

## **Work-Family Conflict and Family-Work Conflict on Employees Turnover Intentions in the Tourism Industry**

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### **Abstract**

Work Family Conflict (WFC) happens when work weights meddle with the nature of family life, though Family Work Conflict (FWC) happens when family weights meddle with obligations at work. Then again, Turnover Intention (TOI) is about deliberate or involuntary act of quitting their job (Lingard & Valerie, 2009).

The motivation behind the examination is to look at inside 50 respondents in the tourism industry, mainly hotels, restaurants, and travel agencies in Alexandria the effects of Work-Family Conflict (WFC) and Family-Work Conflict (FWC) on Turnover Intentions (Saridakis & Cooper, 2016). This paper expected to look at:

- Whether the Work-Family Conflict impacts Turnover Intentions of the representatives that thusly impact their Turnover conduct.
- Whether Family steady association discernments assume any part in impacting workers' Turnover Intentions.
- Whether these discernments can impact the effect that Work-Family Conflict has on Turnover Intentions and certainly on Turnover conduct.

The outcomes demonstrated that Alexandria representatives in the tourism industry who encountered an abnormal state of Work-Family Conflict display more Intentions to leave the present manager (MA, 2017).

**Keywords:** Alexandria, Behavior-Based Conflict, Compensation Model Congruence Model, Co-workers

### **Methodology**

This investigation is a piece of bigger longitudinal research concentrating on work-ways of life, prosperity and execution. The longitudinal investigation offers the likelihood to watch the advancements of respondents and to recommend the circumstances and end results connections, separately Work Family Conflict (WFC) as a reason for Turnover Intentions (TOI) and Turnover conduct of people (Kaiser, 2011). The perceptions of the subjects are applied in Alexandria as a case study, centering basically in the tourism industry.

### **Hypotheses**

There is a significant effect between WFC which positively affects TOI and the outcomes that are in accordance with the existed ponder (Batt, 2000). Workers which are the casualty of WFC slanted to leave the association. So at whatever point a representative takes part in struggle of work family he/she slanted towards the Turnover Intention. Second hypothesis foreseen that WFC is emphatically identified with TOI and the outcomes are likewise in accordance with the discoveries of past scientists.

### **The Subject of the Study**

The subject of the examination is to inspect the relationship of Work Family Conflict (WFC), Family Work Conflict (FWC) and Turnover Intentions (TOI) in the tourism industry. This was implemented by looking over personnel in the hospitality sector including hotels, restaurants, and travel agencies located in Alexandria.

### **The Aim of the Study**

The primary thought process of this examination is to analyze the impact of WFC and FWC on Turnover Intention. To do so, surveys have been conducted in order to:

- Constructively define how WFC and FWC affect personnel and their relation to Turnover Intentions (TOI).
- Be able to determine the strengths and weaknesses TOI has on tourism organizations in Alexandria

### **The Limitations of the Study**

The first limitation of the investigation is absence of speculation. It requires a more extensive example size of the cordiality and tourism industry to investigate the effect of WFC and its application to overall public. Second: it needs to include additionally business related factors like association bolster, working condition, working relationship, work qualities, part equivocallness. Family related factors like family support, family size and part struggle for better outcomes to comprehend effect on Turnover Intentions (TOI). Third: the time allotment is another impediment in this examination. We only had a short window to investigate the impact of WFC and FWC on TOI.

### **Introduction**

Willful turnover has been a subject of dialog and research in the hierarchical brain science writing because of its conceivable negative outcomes from two viewpoints, for workers as an obstruction to create and accomplish their potentiality, and for associations as conceivable expenses with useful interruptions (Goldstein, 2017).

Since an individual needs to play out different roles, for example, worker, spouse or parent, since these roles require time and vitality to be appropriately performed, numerous employees encounter a contention amongst work and family life as a result of the constrained assets or time contrariness. Therefore, people are overpowered and encounter obstruction from Work to Family or from Family to Work (Gugup, 2011).

The Work Family Conflict (WFC) has huge consideration of scientists over the most recent couple of decades since it ends up worldwide risk to each association. It costs organizations billions of dollars when personnel leave the company and have to be replaced. Family and work are hindered by WFC and it is harder for each worker to satisfy an organization's overall goal. It causes Turnover Intention (TOI) which has a negative impact on an organization's execution. Employees confronting WFC have faced work disappointment from their occupations; bring down execution in employments and higher TOI. Work to Family Conflict (WFC) is observed to be altogether connected with Turnover Intentions (Parasuraman & Greenhaus, 2000).

The investigation inspected Work-Family Conflicts (WFC) and their effect on the representatives' Turnover Intention (TOI). WFC score positive effect on TOI for sexual orientation, conjugal status and designation. Human resource is assuming a vital part for the advancement of existing personnel within an organization (Barling, 2004). Employees that have 2 jobs in order to supplement a higher income have increased significantly. Organizations realize that this could have a direct impact on job performance, increasing stress in the workplace, and taking longer to achieve their overall goals within a specified period.

### **Work to Family Conflict (WFC)**

Work to Family Conflict is a sort of opposition of part weight that emerges from work place and has a negative influence on the family and private life. Individuals invest

more energy in critical undertakings and less on immaterial errands that expands work-family clashes. WFC has been widely contemplated and discovered as a positive influencer towards employees' activity burnout (Gyensare, 2016). Work to Life struggle emerges because of the aftereffect of having an excessive number of activities and too brief period to play out a specific undertaking. Work-family clashes decidedly impact representatives' turnover expectation and employment disappointment. These contentions emphatically impact withdrawal conduct of family intrusion, late arrival to work, and absenteeism (Ballon, 2018). It impacts worker performance and increases Turnover Intention (TOI). The inspiration to resign from an organization is emphatically related with WFC.

WFC arrangement needs to present work-life balance that is depicted as a self-saw and acceptable mix of time, family, and business related duties (Poelmans, 2005). In this way, a balanced workplace is emphatically recommended to balance work with family obligations.

WFC has negative impacts like low job performance, less employment fulfillment, absenteeism, laziness, goal to resign and less family satisfaction. It is a struggle between two parts in which one part, work performance, overwhelms the other part, private family time. Cooper (2016) characterizes that it is happened when there are excessive duties of work and home imbalance in the life of a worker. An example of WFC where work conflicts with family would be a parent missing a child's school party because of working late.

#### **Family to Work Conflict (FWC)**

Family to Work Conflict (FWC) is an entomb part struggle where the inclusion of individual in the family part makes it difficult to partake in the work part (Robinson, 2014). The expanding of double vocation obligations make it troublesome for a person to keep up a harmony amongst family and work duties like satisfying family responsibilities and meeting the criteria of work output. FWC has negative effect on work satisfaction, work execution, and leisure fulfillment (Bach & Edwards, 2012). FWC emerges in a circumstance in which requests from both work and non-business related obligations and parts stay contradictory. They are bidirectional in which business requests meddle with family requests or obligations regarding illustration family mind duties obstruction with business related duties that make some undesirable outcomes like pressure, weakness, business related clashes, absenteeism and turnover (Hirschheim, 2009). Therefore these impedances impact Turnover Intention (TOI).

At the point when individuals think that it is hard to meet prerequisites of work role because of family role at that point family work struggle emerges. FWC can give an overflow of work roles simultaneously influencing family roles (Paludi, 2012). An example of FWC where family meddles with work would be a parent not appearing to work since his/her child is not feeling well.

#### **Turnover Intention (TOI)**

Turnover Intentions (TOI) is the volunteer goal of workers to have planned to leave an organization. It is the readiness of representatives to build up their Intentions to leave their position within an organization. The workers' Turnover Intention has a direct impact on hierarchical expenses such as recruitment, selection and training (Kavanagh, 2005). It is critical to limit the Turnover Intention of the skilled workers for longer periods. Turnover Intention revealed to be costly effecting both profitability

and results. Along these lines the worker's ability to distinguish between work and personal life is commendable for an organization (Greenhaus, 2013).

The Turnover in the working environment takes the consideration of numerous researchers. Administrators think it is as a major issue that directly affects Turnover-related costs (Lingard & Francis, 2009). At the point when workers see that their performance rating is not satisfactory, their propensity to leave the organization increases.

### **Types of WFC & FWC**

Work– Family Conflict and Family-Work Conflict in which work and family or family and work requests are commonly inconsistent, taking care of requests of both areas is troublesome. Work-Family Conflict is a one-dimensional build in spite of the way that the definitions proposes work influences family and family influences work infers a bi-directional relationship (Saridakis & Cooper, 2016).

Both Work-Family Conflict and Family-Work Conflict are a type of between part conflict happening because of general requests and strain, made by the activity meddling with one's capacity to perform family related obligations or vice versa (MA, 2017).

There are three different types of conflicts:

1. Time-based conflicts,
2. Strain-based conflicts, and
3. Behavior-based conflicts.

Time-based conflict is experienced when time weights of one responsibility keeps a representative from having the capacity to assign time to meet the requests of other responsibility. Strain-based conflict happens when weight or strain from one part influences how a man performs in another part. Behavior-based conflict happens when standards of conduct required and showed in one part are incongruent with those required for another part (Kaiser, 2011).

### **Six Models affecting WFC & FWC**

There are six models that can be utilized to clarify the impacts of Work Family Conflict or Family Work Conflict (Batt, 2000). These models are:

1. The segmentation model: Which clarifies that life and family are two separate disconnected areas that have no impact on each other.
2. The congruence model: Which proposes that since work and family share a typical reason, they can have either a positive or negative connection and that any relationship found between the two is deceptive.
3. The identity or integrative model: Which recommends that work and family are so nearly interwoven that any endeavor to separate between the two would be vain.
4. The spillover model: Conjectures that one space influences another by method for a positive or negative relationship and there is overflow from one area to the next. For instance, a representative who is in a negative disposition state at work will encounter a negative temperament state at home, as the negative influence continued from the workday would overflow into his or her home life. In like manner, a positive mind-set state at work would prompt a positive disposition state at home.
5. The compensation model: Which recommends that there is a pessimistic connection amongst work and family, and that, for instance lessened fulfillment in one domain, it would also lead the individual to compensate by expanding vitality applied towards some angle in the other domain.

6. The resource drain model: Which states that the negative relationship that exists amongst work and family happens because of one domain consists of spending time and vitality that are required for the other domain.

In the course of recent years, analysts have made valiant endeavors to comprehend Work Family Conflict by analyzing the predecessors and results of the build. Past research inspecting these elements and results has concluded that Work-Family Conflict has harmful outcomes, for example, brought down employment and life fulfillment, expanded occupation and life stretch, brought down authoritative duty, and increased Turnover Intention (Goldstein, 2017).

### **Research Review**

The research is carried out in the tourism industry, specifically hotels, restaurants, and travel agencies located in the Alexandria region. A total of 10 surveys were conducted including one demographic survey and nine questionnaire survey on 50 respondents, representing managers and personnel to complete this study effectively. Respondents selected for this research have held their position for at least a year and were able to affectively impact the overall results of this research. This kind of data collection technique was cost effective and assisted in collecting the answers within a brief period of time.

Before completing the survey questionnaire, the respondents were given an informed consent that their identity will not be revealed, and that their answers are anonymous and strictly confidential. After finishing the questionnaires, the respondents returned back their feedback to the researcher. Moreover, the participant's demographic information is presented in table 1.

Three sectors are selected to participate in the current field of study; hotels, restaurants, and travel agencies. Five organizations were selected from each sector located in Alexandria.

This sample is selected because they were eager and willing to contribute to this survey and the ten hotels and restaurants participating in this research receive high traffic of tourists and guests and they were all upscale properties. Meanwhile the five agencies were selected based on volume of customers representing both tourists and locals. The respondents are:

- Hotels

1. Four Season Hotel Alexandria At San Stefano (5 stars);
2. Steigenberger Cecil Hotel Alexandria (4 stars);
3. Sheraton Montaza Hotel (5 stars);
4. Helnan Palestine Hotel (5 stars);
5. Hilton Alexandria Corniche (5 stars).

- Restaurants

1. San Giovanni Stanley Restaurant (5 stars);
2. Roberto's Italian Restaurant (5 stars);
3. Fish Market (5 stars);
4. Byblos Restaurant (5stars);
5. Santa Lucia Restaurant (5 stars).

- Travel agencies

1. Travel Lounge (high volume rating);
2. Intratour (high volume rating);
3. Tanis International Travel Alexandria (high volume rating);
4. El Raghy Travel Services (medium volume rating);
5. City Link Travel (medium volume rating).

### Questionnaire Analysis and Profile of Respondents

Below are the demographic and data analysis that surveyed from 50 employee respondents in 15 businesses in the tourism industry, specifically 5 hotels, 5 restaurants, and 5 travel agencies in Alexandria.

Table 1 signifies the demographic data which are collected from 50 respondents participating in this study.

Factor examination has been done keeping in mind the end goal to check the dependability of instrument, regardless of whether this instrument is steady with our investigation or not. The outcomes portrayed that every one of the things of factors meet the criteria of unwavering quality and they are suitable to conduct the investigation for this study.

The next 9 tables provide direct answers in relation to work to family conflicts, family to work conflicts, and turnover intentions. Data was collected using a 3-scale method to answer the questionnaire. The scale is as follows:

- YES, I agree,
- SOMETIMES I agree, and
- NO, I disagree

There are no references for the remainder of this study. All of the following outcomes and results were based on the research conducted and the respondents who participated in the research. The 50 respondents that participated in this survey wished to remain anonymous in order to insure transparency and avoid complications or prejudice in the workplace with their employer and co-workers.

Table 1: Demographic features of the sample

DEMOGRAPHIC	FREQUENCY
Age	
20-29	22
30-39	19
40 or older	9
Gender	
Male	37
Female	13
Marital Status	
Single	19
Married	26
Divorced	5
Education Level	
High School	12
University	32
Post Graduate	6
Work Experience	
Less than 1 year	3
1-3 years	12
4-7 years	11
7-10 years	17
More than 10 years	7
Daily Working Hours	
8 hours or less	27
More than 8 hours	23
Monthly Income	
Less than 2000	11
From 2000 to 3000	16
From 3000 to 4000	8
From 4000 to 5000	7
More than 5000	8

**Table 2: Organizational Statistics**

	YES	SOMETIMES	NO
1. The company tries to make my work/job interesting as possible.	22%	46%	32%
2. The company is willing to help its employees.	18%	40%	42%
3. The company has a good system to protect their employees.	16%	48%	36%
4. The company has the proper environment for me to perform my job to the best of my ability.	32%	42%	26%
5. The company is equipped with employee benefit services and facilities.	8%	40%	52%
6. The company is interested in the health and well-being of its employees.	18%	36%	46%
7. The company sees to value my contribution at work.	30%	38%	42%
8. The company provides adequate opportunities for me to improve my ability.	32%	32%	36%

The primary asset of any organization is its people. Importance of human interaction is imperative as organizations are made up of people, not technology or structure. Unfortunately from the above survey, 64% to 92% of respondents believe that the organization does little or no effort to improve the employee experience in the work force, which result in work to family conflict with high turnover intentions from stress in work that is affecting their family time.

**Table 3: Supervisory Support Statistics**

	YES	SOMETIMES	NO
1. My supervisor has the ability to suggest alternative solutions.	40%	24%	36%
2. My supervisor and I have a good relationship.	60%	26%	14%
3. My supervisor treats employees equally.	46%	22%	32%
4. My supervisor has work ethics.	62%	26%	12%
5. My supervisor seems willing to listen to my problems.	32%	30%	38%
6. My supervisor has trust in the work that I do.	64%	18%	18%
7. My supervisor distributes the work fairly.	50%	22%	28%

Supervisors and managers play a vital role in employee performance and motivation. It is imperative for the success of any organization that employer/employee relationship is intact in that employers recognize and reward employees accordingly based on their performance. In this survey, a staggering 62% to 88% feel their supervisor in the work place has little effect in motivating or rewarding them. This impacts the work family conflict and increases their turnover intentions.

**Table 4: Co-worker Statistics**

	YES	SOMETIMES	NO
1. My co-workers are willing to help with my work.	58%	22%	20%
2. My co-workers and I have a good relationship.	62%	22%	16%
3. My co-workers have enough ability to perform their job tasks.	48%	28%	24%
4. Experienced co-workers and I have a good relationship.	70%	18%	12%

Co-workers in an organization play an imperative role to the overall happiness and personal enjoyment of an employee. Family to work conflicts decreases the chances of turnover intentions when co-workers communicate their personal family issues with each other. 76% to 88% of co-workers surveyed show a positive impact on their business environment and lower chances of turnover intentions.

**Table 5: Compensation Statistics**

	YES	SOMETIMES	NO
1. I am adequately paid.	12%	18%	70%
2. My salary is relatively high compared to other hotels, restaurants, and travel agencies.	10%	32%	58%
3. The company provides adequate monetary reward for my accomplishment.	16%	18%	66%
4. The company provides adequate non-monetary rewards for my accomplishment (e.g. business trip or FAN tour).	14%	22%	64%

Compensation is another major factor of decreasing both work family conflict and family work conflict and resulting in lower turnover intentions. If employees are neglected with either a below average wage or a fair reward as compensation, more employees will have a high turnover intention. This survey signifies that 30% to 44% do not believe they are either paid fairly or rewarded adequately for their overall job performance. This adds stress to employee where work to family conflict may be high and increases the chances of high turnover intentions accordingly.

**Table 6: Personnel/Prospective Statistics**

	YES	SOMETIMES	NO
1. The company has a fair promotion criterion.	20%	24%	56%
2. The company hires experienced employees with a fair standard.	20%	28%	52%
3. The company keeps an adequate number of employees for the amount of work that is needed to be done.	18%	16%	66%
4. The company's situation is not limited to doing better job (e.g. enough holdings of air ticket for selling).	22%	22%	56%
5. The company considers individual character when distributing job tasks.	28%	18%	54%
6. The company has relatively high name recognition.	22%	18%	60%
7. I can use my employee benefits such as annual paid holidays whenever I want.	18%	18%	64%
8. I can see the company's potential.	24%	24%	52%

The success of any organization requires well trained and experienced employees. In the tourism industry, employees must have adequate customer service skills, a positive personality, and strong motivational skills. These traits reflect the training opportunities, promotion, and compensation standards offered to the employees based on their exerted efforts and loyalty. Approximately 52% to 66% do not feel that their employer applies policies that promote or compensate fairly from within. This creates a higher work to family conflict where employees are reluctant to consider other avenues of employment, increasing the chances of high turnover intentions.

**Table 7: Career Development Statistics**

	YES	SOMETIMES	NO
1. I am performing my job professionally rather than trivial.	36%	20%	44%
2. My job tasks are helpful for professional growth and development.	58%	22%	20%
3. I have enthusiasm for performing my job tasks.	36%	36%	28%

Career development is another intricate part of an organization's overall success. It requires employees to feel content and satisfied with their overall self-development within their department. Employees must feel worthy and enthusiastic about their job and the responsibilities they undertake. In this case, 56% to 80% of employees surveyed feel that their performance and enthusiasm are high which means that both work to family conflicts and family to work conflicts have little effect on their overall development within their organization which results in low turnover intents. Only 20% to 44% feel negative impact on their confinement of their overall professional growth and performance.

**Table 8: Job Stress Statistics**

	YES	SOMETIMES	NO
1. I have a paper amount of work to do.	26%	26%	48%
2. My working hours are suitable.	32%	18%	50%
3. There is flexibility in scheduling my work.	18%	20%	62%

Job stress is a major factor that affects employees and their job performance. Employees who are affected by family responsibilities directly impact their overall performance. Moreover, if the employees' job responsibilities and work environment

are not organized or automated, the results can negatively impact the overall outcome. Results of this survey signifies that a whopping 62% of employees have inflexible job scheduling which directly impacts their family due to inconsistencies of their personal tasks. Employees can decrease these conflicts and minimize turnover intentions if there was consistency on their work hours and flexibility in their scheduling.

**Table 9: External Causes Statistics**

	YES	SOMETIMES	NO
1. I often hear that other hotels, restaurants, and travel agencies have ability working environment.	60%	20%	20%
2. I often get job offers from other hotels, restaurants, or travel agencies with better conditions.	34%	22%	44%
3. I often hear that the company has a bad reputation from guests and tourists alike.	20%	10%	70%

While tourists play a major role in the outcome of the overall customer satisfaction; hotels, restaurants, and travel agencies surveyed showed positive impact on their experience while visiting Alexandria. Only 10% to 20% of employees believe that their guests had a negative experience, and 60% of employees believe that their organization had a good working environment. On the other hand, employees in the tourist industry, hotels in particular, receive a 56% approval rating that they receive job offers from other organizations. In other words, 6 out of 10 employees in the hotel industry receive offers for other hotels with similar compensation package while restaurants and travel agencies had little or no impact on job offers. Turnover intentions remain neutral since even though the job offers are high, the compensation offered from these job offers had little or no significance on employees to change jobs and leave their comfort zone.

**Table 10: Turnover Intention**

	YES	SOMETIMES	NO
1. I am looking for other jobs	50%	26%	24%
2. I will quit my job in the near future.	10%	16%	74%
3. I am thinking about switching to another hotel, restaurant, or travel agency.	36%	32%	32%
4. I am thinking about working in another business or industry.	48%	10%	42%

While most of the employee's turnover intentions are stable, 48% to 50% is either looking for other jobs within the same industry or in a different field. This indicates that employees are somewhat content within their industry, 24% to 32% are looking for other jobs within similar organizations. The turnover ratio indicates a possible high rate of quitting or changing jobs where 26% to 32% may or may not consider other alternatives, and 74% would not quit their jobs in the near future. Therefore, low turnover intention is typically noticed.

### **Conclusions**

In the contemporary world, Work-Family issues have been significantly increased for employees, families, and associations. Time for family issues must be distinguished from time for work responsibilities. A major concern has risen as to how WFC and FWC affect the overall job performance of employees. Co-workers struggle in at the workplace due to several factors the conflict with their family life.

The nature and bearing of Work Family Conflict and Family Work Conflict, guesses that time-based work meddles with family and family meddles with work, i.e. reasoned that representatives encountering pressure prompts high Turnover Intentions. In this manner work-Life symmetry is a basic business procedure to reduce turnover rate, and to inspire in general firm performance.

This study aimed towards the excellent effort to mentoring the leaders in such a way that they assist their sub ordinates, which reduces the WFC as well as turnover intentions. The satisfactory adaptability can take care of the issue of work life balance as target of adaptable work courses of action and to enhance between part conflicts, that will attract employees, particularly those faced with contending demands.

When Work Family Conflict increases, work performance decreases. Employees can't give their energies on the job, which at last abatement their effectiveness and profitability causing harm to the organization. We found that bustling work routine of employees inside the organization make it hard to apply spare time for family in Alexandria. The discoveries and the information demonstrate the certainties and bolster further literature audit as clarified in the investigation in this study.

### **Recommendations**

Organizations need to adopt techniques which will address work life strife and their reasons for fruitful activities. Stress likewise increases in light of the fact that the environment is dynamic. Evidently hard strategies for success, sorting out new practices and projects selection to change for the most part creates an unpleasant and stressful state. Delivering training courses on stress management may generously reduce pressure side effects, in this way reducing the potential outcomes of Turnover Intentions.

Furthermore, an expansion of dual-income families and single-parent family units in Alexandria may increase strife for employees who need to perform positively in the work force while raising a family. The following recommendations are suggested for organization to retain employees and reduce turnover intentions:

It is unequivocally suggested that organizations execute a working life framework with the goal that the employees can more readily oversee business related pressure and family related issues.

It is suggested that organizations adopt flexible work schedules particularly for female representatives who are burdened with issues such as pregnancy or sibling related issues.

The research additionally shows that supportive workplace significantly affects working environment. This incorporates family arranged advantages like paid vacations, holidays, compensation, work off chances to invest suitable energy with family, maternity leave for female, debilitated leaves, child care facilities in the workplace, supervisory support, employees' recreational projects, and training to adapt up in intense working schedules and changes.

Another suggestion is work support. Work support is a fundamental issue to an organization's general retention of employees. Workplace support is collaboration with representatives who confront work trouble, family issues, or both. It is demonstrated that work environment support is one of the real donors for the arrangement of Work-Family Conflicts at the work environment.

It is also suggested that organizations have to adapt to work unevenness issues to place and practice the adjustment of family well-disposed arrangements, supervisory steady practices and the presence of family oriented benefits.

Another suggestion is the adaptation of creating mindful awareness in balancing work and family should be considered. Work-Family balance programs must be created. These sorts of activities help reasonable Work-Family setups for medicinal measures. Finally, organizations should always be aware about the working issues to tackle them in order to insure successful attainment of their desired aims, plans, and objectives.

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