

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Every individual has multiple roles and responsibilities in lives. Each role brings its different expectations and obligations. Each person has always been accountable for managing their family responsibilities in conjunction with maintaining employment. Role theory states that experiencing ambiguity and/or conflict within a role (intra-role) will result in an undesirable state. Role theory also proposes that multiple roles lead to personal conflict (inter-role) as it becomes more difficult to perform each role successfully, due to conflicting demands on time, lack of energy, or incompatible behaviors among roles (Greenhaus & Beutell, 1986; Kahn *et al.*, 1964). The balance of work and family life that keeps people on an even keel and generally happy in their work. If something happens in one aspect of their lives, chances are good it is going to affect the other. It also applied with the employees who also have both personal and working lives, which is something that should never forgotten.

Challenges arising between the work and family domains were documented in earlier times and are recognised in social science disciplines (Pitt-Catsouphes *et al.*, 2006). Changes in family structure and the composition of the workforce, and the demographic characteristics of society further elevated the level of the discourse regarding work and family. Towards the end of the 20th century, the increased representation of dual-earning families and households headed by single parents became prominent (Marks, 2006). As the number of women entering the labour force increased, the conformity to the traditional family structure, of husband as primary breadwinner and wife as homemaker, decreased. These trends and an individual's limited time and energy combine to ensure that work and family roles are likely to conflict for some time into the future and these conflicts need to be fully understood.

Kahn et al. (1964) proposed definition of work conflict as the extent to which a person experiences incompatible pressures within the work domain and family conflict as the extent to which a person experiences incompatible pressures within the family domain. As a result of these competing demands, interference can occur between the work and family domains and give rise to work-family conflict (WFC). Based on the work of Kahn *et al.* (1964), the following definition of work-family conflict is offered: a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role. The proposed definition of work conflict, family conflict, and work-family conflict by Kahn *et al.* (1964) are widely accepted and are consistent with those employed by many other authors (Kopelman *et al.*, 1983; Greenhaus and Beutell, 1985; Greenhaus, Bedeian & Mossholder, 1987; Terborg, 1985; Herman & Gyllstrom, 1977; Parasuraman *et al.*, 1989; Holahan & Gilbert, 1979).

WFC occurs when an individual performs multiple roles such as worker, spouse and parent. Each of these roles imposes demands requiring time, energy and commitment. The cumulative demands of multiple roles can result in role strain of two types: overload and interference (Kelly & Voydanoff, 1985). Overload exists when the total demands on time and energy associated with the prescribed activities of multiple roles are too great to perform the roles adequately or comfortably. Interference occurs when conflict demands make it difficult to fulfil the requirements of multiple roles. Overload and interference theories predict that high work conflict will be associated with high work-family conflict, a proposition that is supported empirically (Greenhaus & Beutell, 1985; Kopelman *et al.*, 1983; Jones & Butler, 1980).

Work-Family Conflict, has been called: job-family role strain (Kelly & Voydanoff, 1985; Keith and Schafer, 1980; Bohlen & Viveros-Long, 1981), work-family tension (Herman & Gyllstrom, 1977), family/work role incompatibility (Jones & Butler, 1980) and inter role conflict (Kopelman *et al.*, 1983). One of the

major causes of work and family stress has to do with individuals not having sufficient time to dedicate to both domains (Greenhaus & Beutell, 1985). The example of work stressors are a recent job change, lack of person-job fit, and career disappointments can generate feelings of fatigue and emotional tension that produce aggressive or withdrawal behavior in the family domain (Greenhaus & Parasuraman, 1986). Although relations are relatively small, some studies have shown that work-family conflict is related to number of working hours (Bruck et al., 2002; Eagle, Miles, & Icenogle, 1997; Major et al., 2002; Wallace, 1999; Yang et al., 2000). However, the relation of work hours with strains has been inconsistent (Barnett, Gareis, & Brennan, 1999).

The irregular working hours can have negative outcomes resulting in work-life balance. It may distract employees' attention from family matters, and it can be expected that the more time a person spends on the job, the more conflict there is likely to be between work and family (Bruck, Allen, & Spector, 2002). Bohle (2004) concluded that the more unpredictable the working hours and the less control the worker has over them, the more negative health effects will be. This is confirmed by a study by Janssen and Nachreiner (2004) on the effects of irregular, variable working hours on the health of employees. They also found that a high variability in working hours and a lack of control over their working hours increases the impairments in the health of the employees. If this inflexibility is paired with company controlled shift work, this leads to a further decrease in the psychosocial and physical wellbeing.

Research on WFC has found that this variable influences a variety of outcomes, including psychological well-being—depression, marital satisfaction, and life satisfaction (Greenhaus & Beutell, 1985; Gutek, Searle, & Klepa, 1991; Voydanoff, 1988), job satisfaction, organizational commitment, burnout, and turnover (Frone *et al.*, 1992; Greenhaus, 1988; Pleck *et al.*, 1980). The changing nature of the work-force, with greater numbers of dual-career and single parent households, increases the potential for conflict to occur between work and family responsibilities and makes WFC an important work-related issue. This conflict is

not limited to married individuals. Single parents and other single people also face the challenges of balancing work with children, friends, parents and/or other commitments outside the workplace. Conflict between work requirements and family concerns can be found across all work environment, and it will lead into quality of work life.

Quality of Work Life (QWL) is a comprehensive construct that assesses an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences (Shamir & Salomon, 1985). A number of studies suggest that high work conflict will lead to lower QWL (Brief, Schuler & Van Sell, 1981; Burke, 1986; Near *et al.*, 1985; Kopelman *et al.*, 1983; Bhagat *et al.*, 1985). Another research supports a negative relationship between work-family conflict and QWL (Jones and Butler, 1980; Pleck *et al.*, 1980; Staines and O'Connor, 1980; Parasuraman *et al.*, 1989; Kopelman *et al.*, 1983; Sekaran, 1985; Colwill and Temple, 1988; Repetti, 1988).

Work-family conflict (WFC) research has become a major area for practitioners, not surprisingly because work and family are the key domains of life to many people (Whitely and England, 1977). Work-family conflicts have been empirically related to negative work attitudes (Frone *et al.*, 1992a; Parasuraman *et al.*, 1996; Yang *et al.*, 2000), absenteeism (Goff *et al.*, 2005), tardiness (Hepburn and Barling, 1996), leaving work early (Boyar *et al.*, 2005), turnover intentions (Burke, 1988), and another negative work behavior (Frone *et al.*, 1996). For employers, QWL positively nurtures a more flexible, loyal, and motivated workforce, which is essential in determining the company's competitiveness (Allan and Loseby, 1993; Meyer and Cooke, 1993; Bassi and Vanburen, 1997). QWL results in reduced absenteeism, lower turnover, and improved job satisfaction (Havlovic, 1991; Cohen *et al.*, 1997; King and Ehrhard, 1997). Largely, it appears that the main concerns of an effective QWL program is improved working conditions from employees' perspective and greater organizational effectiveness from employers' perspective.

Job satisfaction is one commonly measured component of QWL. Empirical studies support the fact that intention to leave is inversely related to job satisfaction. Intention to leave is high when job satisfaction is low. More importantly, the relationships between job satisfaction and intention to leave had been studied in several industries for example among nurses (Alam and Mohammed, 2009); family practice (Mazerolle, Bruening, Casa, Burton, and Heest, (2006)); accountants (Chatzogiou *et al.*, 2011); and health workers (Coomber, B. and Barriball, K. L. (2006)).

The retention of highly educated employees is becoming one of the major challenges of the hospitality industry. The hospitality industry often refers to a broad variety of service industries including hotels, food service, casinos and tourism (Brotherton and Wood, 2008). The hospitality industry is characterized by long working days, working long hours, low job security, a high need for coordination with others and shift work at irregular hours (Blomme & Rheede, 2010). This industry – especially hotel – is taken into account as the industry who familiar with the work-family conflict due to rapid growth of the industry and high demand for the staffs which lead to increasing work demands on employees.

Many positions in hotel, both managerial and line, require long and irregular hours because hotels are open 24 hours daily. Having too few employees can result in poor guest service, frustrated and overworked employees, and lost sales. Due to the demands of being a “24/7” industry, hotel companies often have norms that encourage employees, especially managers, to work as many hours as possible. Many work schedules in the hospitality sector are countercyclical to the work schedules of most other industries. The busiest shifts in hotels and restaurants are most frequent when most other people are off from work during weekends and public holidays. Not only are employees often required to keep long and irregular hours, but there is an expectation that employees, especially managers, will be physically present as much as possible, regardless of the actual necessity of being there. Munck (2001) named this the “culture of face time”. This

norm is also reinforced by the widespread norm in the hotel sector that employees must “pay their dues” to get ahead (Eder and Lundberg, 1990).

Despite the economic slowdown in globally, Indonesia, Southeast Asia's largest country continues to attract growing numbers of travellers from around the world. Intensifying trade integration in the ASEAN region and increasingly affordable airfares are a boon for hotels and related businesses in Indonesia (www.gbgindonesia.com, retrieved on January 28, 2016). Demand for hotel accommodation is set to rise over the years as more holiday makers and business people visit the country. The data presented in the *Table 1*.

Table 1. Number of accommodation and the average worker by Province.

Province	Number of Enterprises			Average Worker per Enterprises		
	2013	2014	2015	2013	2014	2015
Aceh	22	17	17	44.0	51.8	53.3
Sumatera Utara	96	106	111	93.2	88.7	79.3
Sumatera Barat	50	56	60	50.8	48.6	45.5
R i a u	45	53	55	76.4	72.1	66.6
J a m b i	23	25	29	65.4	68.4	55.4
Sumatera Selatan	50	56	61	65.4	63.6	59.4
Bengkulu	7	8	8	46.7	47.9	49.6
Lampung	9	11	10	91.1	91.7	101.3
Kep Bangka Belitung	23	29	32	55.7	55.4	47.5
Kepulauan Riau	76	79	88	132.2	131.9	104.5
DKI Jakarta	185	205	228	183.3	180.1	164.7
Jawa Barat	229	253	283	86.5	84.4	78.1
Jawa Tengah	166	186	204	59.9	59.6	58.5
DI Yogyakarta	61	74	89	87.8	84.7	80.3
Jawa Timur	113	127	143	114.0	104.0	95.7
Banten	43	52	54	95.9	88.5	89.5
B a l i	227	249	281	169.0	164.4	150.3
Nusa Tenggara Barat	47	54	63	79.1	76.3	72.3
Nusa Tenggara Timur	18	19	21	50.3	52.7	52.0
Kalimantan Barat	28	31	31	81.3	78.1	79.5
Kalimantan Tengah	11	8	8	63.3	78.9	92.8
Kalimantan Selatan	41	45	48	69.8	66.1	63.0
Kalimantan Timur	42	50	49	115.4	107.7	95.0
Kalimantan Utara	-	-	7	-	-	61.3
Sulawesi Utara	25	25	29	89.5	82.4	81.7
Sulawesi Tengah	5	6	8	82.6	79.2	86.6
Sulawesi Selatan	57	75	78	64.6	57.9	56.4
Sulawesi Tenggara	12	17	19	56.8	55.8	52.6
Gorontalo	3	6	8	91.7	59.3	41.6

Sulawesi Barat	7	7	7	47.1	41.3	39.9
M a l u k u	21	24	23	37.7	40.3	38.8
Maluku Utara	3	3	3	103.0	110.0	98.7
Papua Barat	11	13	15	66.4	53.9	56.7
P a p u a	22	27	27	65.2	61.6	62.3
Indonesia	1778	1 996	2 197	103.3	99.5	92.3

(<http://www.bps.go.id>, retrieved on January 30, 2016)

In the *Table 1*, the province of Sulawesi Selatan showed an increases in the number of the enterprises. Makassar city is included in the province of Sulawesi Selatan. One of the most famous icon in this city is Pantai Losari which is located in the heart of the city. Many people come to visit Makassar for doing business or just enjoying the city. Due to the high-activity done in this area compare with another area in the city of Makassar, there are many kinds of hotel located around Pantai Losari to fulfill the visitors' need. Some of the hotel employees might experience the work-family conflict which end up in the turnover intention. This is why the author interested to observe this possibility, especially on the front office employees in 3-star hotel.

1.2 Research Problems

The research problems are as follow:

1. Does the Work Conflict affect the Work-Family Conflict in the hotel industry?
2. Does the Work Conflict affect the Quality of Work Life in the hotel industry?
3. Does the Work-Family Conflict affect the Quality of Work Life in the hotel industry?
4. Does the Work-Family Conflict affect the Turnover Intention in the hotel industry?
5. Does the Quality of Work Life affect the Turnover Intention in the hotel industry?

1.3 Research Objectives

The objectives of this research are as follows:

1. To analyze the effect of:
 - a. Work-conflict on Work-Family Conflict.
 - b. Work-conflict on Quality of Work Life.
2. To examine the effect of:
 - a. Work-Family Conflict on Quality of Work Life.
 - b. Work-Family Conflict on Turnover Intention.
3. To determine the effect of Quality of Work Life on Turnover Intention.

1.4 Research Contributions

1. For Academics:

This research is expected to contribute to knowledge development in the field of human resources management; furthermore, this research can be a guide or reference for readers who are interested in doing research in the same field or the same problem in the future.

2. For Hotel Industry:

From this research, Hotel's management can understand the effect of work-family conflict to the turnover intention. It can be used as inputs for the company as a consideration in determining regulations related with employees, so it can decrease the employee's turnover intentions.

3. For Researcher:

This study enriches the knowledge of researchers, in theory and practice, specifically on human resource management, especially regarding work-family conflict. The researcher also has the opportunity to apply the given theories learned in class.

1.5 Research Limitations

The research problem is limited to the analysis of work-conflict, family-conflict, work-family conflict, and quality of work life that affecting turnover intention of employees. This research took place in 3-star hotels around Pantai Losari, Makassar. The object of the study was limited to front office's staff in the

3-star hotels around Pantai Losari, Makassar. This research was conducted on May – June 2016.

1.6 Research Outlines

The outline of this research is as follows:

CHAPTER I INTRODUCTION

This chapter sets up the research problem for the reader. It also provides the background information defining the issue and important terms. It specifies the research objectives explored in greater detail to contribute to understanding the research problem.

CHAPTER II REVIEW OF RELATED LITERATURE

This chapter summarizes the major studies and findings that have been published on the research topic and how this study contributes or adds to what has already been studied. This chapter also states a clear description of work conflict, family conflict, work-family conflict, quality of work life, and turnover intention theories that is going to apply to the research problem, an explanation of why it is relevant, and how the modeling efforts address the hypothesis to be tested.

CHAPTER III RESEARCH METHODOLOGY

This chapter explains the detailed technical and scientific activities which include the research design, sampling plan, instrumentation, statistical tools, and treatment of data.

CHAPTER IV RESULT AND DISCUSSION

This chapter organizes a logical presentation of the findings that address the research questions, and focus on how these key findings relate back to the theory and prior researchers presented at the beginning of the study

CHAPTER V SUMMARY, CONCLUSION, AND RECCOMMENDATION

This chapter outlines the implications, conclusions, and recommendation supposed to advance the study of the research topic by its theoretical, methodological, or substantive contributions that may be necessary to overcome the limitations of existing empirical facts.