



Article Title

Examining the relationship of work–family conflict to job and life satisfaction: A case of hotel sales managers

Citation

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Abstract

The study was designed to clarify the ambivalent relationships between work–family conflict (WFC) and measures of satisfaction. Both the direct and indirect effects of WFC on job and life satisfaction were investigated. Job satisfaction was also separated into two components: affective reaction and cognitive appraisal. Data were collected by a field survey of 121 sales managers from 26 hotels in China. Structural Equation Modeling (SEM) indicated a critical role of one's affective reaction to his/her job in the relationship between WFC and life satisfaction. Specifically, the present study found that both work interfering with family (WIF) and family interfering with work (FIW) have significant negative association with an individual's affective reaction to his/her job, while only FIW reduced the cognitive appraisal of a job. Further, affective reaction, rather than cognitive appraisal, had a significant positive correlation with life satisfaction. Finally, FIW was negatively associated with life satisfaction. The results suggest the strategic role of family friendly human resource polices in hotels.

Methods

Three hundred questionnaires were distributed at three professional development seminars for hotel sales managers in the Pearl River Delta of China.

Results

The results of the MANOVA indicate that the control variables (gender, education background, work experience, and the number of dependents) did not have a significant effect on the variables of interest. Compared to previous studies, there was less variation in the respondent demographics. This resulted from the fact that the participants in the current study had many similarities including position in the hotel, type of hotel, geographic location, and culture. In fact the homogeneity of the respondents may reduce the potential confounding of individual differences and, as a result, help demonstrate the hypothesized effects. The results suggest a critical role of affective reaction in the relationship between WFC and life satisfaction. Specifically, both WIF and FIW have significant negative correlations to the affective reaction component of job satisfaction. Further, affective reaction, rather than cognitive appraisal, had a significant positive association with life satisfaction.

Conclusion

In conclusion, the present study found the critical roles of WFC in hotel sales managers' work and life domains, and suggests that hotel practitioners and scholars pay more attention to WFC issues.