has an effect on work stress.*

**H2:** *Family–work conflict has an effect on work stress.*

#### *Worker Performance*

As a result of fulfillment of a job, a benefit usually emerges. Depending on the performance shown by individuals, issues such as effect and dimension of this benefit vary. Performance shown by workers in an existing organization is of foremost importance for the organization in terms of ensuring workers' continuity in the organization as well as ensuring the continuity of the organization itself.

The concept of performance that can be considered in diverse ways for people or units is a concept used for different purposes. Performance refers to different situations such as power of affecting something, capacity to carry out a task and durability, and it can be defined as an indicator of how close outcomes can be achieved in terms of levels determined on these issues (Luthans *et al.*, 2008). In other words, performance can be said to be a concept that determines quantitatively and qualitatively what an individual, group, or organization can reach, i.e., what they can provide in accordance with the intended target. Of primary importance in an organization is individual performance, as the success of organizations can only be as good as the performances of its employees (Petty, McGee, & Cavender, 1984). The performance concept has now become frequently encountered. This situation has emerged with the subject of what degree individuals fulfill duties given to them has gained importance. Correct execution of duties by individuals can be interpreted as the fact that they have a high performance, or conversely, failure in successfully fulfilling duties and responsibilities or achieving insufficient results, which can be interpreted as an individual's low performance (Goodhue & Thompson, 1995; Gruman & Saks, 2011). Performances shown by individuals working in a business may vary. It cannot be expected for all workers to show the same performance. This difference may stem from an individual's innate properties or some characteristics obtained later in life.

Frone, Yardley, and Markel (1997) observed that work–family conflict decreased work performance. According to Bruck, Allen, and Spector (2002), possible negative consequences of family–work conflict include work absenteeism, work dissatisfaction, low performance, desire for changing a job, leave request, and burnout. AbuAlrub (2004) revealed that perceived social support increased work performance and decreased work stress. At the same time, AbuAlrub concluded that workers who reported moderate work stress carried out their duties better than those who reported low or high stress. Karatepe and Kılıç (2007), as a result of their study conducted with front-line officers in hotels operating in Northern Cyprus, Turkish Republic, concluded that family–work conflict negatively affects workers' performances. Karatepe and Bekteshi (2008) also concluded that workers spending more time in the workplace than normal, or their desire or obligation to spend more time with their families, may lead to conflict between work and family roles, and this conflict decreases performance and negatively affects life satisfaction. Neill and Davis (2011), as a result of their study on stress management in hotel businesses, determined that the most important factors that created a stressful effect on hotel workers were organizational structure and policy; the authors also revealed that reactions against stressful events were factors negatively affecting performance and efficiency in general. Yıldız, Savcı, and Kapu (2014), as a result of their study conducted on the effect of motivating factors on workers' work performance and their desire to quit a job, concluded that motivating factors such as wage, working conditions, and collaboration among workers affected desire to quit a job negatively, and work itself, wage, and working conditions affected work performance positively. Different from other studies, in this study, work–family life, work stress, and worker performance relationships were discussed in different fields of work and in different regions, and various results were obtained. According to Li, Bagger, and Cropanzano (2017), workers' perception of work–family conflict varied based on gender and direction of this conflict. A negative correlation was found between workers' perception of conflict and their work performance scores. Silverthorne and Chen (2008) concluded that individuals with high

internal control focus tended to have lower levels of work stress; they also had higher levels of work performance and work satisfaction. Çelik and Turunç (2009) analyzed the effect of work–family conflict, job stress, and organizational commitment on work performance and determined that workers’ level of family–work conflict levels affected work performance negatively and organizational commitment affected work performance positively.

**H3:** Work–family conflict has an effect on worker performance.

**H4:** Family–work conflict has an effect on worker performance.

**H5:** Work stress has an effect on worker performance.

Turunç and Erkuş (2010) concluded that work stress plays a partial intermediary role on the effect of work–family life conflict on work satisfaction. Karatepe and Karadaş (2016) concluded that conflict directions played a partial intermediary role between individual’s work adaptation and job hiring; further, the authors revealed that conducting a job played a full intermediary role between work–family conflict and life satisfaction and played a partial intermediary role in the relationship between family–work conflict and life satisfaction. Klassen and Chiu (2010) concluded that

organizational support is an intermediary variable in the relationship between work stress and work satisfaction.

**H6:** Work stress plays an intermediary role in the effect of family–work conflict on worker performance.

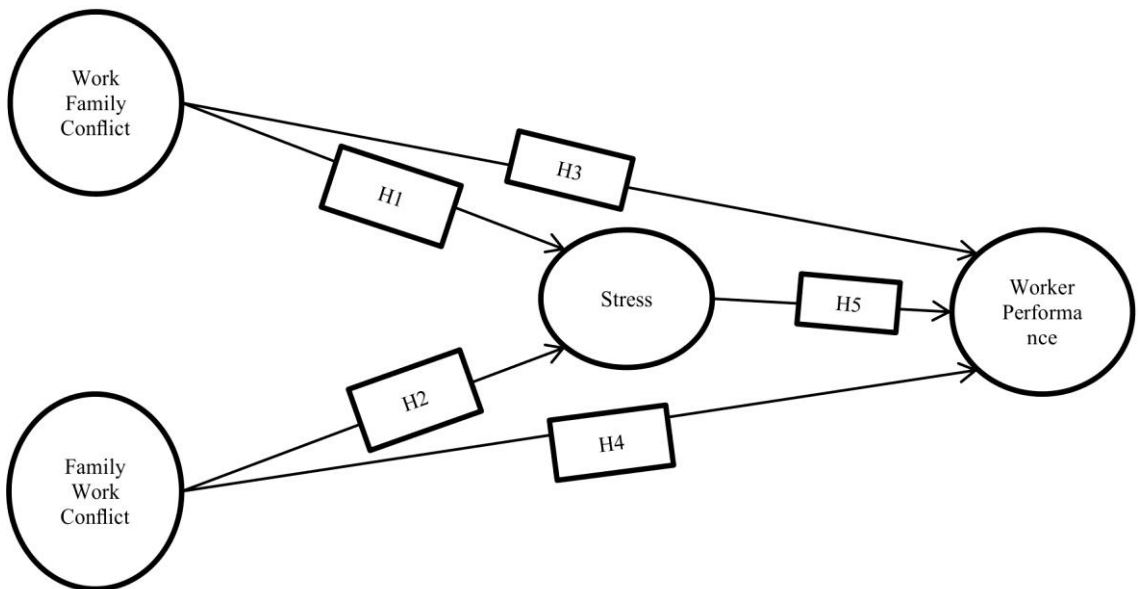
**H7:** Work stress plays an intermediary role in the effect of family–work conflict on worker performance.

The following model was created with reference to variables discussed within the scope of research and with reference to relationships considered as existing among variables. It was considered that all variables discussed in the study would be interrelated.

**Methodology**

*Data Collection*

This research was conducted to measure the relationship among work–family conflict, job stress, and employee performance among accommodation workers in the Eastern Black Sea region. The research population constitutes workers from three-, four-, and five-star accommodation businesses operating in the Ordu, Giresun, and Trabzon provinces of the Eastern Black Sea region. With a view to obtain data in the research, a questionnaire was used, and a five-item Likert-type scale was preferred.



**Figure 1.** Research model.

In accordance with data obtained, workers' work-family life conflict, work stress, worker performance levels will be revealed. To determine the demographic characteristics of participants of the questionnaire, there are 11 expressions.

To measure work-family life conflict, a scale consisting of 10 items was used, as developed by Netemeyer, Boles, and McMurrian (1996), and a Turkish validity and reliability study was conducted by Efeoğlu and Özgen (2007). The scale consists of two subdimensions. The first five questions measure an individual's work-family conflict. The last five questions measure individuals' family-work life conflict. To measure work stress level, a seven-item scale was used, which was developed by House and Rizzo (1972) and a Turkish validity and reliability study conducted by Efeoğlu and Özgen (2007). With a view to measure worker performance, a 13-item scale developed by Choo (1986) and Turkish validity and reliability study made by Yıldız, Savcı, and Kapu (2014) was used.

In this study, a "convenience sampling" method among sampling methods based on probability

was used as the sampling method, in which the researcher may decide on the units to be included in the study. Considering the total number of workers, the questionnaire was applied on 538 employees and an acceptable sample size was achieved.

#### Sample Characteristics

Percentages of demographics and personal information on the sample of the survey are shown in Table 1.

A cross table showing income levels according to employees' titles is given below.

#### Data Analysis

The returned questionnaires were checked for completion prior to data entry. Data were entered into the statistical software SPSS and AMOS. The scales were tested for reliability confirmatory factor analysis, and descriptive statistics such as the means, standard deviation, and cross tabulations were carried out. Regression analysis, structural equation model, and Mann Whitney-U and Kruskal Wallis tests were used to analyze the data.

**Table 1.** Demographic information related to research population.

<b>Gender</b>	<b>N</b>	<b>Percentage (%)</b>	<b>Marital Status</b>	<b>N</b>	<b>Percentage (%)</b>
Male	338	62.8	Single	296	55.0
Female	200	37.2	Married	242	45.0
<b>Position Title</b>	<b>N</b>	<b>Percentage (%)</b>	<b>Title</b>	<b>N</b>	<b>Percentage (%)</b>
Reception	125	23.2	Worker	361	67.1
Housekeeping	112	20.8	Junior Manager	55	10.2
Serving	102	19.0	Mid Level Manager	84	15.6
Kitchen	107	19.9	Senior Manager	38	7.1
Administration Unit	64	11.9			
Auxiliary Services	28	5.2			
<b>Operating Hours</b>	<b>N</b>	<b>Percentage (%)</b>	<b>Income Level</b>	<b>N</b>	<b>Percentage (%)</b>
Regular	191	35.5	Between 1000-1499	367	68.2
Irregular	86	16.0	Between 1500-2499	141	26.2
Shift Work	261	48.5	Between 2500-3499	14	2.6
			3500 and above	16	3.0
<b>Age</b>	<b>N</b>	<b>Percentage (%)</b>	<b>Number of Children</b>	<b>N</b>	<b>Percentage (%)</b>
Under 25	145	27.0	None	324	60.2
26-35	259	48.1	1	74	13.8
36-45	100	18.6	2	98	18.2
Over 46	34	6.4	3 and over	42	7.8
<b>Education</b>	<b>N</b>	<b>Percentage (%)</b>			
Primary School	107	19.9			
High School	249	46.3			
University	160	29.7			
Graduate	22	4.1			

**Table 2.** *Distribution of income level by job title*

		Income Level			
		1000-1499 TL	1500-2499 TL	2500-3499 TL	3500 TL and above
<b>Title</b>	<b>Worker</b>	312	48	0	1
	<b>Junior Manager</b>	20	33	1	1
	<b>Mid Level Manager</b>	26	45	8	5
	<b>Senior Manager</b>	9	15	5	9

**Table 3.** *Confirmatory factor analysis results of scales.*

Scale	$\Delta x^2$	df	$\Delta x^2/df$	RMSEA	CFI	IFI	GFI	NFI
<b>Work-Family Life Conflict</b>	76.100	30	2.537	0.053	0,6	0.986	0.973	0.977
<b>Work Stress</b>	13.274	9	1.475	0.03	0.99	0.99	0.99	0.99
<b>Work Performance</b>	131.281	51	2.574	0.054	0.97	0.97	0.96	0.95

## Results

The results of reliability and validity analysis are given in Tables 3 and 4. In the case where model fit is in good condition,  $\Delta x^2$  should not be significant, RMSEA value should be lower than acceptable limit, which is 0.08, and IFI and CFI should not be higher than acceptable limit values, which is 0.90. As a result of the confirmatory factor analysis applied, the two-factor structure of work-family life conflict (work-family conflict, family-work conflict),

single-factor structure of work stress and single-factor structure of worker performance scale were all tested and verified. The fact that all values obtained as a result of analysis are in the desired range shows that scales used are within acceptable validity (Byrne, 2010).

As a result of the reliability analyzes applied to the research scales, when the values in Table 3 are examined, it is seen that the scales used are reliably structured (Kline, 1998).

**Table 4.** *Work-family life conflict, work stress, worker performance reliability statistics.*

Factors	Factor Load	Cronbach's Alpha	AVE	CR
<b>Work-Family Conflict (5 items)</b>		0.902	0.718	0.927
The demands of my work interfere with my home and family life.	0.835			
The amount of time my job takes up makes it difficult to fulfill family responsibilities.	0.879			
Things I want to do at home do not get done because of the demands my job puts on me.	0.877			
My job produces strain that makes it difficult to fulfill family duties.	0.845			
Due to work-related duties, I have to make changes to my plans for family activities.	0.800			
<b>Family-Work Conflict (5 items)</b>		0.891	0.698	0.920
The demands of my family or spouse/partner interfere with work-related activities.	0.798			
I have to put off doing things at work because of demands on my time at home.	0.851			
Things I want to do at work don't get done because of the demands of my family or spouse/partner.	0.859			
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	0.815			
Family-related strain interferes with my ability to perform job-related duties.	0.853			



The Relation Between Work Stress, Work-Family Life Conflict and Worker Performance:  
A Research Study on Hospitality Employees.

<b>Work Stress (7 items)</b>		0.881	0.589	0.908
My job is prone to affect health directly.	0.793			
I'm working under quite a stress.	0.834			
I feel irritable because of my work.	0.839			
My health is probably better if I'm working in a different job.	0.835			
Problems with my work cause me to have sleep problems.	0.694			
I feel nervous before the meetings held in my company.	0.724			
Although I'm doing other things when I'm at home, I often think about my work.	0.552			
<b>Work Performance (13 items)</b>		0.885	0.500	0.928
Maintaining quantity of work	0.735			
Maintaining quality of work	0.74			
Communicating orally	0.698			
Communicating in writing	0.725			
Accepting responsibility and initiating action	0.669			
Exercising professional skills and care	0.727			
Following policies and procedures	0.718			
Planning and organizing work	0.753			
Adapting to new or different job situations	0.739			
Getting along with others within the firm	0.730			
Dealing with clients outside the firm	0.690			
Supervising others	0.740			
I do not appreciate and be held responsible for the success of the business	0.490			

**Table 5.** Analysis of differences in dimension averages as per gender.

	<b>Mann-Whitney U</b>	<b>Wilcoxon W</b>	<b>Test Statistics</b>	<b>Standard Error</b>	<b>Standardized Test Statistics</b>	<b>Sig</b>
<b>Work-Family Conflict</b>	36.361	56.461	36.361	1.739	1.472	0.141
<b>Family-Work Conflict</b>	35.612	55.712	35.612	1.736	1.043	0.297
<b>Work Stress</b>	35.846	55.946	35.846	1.740	1.175	0.240
<b>Worker Performance</b>	29.742	49.842	29.742	1.740	-2.331	<b>0.020</b>

While gender of an individual does not change his/her work-family life conflict, family-work life conflict and work stress, worker performance varies as per gender, and males tend to have higher worker performance.

Analyzing variables in terms of marital status, individuals' marital status as single or married does not change their experience work-family life conflict, family-work life conflict, work stress, and worker performance. Because there were no significant differences, table representation was not deemed necessary.

Table 6 demonstrates the results of the test that measure whether work-family conflict, family-work conflict, work stress and employee performance differs in accordance with age,

education level, number of children, position, title, income level and working time. According to the result of examining whether the variables differ according to the position, it is concluded that work-family life conflict, family-work life conflict, work stress and employee performance show a statistically significant difference according to the position. According to the result of examining whether the variables differ according to the title, it is concluded that there is not a significant difference in family-work life conflict according to title whereas work-family conflict, job stress and employee performance show a statistically significant difference according to the title. According to the result of examining whether the variables differ according to income level; it is concluded that there is not a significant difference in the work-family life

conflict and the family-work life conflict according to income level whereas work stress and employee performance show a statistically significant difference according to the income level. Finally, according to the result of examining whether the variables differ according to working time, it is concluded that there is not a significant difference in employee performance whereas work-family life conflict, family-work life conflict and work stress showed a statistically significant difference.

The variables in terms of age, number of children, and level of education do not change the level of individuals' work-family life conflict, family-work life conflict, work stress, and worker performance. Because there were no significant differences, it was not deemed necessary to show these findings with a table.

As a result of correlation analysis, when the relationship among work-family life conflict, work stress, and worker performance is analyzed. It can be said that there is a significant relationship because  $p < 0.05$  in the relationship found between work-family life conflict and work stress. This relationship is 67% positive oriented and at midlevel. In other words, when work-family conflict increases, work stress also increases. In the relationship between work-family life conflict and worker

performance, because  $p < 0.05$ , it can be said that there is a significant relationship, which is 17% negative-oriented and a poor relation. In other words, an increase emerging in work-family life conflict may cause a decrease in worker performance. In the relationship found between work stress and worker performance, because  $P < 0.05$ , there is a significant relationship, which is a weak relationship, i.e., 14% negative-oriented. In other words, an increase occurring in work stress may result in decrease in worker performance.

Analyzing the relationship between two subdimensions of work-family life conflict, including work-family conflict and work-family conflict and work stress and worker performance, it can be said that there is a significant relationship because  $p < 0.05$  in the relationship between work-family conflict and work stress. This relationship is 63% positive-oriented, which is higher than the midlevel relationship. In other words, when work-family conflict increases, work stress also increases. In the relationship between family-work conflict and work stress, because  $p < 0.05$ , it can be said that there is a significant relationship, which is a 54% positive-oriented midlevel relationship. In other words, when family-work conflict increases, work stress increases as well.

**Table 6.** Analysis of differences in dimension averages as per position, title, income level and working hours.

	X2	Sig		X2	Sig
<b>Position Title</b>			<b>Title</b>		
<b>Work-Family Conflict</b>	20.225	0.001	Work-Family Conflict	10.595	0.014
<b>Family-Work Conflict</b>	20.702	0.001	Family-Work Conflict	1.943	0.584
<b>Work Stress</b>	21.195	0.001	Work Stress	15.020	0.002
<b>Worker Performance</b>	31.668	0.000	Worker Performance	9.646	0.022
<b>Income Level</b>			<b>Operating Hours</b>		
<b>Work-Family Conflict</b>	5.270	0.153	Work-Family Conflict	25.456	0.000
<b>Family-Work Conflict</b>	2.510	0.474	Family-Work Conflict	8.658	0.013
<b>Work Stress</b>	10.856	0.013	Work Stress	23.173	0.000
<b>Worker Performance</b>	22.419	0.000	Worker Performance	0,341	0.843

**Table 7.** Results of correlation analysis.

Factors	(1)	(2)	(3)	(4)	(5)
<b>Work-Family Life Conflict (1)</b>	1				
<b>Work-Family Conflict (2)</b>	0.888**	1			
<b>Family-Work Conflict (3)</b>	0.866**	0.540**	1		
<b>Work Stress (4)</b>	0.673**	0.634**	0.543**	1	
<b>Worker Performance (5)</b>	-0.176**	-0.104*	-0.210**	-0.146**	1

\* the relationship is significant at  $p < 0.05$  significance level

\*\* the relationship is significant at  $p < 0.01$  significance level

In the relationship between work–family conflict and worker performance, because  $p < 0.05$ , there is a significant relationship, which is 10% negative-oriented. In other words, when work–family conflict increases, worker performance decreases. In the relationship between family–work conflict and worker performance, because  $p < 0.05$ , it can be said that there is a significant relationship. This relationship is a 21% negative-oriented weak relationship. In other words, when family–work conflict increases, worker performance decreases.

As a result of regression analysis, analyzing the relationship found among work–family conflict, family–work conflict, work stress, and worker performance, values related to relationships found among variables of the model are shown in the table below. Significant ones among variables can be explained as follows: considering the level of work–family conflict in explaining work stress, because  $p < 0.05$ , it can be said that there is a significant relationship,

which is 38% positive-oriented. In other words, it can be concluded that an increase in work–family conflict may result in an increase in work stress. Similarly, considering the level of work–family conflict in explaining work stress, because  $p < 0.05$ , it can be said that there is a significant relationship, which is 31% positive-oriented. In other words, it can be concluded that an increase in family–work conflict may result in an increase in work stress. Considering the level of family–work conflict in explaining worker performance, because  $p < 0.05$ , it can be said that there is a significant relationship, which is 8% negative-oriented. In other words, it can be concluded that an increase in family–work conflict may result in a decrease in worker performance.

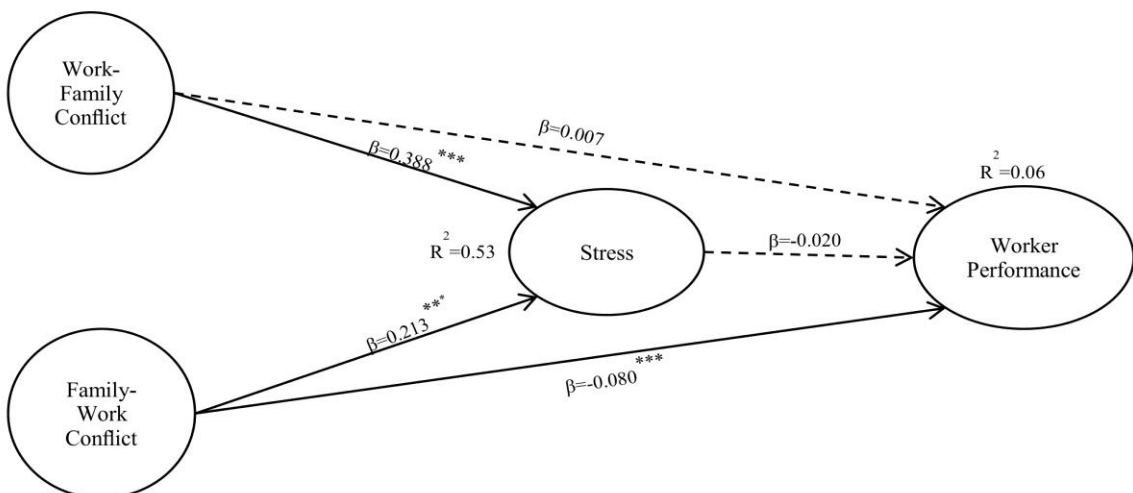
A research model is established to reveal relationships between all variables more clearly. Values emerging as a result of the model were at an acceptable level, but various improvements were made to increase values.

**Table 8.** Regression analysis results.

			Estimate ( $\beta$ )	S.E.	C.R.	p
Work-Family Conflict	→	Work Stress	0.388	0.044	8.774	0.001
Family-Work Conflict	→	Work Stress	0.213	0.039	5.483	0.001
Family-Work Conflict	→	Worker Performance	-0.080	0.019	-4.240	0.001
Worker Performance						
Work-Family Conflict	→	Worker Performance	0.007	0.023	0.307	0.759
Work Stress	→	Worker Performance	-0.20	0.032	-6.628	0.530

**Table 9.** Model fit table.

Model	$\Delta x^2$	Df	$\Delta x^2 / df$	RMSEA	CFI	IFI	GFI	NFI
	1097.236	397	2.764	0.057	0.917	0.917	0.878	0.876



**Figure 2.** Path analysis results

Improvements were made for some questions, which are interrelated and associated with each other in the worker performance scale.

Fit values of a structural equation model obtained as a result of various improvements are given in the following table. Analyzing the path analysis conducted to measure relationships among work–family conflict, family–work conflict, work stress, and worker performance reveals that all values obtained as a result of analysis are in the desired range refers to model fit.

The mediating effect is measured in this section. Worker performance variable is discussed as a dependent variable; the work–family conflict dimension of work–family life conflict is discussed as an independent variable; and work stress is discussed as an intermediary variable. The results obtained are presented in the table (Baron & Kenny, 1986, p. 1176).

The table shows that Baron and Kenny’s three-stage regression analysis has been applied. The first step of analysis concluded that work–family conflict variable had a significant effect on the work stress variable. According to the second

step of analysis, it can be seen that work–life conflict had a significant effect on worker performance. In the third step of analysis, when the intermediary variable, work stress, was added to regression analysis, the relationship found among the independent variable, work–family conflict, and dependent variable, worker performance, became nonsignificant.

According to this analysis, it can be said that work stress plays a full intermediary role in the work–family conflict’s effect on worker performance. However, to talk about the intermediary effect in full, a Sobel test was used to test significance of this reduction. According to the result of the Sobel test applied, because  $p < 0.05$  ( $P = 0.015$ ), the result of the Sobel test also verifies the existence of full intermediary effect.

In the third step, VIF and tolerance values were calculated to determine whether there was linearity among independent variables. It was found that  $VIF = 1.191$  (Rogerson, 2001) and  $tolerance = 0.838$  (Huber & Stephens, 1995). According to these results, it can be said that there is no multilinearity among variables.

**Table 10.** *Intermediary role of work stress in work-family conflict’s effect on worker performance.*

Steps	$\beta$	t	Sig
1st Step (Work-Family Conflict - Work Stress) R <sup>2</sup> /F	0.634	19.002	0.000
2nd Step (Work-Family Conflict > Worker Performance) R <sup>2</sup> /F	-0.104	-2.419	0.016
3. step Work-Family Conflict > Worker Performance Work Stress >	Work-Family Conflict -0.019 Work Stress -0.134	-0.342 -2.422	0.732 0.016
R <sup>2</sup> / F / Tolerance-VIF	0.022 / 0.003 / 0.838-1.191		

**Table 11:** *Intermediary role of work stress in family-work conflict’s effect on worker performance.*

Steps	B	t	Sig
1st Step (Family-Work Conflict - Work Stress) R <sup>2</sup> /F	0.543	14.961	0.000000
2nd Step (Family-Work Conflict - Worker Performance) R <sup>2</sup> /F	-0.210	-4.960	0.000
3. step Family-Work Conflict > Worker Performance Work Stress >	Family-Work Conflict -0.185 Work Stress -0.046	-3.672 -0.910	0.000265 0.363
R <sup>2</sup> /F/Tolerance-VIF	0.045/0.000/0.087-1.095		

**Table 12. Summary of research hypothesis**

<i>H1: Work-family conflict influences work stress.</i>	<b>Supported</b>
<i>H2: Family-work conflict influences work stress.</i>	<b>Supported</b>
<i>H3: Work-family conflict influences worker performance.</i>	<b>Rejected</b>
<i>H4: Family-work conflict influences worker performance.</i>	<b>Supported</b>
<i>H5: Work stress influences worker performance.</i>	<b>Rejected</b>
<i>H6: Work stress has intermediary role in effect of family-work conflict on worker performance.</i>	<b>Supported</b>
<i>H7: Work stress has intermediary role in effect of family-work conflict on worker performance.</i>	<b>Rejected</b>

In this section, the worker performance variable is discussed as a dependent variable. The family–work conflict dimension of work–family life conflict is discussed as an independent variable, and work stress is discussed as intermediary variable. The results obtained are presented in the table.

Table 11 shows that Baron and Kenny’s three-stage regression analysis has been applied. According to the first step of analysis, it was concluded that the family–work conflict variable influenced the work stress variable. According to the second step of analysis, it can be seen that the family–work conflict influenced worker performance. In the third step of analysis, when the intermediary variable, work stress, was added to regression analysis, a decrease occurred in the relationship found among the independent variable, family–work conflict, and dependent variable, worker performance.

According to this analysis, it can be said that work stress plays a partial intermediary role in the family–work conflict’s effect on worker performance. However, to discuss the intermediary effect in full, a Sobel test was used to test significance of this reduction. According to the result of the Sobel test applied, because  $p > 0.05$  ( $p = 0.350$ ), the result of the Sobel test was not significant, it is not possible to talk about the existence of partial intermediary effect.

### Discussion

As a result of correlation analysis, the resulting relationship among variables can be listed as follows. There is a 63% positive-oriented relationship between work–family conflict and work stress, a 54% positive-oriented relationship between family–work conflict and work stress, a

10% negative-oriented relationship between work–family conflict and worker performance, and a 21% negative-oriented relationship between family–work conflict and worker performance. The results obtained as a result of correlation analysis shows fit with results of following studies (Efeoğlu & Özgen, 2007; Chan & Ao, 2018; Karakaş & Şahin, 2017).

As a result of regression analysis, significance among variables can be explained as follows: considering the level of work–family conflict in explaining work stress; because  $p < 0.05$ , there is a significant relationship, which is 38% positive-oriented. In other words, it can be concluded that an increase in work–family conflict may result in an increase in work stress. Similarly, considering the level of work–family conflict in explaining work stress; because  $p < 0.05$ , it can be said that there is a significant relationship, which is 31% positive-oriented. In other words, it can be concluded that an increase in family–work conflict may result in an increase in work stress. Considering the level of family–work conflict in explaining worker performance, because  $p < 0.05$ , it can be said that there is a significant relationship, which is 8% negative-oriented. In other words, it can be concluded that an increase in family–work conflict may result in a decrease in worker performance.

In accordance with results of regression analysis, if previously posed research hypotheses are evaluated in terms of analyses applied, H1, H2, and H4 hypotheses are supported, and H3 and H5 hypotheses are rejected. While these obtained results fit with results of various studies (Greenhaus & Beutell, 1985; Bruck, Allen, & Spector, 2002; Karatepe & Kılıç, 2007; Li, Bagger, & Cropanzano, 2017; Lambert, Qureshi, Frank, Keena, & Hogan,

2016), they do not fit with the results of other studies (Karakaş & Şahin, 2017; Efeoğlu & Özgen, 2007; Frone, Yardley, & Markel, 1997). This resulting difference may stem from difference among variables, e.g., time of application and region where they are applied.

As a result of tests conducted to reveal whether there was intermediary effect, it was concluded that work stress played a full intermediary role in work–family conflict’s effect on worker performance, in addition, work stress did not play an intermediary role in family–work conflict’s effect on worker performance. In accordance with the results of tests conducted to measure intermediary effect, if previously posed research hypotheses are evaluated in terms of analyses conducted, H6 hypothesis is supported; H7 hypothesis is rejected.

The implications of research results for managers can be grouped under a number of points. For one, hotel managers should be informed of issues that lead to work–family conflict through training activities. Furthermore, it is important for managers to trace the pace and scope of work–family relationship by conducting regular meetings with employer’s families and determine the factors that generate work–family conflict (Karatepe & Baddar, 2006:1026). In addition, the promotion of such family-friendly benefits as family leave, flexible work hours based on employees’ important occasions, and subsidized child and elder care support might contribute to a reduction in job-related stressors and work–family conflict (Karatepe & Baddar, 2006:1026; Meyer *et al.* 1998).

### **Conclusion**

Individuals who work in certain fields, who earn and try to reach a certain future, may face situations such as work–family conflict, family–work conflict, work stress, and worker performance. This study attempted to reveal directions of relationships found among variables that were discussed in accordance with answers given by individuals who participated in the study and constituted the sample of accommodation business workers. Depending on research findings as a result of analyses conducted, results can be interpreted in the following way, i.e., according to difference

tests applied, while an individual’s gender does not change his/her work–family life conflict, family–work life conflict and work stress level; worker performance varies as per gender, and males tend to have a higher level of performance.

As a result of the analysis of whether variables varied according to position held in an organization, it was concluded that work–family life conflict, family–work life conflict, work stress, and worker performance varied statistically according to position in an organization. As a result of analysis of whether variables varied according to title born in an organization, it was concluded that family–work life conflict did not vary statistically according to title born in an organization, and work–family life conflict, work stress, and worker performance varied statistically according to title born in an organization. As a result of analysis of whether variables varied according to income level, it was concluded that work–family life conflict and family–work life conflict did not vary statistically according to income level, but work stress and worker performance varied significantly as per income level. As a result of analysis of whether variables varied according to working hours, it was concluded that worker performance varied significantly according to working hours, but work–family life conflict, family–work life conflict, and work stress varied significantly according to working hours. Barnard points out that “complete sincerity and honesty” on behalf of hotel managers and employers is an essential point in promoting decisive progress in personnel relations (Barnard [1938], 2003).

Because conflict is among the important factors affecting quality of life, these factors should be prevented before conflict starts or should be prevented in a way to eliminate future problems even if conflict has commenced. One of the best ways of solving the conflict in question is to establish good relationships and good communication among individuals in both family life and work life. Collectivist organizations require opposing the hierarchical authority arrangements and the inequality that follows them and commit to autonomy and self-determination (Rothschild & Russel, 1986).

Future research may expand the variables used in this study, which can be applied in a different region on workers operating in the same or different field of business and obtained results may be compared. New studies with many different variables can be performed on accommodation workers who have a large share in the service industry.

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