

# A Study on Work Family Conflict, Family Work Conflict and Emotional Exhaustion of Employees in Hospitality Industry

Harsh Sharma

Master of Business Administration (MBA) Department of Business Management College of Horticulture (2020) Dr. Y. S. Parmar  
University of Horticulture & Forestry, Nauni, Solan, India

**Abstract:** *Work-Family Conflict is a particular concern in the hospitality industry due to long, irregular and unsocial working hours. It is widely recognised that frontline employees in the hospitality industry experiences difficulties in balancing the demands of work and family roles. The present study has been conducted with the purpose to examine the work family conflict, family work conflict and emotional exhaustion experienced by the employees and the relationship of demographic variables of employees' with the work family conflict, family work conflict and emotional exhaustion. Further the relationship of work family conflict and family work conflict with emotional exhaustion has also been studied. The area of present study has been the hotels in the Shimla town of Himachal Pradesh. The data has been collected using convenient sampling from 113 employees of different hotels. The primary data for this study has been collected with the help of pre-structured questionnaire. The pre-structured questionnaire used in the study is the Netmeyer et al.'s (1996) instrument, five items related to work-family conflict and five items related to family work conflict. Maslach Burnout Inventory has been used for measuring the emotional exhaustion. The findings showed that employees experience moderate to high levels of work-family conflict, family work conflict and emotional exhaustion in the hospitality industry. Findings also revealed that work family conflict and family work conflict is highly significantly positively related to emotional exhaustion and are main determinant of emotional exhaustion. It is concluded that this may be because of extensive, irregular or inflexible working hours work-overload and other forms of job stress, interpersonal conflicts, unsupportive managers or the organization and commitments and experiences in family which interfere with work-life, such as the presence of young children, elder care responsibilities, inter personal conflict within the family unit, or unsupportive family members.*

**Keywords:** Work Family Conflict, Family Work Conflict, Emotional Exhaustion of Employees, Hospitality Industry

## 1. Introduction

Work and family responsibilities touch each other in so many ways. Many individuals are simultaneously pursuing a career and committed to a family relationship. There are many times when the work and family lives are in conflict with one another. Work family conflict seems an easy problem at first but it affects one's work family life relatively. The employees in hospitality industry perform various roles ranging from service delivery, attending the customers, handling complaints and so on. The behavior and attitude of the employees have a significant impact not only on the visitors but on the reputation of the company as well. It has been noted that the occupancy of the employees at work and the demands of the family wherein the employees may find it difficult to balance the work as well as family responsibilities may cause undue stress leading to emotional. Emotional exhaustion is a state of physical or mental depletion, which is often accompanied by a high turnover rate, poor employee performance and low organizational effectiveness. Therefore, hospitality researchers are paying increasing attention to the potential antecedents of emotional. Exhaustion.

## 2. Need of the Study

Employees in the hospitality industry play an important role in the success of the industry. Employees in this industry are engaged in works like welcoming the customers, service delivery, and customer handling which have a huge impact on the customer satisfaction,

reputation and recognition of the company as well. The nature of the work they have to perform deplete their valuable resources like time, physical energy and mental energy due to which they struggle to meet their work and family roles which results in work family and family work conflict. Excessive workload, long hours of work, high pressure not only impacts the personal life of an employee but also has an impact on the working behavior as well as health of an employee. The studies have also reported that employees of hotels work long hours under high pressure during vacation periods and this pre-empts the existence of work-family conflict causing emotional exhaustion that impede employee retention and result in poor service delivery. Due to these reasons many companies have come up with various employee friendly programmes as the success of the company depends on the employees as they have to deal directly with the customers.

Many researchers have found positive relationship between work family conflict and emotional exhaustion. The relationships however require further exploration and the present study has been an effort to address this issue to deepen the understanding of work-family conflict and family work conflict on emotional exhaustion in the hospitality industry. The study will help to find the extent to which employee's life is getting disturbed which directly have an impact on the company's performance due to increased employee turnover rate, poor service delivery, poor customer satisfaction and so on. As mental and emotional health is of utmost importance for an employee to work effectively and satisfy both family and work roles so this study is carried to find the effect work

family conflict has on emotional exhaustion which can also help in finding alternatives to design various employee friendly programmers.

### 3. Objectives of the Study

1. To examine the work family conflict and emotional exhaustion experienced by the employees.
2. To study the relationship of demographic variables of employees' with the work family conflict and emotional exhaustion
3. To study the relationship between Work Family Conflict and Emotional Exhaustion.
4. To study the relationship between Family Work Conflict and Emotional Exhaustion.

### 4. Methodology

The present study has been conducted in Shimla, Himachal Pradesh. The frontline 113 employees working in the hotels in Shimla city have been the population of the present study. Through stratified sampling 2 and 3 star hotels of Shimla have been selected, followed by convenience sampling to select the participants of the study. Data for this study has been collected through primary as well as secondary sources.

### 5. Results and Finding

The collected data were analyzed by using descriptive statistics (frequency, percentage, mean, and standard deviation) and inferential statistics (t test, f test and Karl Pearson correlation).

#### Sample profile with respect to demographics

- 1) **Gender-wise distribution of the sample:** Data clearly shows that sample constituted more percentage of males as compared to females' i. e. 70 comprising 61.95%, while the numbers of females are 43 comprising 38.05%.
- 2) **The age wise distribution of the sample.** The majority of the sample i. e. 91 (80.53%) lies between (20-30 years) age group, while 12 (10.62%) is in the age group of (30-40 years), 10 respondents (8.85%) is in the age group of 40-50 years.
- 3) **The sample profile w. r. t. marital status:** The majority of the respondents i.e. 85 constituting 75.22% are unmarried while 28 respondents which constitute 24.78 % of the total sample are married.
- 4) **The profile of sample w. r. t education:** Data presented in table shows that majority of the employees i. e. 83 constituting 73.45% of the sample are graduates, 10 (8.85%) respondents each are post graduates and have passed higher secondary. It can be seen that 7.08% of total sample were matriculates and 1.77 % respondents were under matriculate.
- 5) **The sample profile with respect to experience.** Majority of the respondents i. e. 83.19 % have experience less than 10 years, 9.73 % of the respondents have experience of between (10-20 years), and rest have above 20 and above 30 years of experience

Findings on work-family conflict, family-work conflict and emotional exhaustion and their association with the employee's demographic variables have been briefly presented and the conclusions drawn:

It has been noted that means of all the statements measuring work-family conflict is more than 3, thus indicating that employees experience high levels of work-family conflicts in the hospitality industry. This may be because of the working hours, overtime and work schedule which makes it very difficult for them to fulfill family as well as work roles and leads to inter role conflict.

It has been observed that males have obtained higher mean values than females for the work-family dimensions and the mean difference is found to be significant for all the work-family dimensions. This may be because of the environment and the responsibilities that they have to fulfill. Females are more suitable to such environment thus face less work-family conflict. Here it can be concluded that level of work-family conflict is high in males as compared to female respondents and the effect of gender is significant.

On the basis of **age of the respondents** it has been observed that the mean values range from moderate to high for all the age groups. However the respondents above 40 yrs have the highest mean values and the values are significant for all the dimensions except one dimension. It can be concluded that as the age increases the employees have to experience more work-family conflict. This may be because as age increases the responsibilities on an individual also increases, the physical and mental abilities to cope with these responsibilities may decrease with increase in age thus more work-family conflict.

The mean values of respondents indicated that level of work-family conflict in both **married and unmarried** group is found to be moderate to. The mean values of respondents who are married were found to be more than the mean values of respondents who are. Therefore it can be concluded that married employees face more work-family conflicts in the hospitality industry as compared to unmarried respondents. This can be attributed to the fact that before marriage a person has fewer responsibilities to fulfill whereas a married person has to look after family, friends, fulfill all the responsibilities and then also give the best at work. Sometimes a person may not be able to fulfill all the responsibilities at the same time due to work-overload, timings of the job, etc. The effect of marital status on mean difference pertaining to the dimensions of work-family conflict is found to be significant.

The results also showed that the employees who are less educated experience more work-family conflict as compared to the graduates and post graduates. The mean values of all the respondents with respect to education are moderate to high, but the mean values of respondents who are 12<sup>th</sup> or less educated are comparatively higher. Thus it can be concluded that the employees who are less

educated experience more work-family conflict than the higher qualified groups.

The findings revealed higher mean values of work-family dimensions among the employees who have 10 or more years of **experience**. Though the mean values are moderate to high in all experience groups but it is least for the groups who have (0-10) years of experience. The mean difference on the dimensions of work-family conflict is found to be significant for all the dimensions except one. Therefore it can be concluded that as the experience increases employees experience more work-family conflict. This may be attributed to the fact that initially the employees feel very motivated for their work because the environment is new and they want to excel in their field and want to build their career and ignore the other responsibilities of family for their work. But as they gain experience everything becomes a habit for them and they loose motivation and have other important family responsibilities to fulfill which coincide with their work.

The findings also showed that employees face moderate to high levels of family work conflict as the means of the statements measuring family work conflict are on the higher sides. This may be again due to the family responsibilities that a person has to fulfill like taking children to school, emergency at homes, looking after the old age people, etc. which makes it difficult for an employee to work freely as family related strain again leads to an inter-role conflict which again has an impact on a person's emotional health.

For the family work dimensions the mean values of both males and females were noted ranging from moderate to high. However no significant difference between the mean values on dimensions of family-work conflict was noted with respect to gender.

It was observed that the mean values for family-work dimensions range from moderate to high for all the age groups. However the oldest age group again has got highest mean values among all the age groups. This can again be attributed to the fact that as the age increases, family responsibilities also increases and it becomes important to give time to family due to which the employees experience more family work-conflict. However the values of the t-test are not significant which shows that age has not a significant effect on mean difference pertaining to family-work dimensions.

The mean difference analysis of family work dimensions with respect to marital status doesn't show any significant difference in mean values of both the groups i.e. married and unmarried respondents. Thus it can be concluded that marital status affects both the groups equally as the mean values are found to be moderate to high for both the groups.

The mean values of respondents for family-work dimensions with respect to education are moderate to high. The findings also pointed that the mean difference among the different educationally qualified groups on

work family dimensions is non significant for all the dimensions.

The results reported that mean values of all the experience groups is moderate to high for family work dimensions. On the basis of mean values of experience group (0-10 years) and (10-20 years) it can be said that they experience less family work conflict and as the experiences increases employees experience greater family-work conflict. However the mean difference among the various experience group of employees on dimensions of family-work conflict are not significant for all the dimensions.

The mean values showed that the employees experience moderate to high levels of emotional exhaustion in the hospitality industry which may be attributed to the working hours, timings of work, demands of customer, behaviour of customers towards the employees which makes the employees fatigued, frustrated and put too much stress and strain on them.

It was noted that the mean values of emotional exhaustion dimensions of both the males and females are moderate to high. However for few of the dimensions the mean difference is significant but for majority of the dimensions the mean difference is not significant. Thus it can be concluded that males and females both suffer from emotional exhaustion in the hospitality industry. This may be because of work-overload, dealing with customers, work timings which lead to stress, strain, frustration and fatigue. Sometimes the behaviour of the superior also has an impact on mental health of the employees.

It can be noted that the mean values for emotional exhaustion dimensions range from moderate to high for all the age groups. However the mean values of age groups above 30 are higher than other age groups. This can again be attributed to the fact that as the age increases there comes more responsibilities, the effects of age can be felt, and the individual start feeling more fatigued, stressed and frustrated. Moreover the capacity of the body to do work also decreases. However, the results of the F-test show that the effect of age is significant for fewer dimensions of emotional exhaustion.

The mean values of emotional exhaustion dimension with respect to marital status is found to be moderate to high, although the mean values of married respondents is found to significantly more than that their counterpart. Therefore it can be concluded that married respondents are more emotionally exhausted as compared to the unmarried respondents as with marriage comes more responsibility and duties that a person has to fulfill. The study also reported that the mean difference with respect to marital status is significant for majority of emotional exhaustion dimensions.

It was noted that the mean values of respondents range from moderate to high level for emotional exhaustion dimension with respect to education. However the mean difference is significant for only two dimensions and for the rest it is found to be not significant.

The mean values of emotional exhaustion dimension are moderate to high for all the experience groups. However the mean values of respondents with experience 10 years and above are higher than those of experience group with less than 10 years. The mean difference has been found to be significant for few dimensions only. Thus it can be concluded that employees of all the experience groups

suffer from emotional exhaustion in the hospitality industry. However employees with less experience suffer less and as the experience increases the employees suffer more from it. This may be because as with experience comes more responsibility which leads to stress, fatigue, frustration resulting in emotional exhaustion.

**Relationship between work-family conflict and emotional exhaustion**

Work-Family Conflict / Emotional Exhaustion	Emotionally Drained	Feel used up	Fatigue	Strain	Burned out	Frustrated	Working too hard	Stress	End of my rope
The demands of my work interfere with my home and family.	0.499**	0.562**	0.509**	0.277**	0.354**	0.385**	0.354**	0.257**	.073
The amount of time my job takes up makes it difficult to fulfil family responsibilities.	0.406**	.437**	.369**	.330**	.301**	.306**	.212*	.285**	0.059
Things I want to do at home do not get done because of the demands my job puts on me.	.374**	.453**	.430**	.271**	.371**	.427**	.435**	.343**	.226*
My job produces strain that makes it difficult to fulfil family duties	.524**	.435**	.318**	.322**	.492**	.412**	.327**	.294**	.287**
Due to work related duties, I have to make changes to my plans for family activities	.320**	.442**	.430**	.197*	.246**	.280**	.345**	.144	-.043

The presented relationship between the work-family conflict and emotional exhaustion dimensions. The findings show that the work-family dimensions are highly significant and positively correlated with the emotional exhaustion dimensions. This may be attributed to the fact that employees have to experience work-overload, indifferent timings, handling customer demands,

sometimes customer anger and wrath due to which employees feel stressed, frustrated and experience strain because they are not able to fulfill their family duties and they don't get time to relax and feel rejuvenated. It shows that work-family conflict is also main determinant of emotional exhaustion.

**Relationship between work-family conflict and emotional exhaustion**

Work-Family Conflict / Emotional Exhaustion	Emotionally Drained	Feel used up	Fatigue	Strain	Burned out	Frustrated	Working too hard	Stress	End of my rope
The demands of my work interfere with my home and family.	0.499**	0.562**	0.509**	0.277**	0.354**	0.385**	0.354**	0.257**	.073
The amount of time my job takes up makes it difficult to fulfil family responsibilities.	0.406**	.437**	.369**	.330**	.301**	.306**	.212*	.285**	0.059
Things I want to do at home do not get done because of the demands my job puts on me.	.374**	.453**	.430**	.271**	.371**	.427**	.435**	.343**	.226*
My job produces strain that makes it difficult to fulfil family duties	.524**	.435**	.318**	.322**	.492**	.412**	.327**	.294**	.287**
Due to work related duties, I have to make changes to my plans for family activities	.320**	.442**	.430**	.197*	.246**	.280**	.345**	.144	-.043

The relationship between the work-family conflict and emotional exhaustion dimensions. The findings show that the work-family dimensions are highly significant and positively correlated with the emotional exhaustion dimensions. This may be attributed to the fact that

employees have to experience work-overload, indifferent timings, handling customer demands, sometimes customer anger and wrath due to which employees feel stressed, frustrated and experience strain because they are not able to fulfill their family duties and they don't get time to

relax and feel rejuvenated. It shows that work-family conflict is also main determinant of emotional exhaustion.

## 6. Conclusion

The results indicated work family conflict is positively correlated with emotional exhaustion dimensions. The values are highly significant which show that work – family conflict leads to emotional exhaustion among the employees in the hospitality industry. Both Kinnunen, Vermulst, Gerris, and Makikangas (2003) and Posig and Kickul (2004) also noted a positive relationship between Work-Family conflict and emotional exhaustion and our results extend support to it extend these findings. This may be attributed to the experiences and commitments at work which interfere with family life, such as extensive, irregular, or inflexible work hours, work-overload and other forms of job stress, interpersonal conflicts, unsupportive managers or the organization.

Family–work conflict is significantly positively correlated with emotional exhaustion and is one of the main determinants of emotional exhaustion. The values are highly significant and show that family work conflict leads to emotional exhaustion among the hospitality industry employees. This may be because of the commitments and experiences in family which interfere with work-life, such as the presence of young children, elder care responsibilities, inter personal conflict within the family unit, or unsupportive family members.

## References

- [1] Bellavia G M and Frone M R.2005. Work Family Conflict. Handbook of Work Stress, pp 113-149. Barling Julian, Kelloway Kevin E and Frone Robert Michael (Eds). SAGE Publications, London.
- [2] Buic I and Thomas M.2001. Why do middle managers in hotels burn out. International Journal of Contemporary Hospitality Management 13: 304-309.
- [3] Chen L, Liu J, Yang H, Ma H, Wang H, Huang Y and Cheng H.2018. Work-family conflict and Job burnout among Chinese doctors: The mediating role of coping styles. General Psychiatry 31: 1-7.
- [4] Chen S C, Chiang Y H and Huang Y.2015. Exploring the psychological mechanisms linking work-related factors with work-family conflict and work-family facilitation among Taiwanese nurses. The International Journal of Human Resource Management 28: 581-602.
- [5] Darrat M, Amyx D and Bennett R.2013. An investigation into the effects of work-family conflict and job satisfaction on salesperson deviance. Journal of Personal Selling and Sales Management 30: 239-251.
- [6] Galetta M, Portoghese I, Melis P and Campagna M.2019. The role of collective affective commitment in the relationship between work family conflict and emotional exhaustion among nurses: a multilevel modeling approach. BMC Nursing 18: 5.
- [7] Greenhaus J H and Beutell N J.1985. Sources and conflict between work and family roles. The Academy of Management Review 10: 76-88.

- [8] Greenhaus J H and Powell G N.2006. When work and family are allies: A theory of work-family enrichment. The Academy of Management Review 31: 72-92