

The Impact of Work-Family Conflict on Employees' performance in Travel Agencies

Ibrahim Khatieb¹ Ghada Khairat¹ Mohamed Ziedan¹

¹ Faculty of Tourism and Hotels, University of Sadat City

Abstract

This paper discusses the issue of work-family conflict and its impact on Employees' performance in Travel Agencies. The study aims to clarifying the important factors affecting work-family conflict, exploring of the relationship between work- family conflict and employees' performance in travel agencies, highlighting the role of working mother and work- family conflict and managing work- family conflict in the Egyptian travel agencies. Questionnaires were distributed on employees at travel agencies. The results show that there is a statistical relationship between work- family conflict and employees' performance in the Egyptian travel agencies.

Keywords: work family conflict, working mother, organization policies.

Introduction

Work and family are two important aspects of a human's life. Both of them have a great influence on the life and behavior of human. Although these two variables are separate but researchers have long examined that they are related to each other and this relation is emerged in the form of a conflict. Stress can pressurize the individuals in almost all fields of life. It is as a result of over loaded responsibilities at work, home or both which ultimately causes the poor performance of an individual. If the employees in an organization face problems of conflicts between responsibilities at home and at work, it leads to the poorly performance (Ghafoor, 2014). Work-family conflict and family-work conflict are defined as "forms of friction in which role pressures from work and family domains are mutually incompatible in some respects" (Cinamon and Rich, 2002, p. 49). In other words, as an individual's situational stressors within a domain increase (e.g., in the family domain), conflict surfaces as one domain begins to interfere with the other (e.g., in the work domain) (Skitmore and Ahmad, 2003). Due to current competitiveness among the Egyptian travel agencies, a highly stressed work environment among employees is created. Working in the field of tourism is a breeding ground for Work-family conflict. For instance, the high human component required in the tourism industry increases their time away from their families. Lastly, working in the service sector is particularly susceptible to WFC (Furnham, 2002; Netemeyer, et al., 2005) ascustomer contact jobs are often very intense and stress filled and employees sometimes carry this stress into their home lives (Netemeyer et al., 2005).

Literature Review

Work-family conflict concept

Conflict between work and family is bi-directional . There is a distinction between what is termed work-to-family conflict and what is termed family-to-work conflict.

Rahim (2010, p16) defines conflict as "an interactive process manifested in incompatibility, disagreement or dissonance within or between social entities". He also notes that a conflict may be limited to one individual, who is conflicted within himself (the intrapersonal conflict).

Work-family conflict and family-work conflict are defined as "forms of friction in which role pressures from work and family domains are mutually incompatible in some respects" (Cinamon and Rich, 2002, p49). Work-family conflict occurs as the demands of work and family are mutually mismatched to some degree. In other words, it occurs when demands from one role affects one's ability to meet the demands connected with another role in another field. Work Family Conflict occurs when there are incompatible demands between the work and family roles of an individual that makes participation in both roles more difficult (Sabibur Rhaman et al., 2015). Work-to-family conflict occurs when experiences and commitments at work interfere with family life, such as extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, or an unsupportive supervisor or organization. For example, an unexpected meeting late in the day may prevent a parent from picking up his or her child from school (Lavassani et al., 2014). Family-to-work conflict occurs when experiences and commitments in the family interfere with work life, such as the presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, or unsupportive family members. For example, a parent may need to take time off from work in order to take care of a sick child, or to witness a tournament or performance of a child. Family-to-work conflict is perceived to result in lower work productivity of employees (Amstad et al., 2011). Although work interference with family (WIF) and family interference with work (FIW) are strongly correlated with each other, more attention has been directed toward WIF more than FIW.

Work demands are easier to quantify; that is, the boundaries and responsibilities of the family role is more elastic than the boundaries and responsibilities of the work role. Also, work roles are more likely to interfere with family roles (Hochschild, 1997). Today, work-family conflict (work interfering with family) is more prevalent than family-work conflict (family interfering with work) though both can occur. However, regardless of the direction of causation, when one domain is discordant with another domain, the result is conflict and increased stress on the individual (Rhaman et al., 2015). Although these two forms of conflict—work interference with family (WIF) and family interference with work (FIW) are strongly correlated with each other, more attention has been directed at WIF more than FIW. This may be because work demands are easier to quantify; that is, the boundaries and responsibilities of the family role is more elastic than the boundaries and responsibilities of the work role. Also, research has found that work roles are more likely to interfere with family roles than family roles are likely to interfere with work roles. (Hochschild, 1997).

Hochschild (1997) Shows that the image of an "ideal worker" already rests on some unrealistic assumptions about how the family should operate. Many employers expect that employees with families have someone tending to everything at home, leaving the worker unencumbered. Despite the fact that a majority of families in the U.S. are dual earning, the image of the "ideal worker" persists and causes work–family conflict by demanding too much of working parents.

Forms of work-family conflict

Within work-to-family conflict and family-to-work conflict, three subtypes of conflict have been identified: time-based, strain-based, and behavior-based.

A) Time-based

Time-based conflict occurs when role pressures stemming from the two different domains compete for the individual's time requiring employees to work late with little notice might make it difficult for employees to meet family obligations, like picking up a child at day care. The number of hours worked each week has a significant effect on reports of work-family conflict, particularly for women (Voydanoff, 1988). But the relationship between hours worked and perception of work-family conflict also reflects women's subject positions within the dominant discourse.

However, problems of coping with work and domestic responsibilities remain especially acute for employees with caring responsibilities and especially women. Some studies have found parental demands to mean less time and energy to devote to the organization and time-based work-family conflict and its consequences are believed to be most salient for women (Major et al., 2002). Full-time female employees are still found to have greater concerns about childcare and housework (Schwartz and Scott, 2000) and the greatest desire for flexible scheduling (Collins, 1993). Work-family conflict for women is also likely to be more acute given the tendency towards segregation of women into low skill, low paid jobs.

Employers have little enthusiasm for calls for greater codification of employee policies which restrict working time, putting emphasis on liberal doctrines of employee choice (to work long hours) and market freedom (Reeves 2001). But the Government also encouraged employers to offer greater flexibility to employees. In consequence, time flexible prescriptions (flexi-time; part-time working) have been offered by employers as the most common prescriptive approach to provide balance between work and life for their employees (Cully et al 1999; Hogarth et al 2000; Dex and Smith 2002).

Time-based work-to-family conflict happens when the time an employee gives to work does not allow enough to meet the expectations and demands of a family (Chen et al., 2009). On the other hand, family-work conflict refers to "a form of inter-role conflict in which the general demands of time devoted to the family interfere with performing work-related responsibilities" (Netemeyer et al., 1996). According to Greenhaus et al., (2001) work interference with family influences harmfully employees' intentions to leave their job and to turnover.

Accordingly, time based work interference with family is expected to be depressingly related to family satisfaction because the limited time that employee's offer to their families as a result of their work demands could decrease the quality of their family experiences (Lapierre et al., 2008). Dunahool (1996) indicated that a time-based conflict, involving the distribution of time, energy and opportunities between the occupational and family roles. Here, scheduling is difficult and time is restricted since the demands of each role and the behavior required to enact them are incompatible. Women often experience fatigue since the two roles compete for personal resources.

B) Strain-Based

Strain-based conflict entails pressures in one role impairing performance in the second role. Singh et al., (2000) indicated that interaction of work and family is an area of stress particularly for women in management and professional areas. In the lives of both men and women, family life is usually the most important aspect and alongside job satisfaction is a significant predictor of general life satisfaction. Yet working women often feel conflict about the combination of these roles. Since women have stronger personal, social and society pressure to adhere to the roles focusing on family and household tasks. Working women experience the strains of competing work and family demands more than men. Dunahool (1996) indicated that a strain-based conflict, referring to the spillover of strain or an emotional state that is generated in one role into the performance of another role. Work-to-family conflict occurs when tension related to work takes control over the family issues, making it difficult to meet the demands of the family (Greenhaus et al., 2001). Chen et al., (2009) found that when individual preferences for work-to family separation were met at work, they experienced less conflict-oriented matters. On the other hand, the tension brought by family-work conflict have an effect on employees which lessens their enthusiasm to preserve high levels of effort at work and reach the involuntary result of basically having smaller number of resources to generate job performance (Hoobler et al., 2010).

C) Behavior-Based

Behavior-based work-family conflict is different to other forms of work-family conflict in that, it does not reflect one role reducing resources needed for the other role, but rather an inconsistency between the behaviors expected in each role (Lapierre et al, 2008). Specific patterns of in-role behavior may be unable to get along with expectations concerning behavior in another role. Although, it has been suggested that employees may blame and as well be less satisfied with one role for exhausting time and/or energy needed in the other role, but it has not yet been determined whether work holds responsibility for behavior-based work intervention related to family (Byron, 2005; Carlson and Perrewe, 1999). As defined by Gould and Penley (1984, p. 224) behaviors may be utilized by an individual to decrease the time required for and uncertainty surrounding the attainment of important career objectives. Behavior-based conflict" occurs when specific behaviors required in one role are incompatible with behavioral expectation in another role" (Carlson et al., 2000, p. 250).

Thus, because behavior-based WIF is likely to be the reason for dilemmas at home being a factor negativity and dissatisfaction related to family environment. Obviously, the way how employees perform and relate to work influences their family since it may manipulate both work and non-work environment. For example, if individual is not capable of regulating actions in accordance with the expectations of different roles, he/she may possibly experience conflict between the roles

Working mother and Work - family conflict:

Consideration of gender is fundamental to the study of work and family because work and family roles within society are largely based on gender expectations (Rothausen, 2009). Gender stereotyping takes place within the family and work context, where the social ideals of femininity are what reflect a “good mother” or “ideal employee”, and the social ideals for masculinity are what constitute a “good father” or “ideal employee” (Fletcher and Bailyn, 2005). However, the rise of dual-career couples and households headed by single parents, and the changes in the traditional structures of single-breadwinner families signify that accountabilities for work, domestic duties, and childcare are no longer restricted to conventional gender roles. More and more, individuals are struggling to cope with the challenging demands of combining work and family roles (Kossek and Ozeki, 1998). According to Eagly and Carli (2007), the masculine roles of the family provider and the ideal employee are interdependent and complementary for men. In contrast, the feminine roles of the family nurturer and the ideal employee are independent and conflicting for women. Simon (1995) contends that work and family responsibilities are far more interdependent for men than they are for women. It is likely that the more roles a woman occupies, the greater the amount of pressure she will experience on her time, energy and other resources.

Methodology

The researcher uses Quantitative method (Questionnaire) because of the changing nature of the phenomena being studied (The Impact of Work-Family Conflict on Employees' performance in Travel Agency). This questionnaire was distributed on 387 Employees in Travel Agency. The questionnaire includes six parts to investigate the Impact of Work-Family Conflict on Employees' performance in Travel Agency. The first part measures Partner / supervisor support (e.g the level of support employees feel from their partner for conflict that arises as a result of work interfering with family responsibilities, the level of support employees feel from their boss/supervisor for conflict that arises as a result of work interfering with family responsibilities. Moreover, The second part evaluates Interfere Work-to-Family .it contains four statements a) The demands of work interfere with home and family life. b) The amount of time job takes up makes it difficult to fulfill family responsibilities) Things employees want to do at home do not get done because of the demands job puts on employees .d) Due to work-related duties, employees have to make changes to their plans for family activities

Furthermore, the third part evaluates Interfere Family-to-work .it contains four statements a) the demands of family or spouse/partner interfere with work-related activities. b) Home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.) Family-related strain interferes with ability to perform job-related duties.) Family-related strain interferes with my ability to perform job-related duties. In addition, the fourth part measures Self-Efficacy .it includes Focus attention and effort on work related tasks rather than home related tasks and problems when employees at work, manage time spent working on tasks within work role, Negotiate financial problems with employees spouse/partner and Be nurturing and available to their children when they need me. And impact of Work performance, it contains a) Absence b) Leave Work. c) Negative attitudes toward customer .d) Lack of loyalty and dissatisfaction. The last part evaluates Feeling; it contains the following statements a) nervous at home. b) Calm at work. c) Tense at work. d) Great deal of nervous strain connected with my daily activities at home.

Most of the studies indicate that the average assessment of likely categories according to the criteria of approval and disapproval, in the framework of likert scale used in this research are as follows:-

Group	Direction
1	Refers to (strongly disagree)
2	Refers to (disagree)
3	Refers to (Neutral)
4	Refers to (agree)
5	Refers to (strongly agree)

Validity and Reliability

Reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations. As depicted in table (2), the Cronbach Alpha reliability was computed for all variables and the tests showed that the reliability coefficients for all the sections were above 0.89 which indicates that the instrument is reliable for being used. To establish both content and face validity in this study, initially, the survey questionnaire was given to 168 employees in travel agency. They were asked to determine whether the questions were clear, understandable, and presented in a logical order (face validity).

Analysis and Results

Descriptive statistics was used in this study to give overall description for impact of work family conflict on Employees' performance in Travel Agency.

Table (1): descriptive data and means of the family – work conflict

Items		5	4	3	2	1	Mean	SD
The demands of my family or spouse/ partner interfere with work-related activities	Ferq.	146	198	9	21	13	4.14	.95
	%	37.7	51.2	2.3	5.4	3.4		
I have to put off doing things at work because of demands on my time at home	Ferq.	175	131	11	29	41	3.96	1.32
	%	45.2	33.9	2.8	7.5	10.6		
Things I want to do at work don't get done because of the demands of my family or spouse/partner	Ferq.	159	144	10	36	38	3.90	1.30
	%	41.1	37.2	2.6	9.3	9.8		
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime	Ferq.	96	139	18	71	63	3.35	1.44
	%	24.8	35.9	4.7	18.3	16.3		
Family-related strain interferes with my ability to perform job-related duties	Ferq.	152	124	32	51	28	3.83	1.28
	%	39.3	32	8.3	13.2	7.2		
Family-Work Conflict							3.84	1.20

* 1= Strongly Disagree – 2= Disagree – 3= Neutral – 4= Agree – 5= Strongly Agree

Table (1) shows the descriptive analysis of the FAMILY-WORK CONFLICT variable. The results are as follows:

344 respondents indicated that the requests of their families overlap from the work activities, by 88.9% through the approval levels of the Likert scale, While 34 of the respondents indicated that their family requests did not interfere with the work activities, by 8.8% Through the non-approval criteria of the Likert scale, 9 of the respondents indicated that the family's requests were sometimes overlapping with the work activities by 2.3%. The mean of the overlap of family requests with work activities was 4.14, indicating the actual overlap of these requirements with the work activities. The standard deviation was 0.95, which is small, indicating the accuracy of data and information.

The home demands impacts results that 306 of respondents delay doing things at work because of home demands, by 79.1%, while 133 respondents not agree to delay work and 11 of respondents were sometimes delay their work by 2.9%. The mean of delay things at work because of home demands was 3.96. This indicates an increase in the percentage of delay work activities. The standard deviation was 1.32, which is small, indicating the truth of data and information. Regarding spouse / partner demands it turned out that 303 of respondents does not get done work because of family demands by 30.3%, through the approval levels of the Likert scale, while 74 of the respondents does not affected, by 19.2%. Also 10 of the respondents indicated that they were sometimes don't work by 2.6%. The mean was 3.90. The standard deviation was 1.30, which is small, indicating accurate data.

Concerning home life interferes results indicated that 235 of respondents their home life interferes with work responsibilities at work, by 60.8%, while 134 of the respondents indicated that their home life did not interferes with their responsibilities at work, by 44.7% Through the non-approval criteria of the Likert scale, 18 of the respondents indicated that home life were sometimes interferes with responsibilities at work. The mean was 3.35, indicating the actual interfering. The standard deviation was 1.44, which is small, indicating the accuracy of data and information.

The results of family-related strain shows that 276 of respondents affected with family-related strain which interferes with the ability to perform job-related duties, by 72% through the approval levels of the Likert scale, while 79 of the respondents did not have interferes by 20.5% Through the non-approval criteria of the Likert scale. Also 32 of respondents were sometimes affected with family strain by 8.3%. The mean was 3.83. Indicating the actual interfering, the standard deviation was 1.28, which is small, indicating the accuracy of data and information. These results are completely in agreement with Amstad *et al.*, (2011) who say that Family-to-work conflict occurs when experiences and commitments in the family interfere with work life, such as the presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, or unsupportive family members. For example, a parent may need to take time off from work in order to take care of a sick child, or to witness a tournament or performance of a child. Family-to-work conflict is perceived to result in lower work productivity of employees.

Table (2): Descriptive data and means of the work-family conflict variable

Items		5	4	3	2	1	Mean	SD
The demands of my work interfere with my home and family life	Ferq.	159	152	11	27	38	3.95	1.27
	%	41.1	39.3	2.8	7	9.8		
The amount of time my job takes up makes it difficult to fulfill my family responsibilities	Ferq.	153	164	13	31	26	4.00	1.17
	%	39.5	42.4	3.4	8	6.7		
Things I want to do at home do not get done because of the demands my job puts on me	Ferq.	175	132	10	37	33	3.98	1.28
	%	45.2	34.1	2.6	9.6	8.5		
My job produces strain that makes it difficult to fulfill family duties	Ferq.	123	172	12	29	51	3.74	1.33
	%	31.8	44.4	3.1	7.5	13.2		
Due to work-related duties, I have to make changes to my plans for family activities	Ferq.	170	126	7	40	44	3.87	1.37
	%	43.9	32.6	1.8	10.3	11.4		
Work-Family Conflict							3.91	1.26
Work life conflict							3.87	1.23

* 1= Strongly Disagree – 2= Disagree – 3= Neutral – 4= Agree – 5= Strongly Agree

According to the first item showed that 311 of respondents their work demands interfere with family responsibilities by 80.4% through the approval levels of the Likert scale, , While 65 of the respondents Don't have interfere by 16.8 Through the non-approval criteria of the Likert scale,11 of the respondents Neutral by 2.9%. The mean was 3.95, indicating the actual interfering between work demand and family responsibilities. The standard deviation was 1.27, which is small, indicating the accuracy of data and information. As for second item 317 of respondents said that the time job make difficult to fulfill their family responsibilities by 82% through the approval levels of the Likert scale, while 57 of the respondents can overcome it by 14.8% through the non-approval criteria of the Likert scale .13 of respondents were sometimes have this problem by 3.4. The mean was 4.00 and the standard deviation was 1.17, which is small, indicating the accuracy of data and information.

The third item indicated there are 307 of respondents. They cannot meet the needs of the home because of job demand that put on them by 79.4 % . Through the non-approval criteria of the Likert there are 70 of respondents can meet there home needs till job demand put on them by 1.8%. The mean was 3.98. The standard deviation was 1.28, which is small, indicating the accuracy of data and information. Through the approval levels of the Likert scale the fourth item recorded that there are 295 of respondents find that job strain makes it difficult to achieve family duties by 76.3%. While 80 of respondents don't have strain , through the non-approval criteria of the Likert scale also 12 of respondents were sometimes have strain , The mean average was 3.74 indicating the actual strain between home and work. The standard deviation was 1.33, which is small, indicating the accuracy of data and information.

According to fifth items 296 respondents indicated that they can make changes to their family plan due to work-related duties by 76.5 % through the approval levels of the Likert scale, while 84 of respondents haven't make changes to their family plan by 21.8 % through the non-approval criteria of the Likert scale. 7 of respondents were sometimes make changes by 1.8%. The mean was 3.87, refers to the changes that can be occur to their plans for family activities. These finding agree with Lavassani et al.,(2014) who said that Work-to-family conflict occurs when experiences and commitments at work interfere with family life, such as extensive, irregular, or inflexible work hours, work overload and other forms of job stress interpersonal conflict at work, extensive travel, career transitions, or an unsupportive supervisor or organization. For example, an unexpected meeting late in the day may prevent a parent from picking up his or her child from school.

Concerning to satisfied with work hours item showed that 270 of respondents were not satisfied with work hour by 69.8% through the approval levels of the Likert scale, While 106 of the respondents satisfied by 23.4 Through the non-approval criteria of the Likert scale, 11 of the respondents Neutral by 2.9%. The mean was 3.66, indicating that respondents are not satisfied. The standard deviation was 1.42, which is small, indicating the accuracy of data and information

Table (3): Descriptive data and means of Partner / supervisor support

Items		5	4	3	2	1	Mean	SD
I am not satisfied with my work hours	Ferq.	142	128	11	57	49	3.66	1.42
	%	36.7	33.1	2.8	14.7	12.7		
I cannot fully control my work responsibilities	Ferq.	154	151	15	35	32	3.93	1.24
	%	39.8	39	3.9	9	8.3		
My partner provide me a full support for conflict that arises as a result of work interfering with family responsibilities	Ferq.	45	39	31	137	135	2.28	1.34
	%	11.6	10.1	8	35.4	34.9		
My partner provide me a full support for conflict that arises as a result of family responsibilities interfering with work	Ferq.	41	49	21	172	104	2.36	1.29
	%	10.6	12.7	5.4	44.4	26.9		
My family provide me a full support for conflict that arises as a result of work interfering with family responsibilities	Ferq.	119	136	20	63	49	3.55	1.40
	%	30.7	35.1	5.2	16.3	12.7		
My family don't provide me a full support for conflict that arises as a result of family responsibilities interfering with work	Ferq.	96	122	24	58	87	3.21	1.52
	%	24.8	31.5	6.2	15	22.5		
My supervisor provide me a full support for conflict that arises as a result of work interfering with family responsibilities	Ferq.	61	40	26	117	143	2.38	1.46
	%	15.8	10.3	6.7	30.2	37		
My supervisor provide me a full support for conflict that arises as a result of family responsibilities interfering with work	Ferq.	55	58	21	149	104	2.51	1.39
	%	14.2	15	5.4	38.5	26.9		
Partner / supervisor support							2.99	1.29

* 1= Strongly Disagree – 2= Disagree – 3= Neutral – 4= Agree – 5= Strongly Agree

The most common sample is that 305 of respondents cannot fully control their work responsibilities by 78.8% through the approval levels of the Likert scale,, While 67 of the respondents can fully control by 17.4 Through the non-approval criteria of the Likert scale,15 of the respondents Neutral by 3.87%. The mean was 3.93, indicating that respondents cannot fully control with their work responsibilities, The standard deviation was 1.24, which is small, indicating the accuracy of data and information.

These results are completely match with Byron, 2005; Carlson and Perrewe, (1999) they suggestes that employees may blame and as well be less satisfied with one role for exhausting time and/or energy needed in the other role. Amstad, et al., (2011) said one of the causes of the conflict is unsupportive family members or an unsupportive supervisor or organization (Lavassani et al., 2014).

Table (4) Descriptive data and means of employees' performance

Items		5	4	3	2	1	Mean	SD
I plan to the work before doing it.	Ferq.	181	175	6	14	11	4.29	.89
	%	46.8	45.2	1.6	3.6	2.8		
Generally, I would have a negative attitudes toward customer	Ferq.	217	153	2	6	9	4.45	.80
	%	56.1	39.5	0.5	1.6	2.3		
I have a good knowledge of my organizations' laws and regulations.	Ferq.	174	189	5	12	7	4.32	.81
	%	45	48.8	1.3	3.1	1.8		
I have the ability to bear the daily different responsibilities	Ferq.	138	176	11	29	33	3.92	1.20
	%	35.7	45.5	2.8	7.5	8.5		
I seek to get work outputs with the required quality	Ferq.	218	141	6	7	15	4.40	.92
	%	56.3	36.4	1.6	1.8	3.9		
I have ability to successfully resolve conflicts and to act well in any urgent situation.	Ferq.	207	149	5	14	12	4.36	.92
	%	53.5	38.5	1.3	3.6	3.1		
I know the importance of cooperation with the work team to achieve the required tasks.	Ferq.	184	183	3	7	10	4.35	.82
	%	47.5	47.3	0.8	1.8	2.6		
I am aware of the necessity to communicate with presidents and colleagues to do the required tasks.	Ferq.	188	165	7	14	13	4.29	.93
	%	48.6	42.6	1.8	3.6	3.4		
I have the ability to create suitable solutions of the complicated problems.	Ferq.	184	157	9	13	24	4.20	1.07
	%	47.5	40.6	2.3	3.4	6.2		
I have the ability to take the important decisions successfully	Ferq.	151	148	12	44	32	3.88	1.27
	%	39	38.2	3.1	11.4	8.3		
I seek to commit and stick to work regulations.	Ferq.	224	132	7	10	14	4.40	.93
	%	57.9	34.1	1.8	2.6	3.6		
My performance acts consistently with work criteria.	Ferq.	170	191	5	12	9	4.29	.84
	%	43.9	49.4	1.3	3.1	2.3		
I feel tense at work.	Ferq.	200	147	9	19	12	4.30	.96
	%	51.7	38	2.3	4.9	3.1		
I organize work tasks and duties.	Ferq.	195	169	4	7	12	4.36	.86
	%	50.4	43.7	1	1.8	3.1		
I use the modern techniques in performing my job.	Ferq.	212	146	5	14	10	4.39	.89
	%	54.8	37.7	1.3	3.6	2.6		
I would leave the work	Ferq.	192	182	1	3	9	4.41	.76
	%	49.6	47	0.3	0.8	2.3		
I would absent from work	Ferq.	204	172	4	1	6	4.47	.69
	%	52.7	44.4	1	0.3	1.6		
Employees performance							4.30	.87

* 1= Strongly Disagree – 2= Disagree – 3= Neutral – 4= Agree – 5= Strongly Agree

Table (4) shows that the most common sample is respondents who may absent from their work with 376 individuals at 97.2%, followed by single would have a negative attitudes toward customer numbered 370 by 95.6 %.then respondents who can leave the work with 359 at 92.8%. The last one was respondents who can take the important decisions successfully with 299 at 77.3%. These finding agreed with Frone, (2003) who proposes that Work-to family conflict is associated with family absences, poor family-role performance, and family dissatisfaction and distress. Family-to-work conflict shows similar relationships with absenteeism from work, tardiness, poor job performance, and job dissatisfaction and distress.

Correlation Results:

The correlation coefficients were calculated between the variables of the study, in order to identify the strength, direction and significance of the relationship between the variables of the study. The closer the value of the correlation coefficient than the correct one, the greater the correlation between the two variables, and the positive sign indicates that the relationship is positive. The relationship is inverse.

Table (5): Correlation between family-work conflict and employee performance

			Family-work conflict	Employee performance
Spearman's rho	Family-work conflict	Correlation Coefficient	1.000	-.863**
		Sig. (2-tailed)	.	.000
		N	387	387
	Employee performance	Correlation Coefficient	-.863**	1.000
		Sig. (2-tailed)	.000	.
		N	387	387

Table (5) Shows that the relationship is significant between family-work conflict and employee performance, with a 0.000 degree of morale, at an error rate of 0.01 and a confidence level of 99% indicating the strength of the relationship between them. A correlation between family-work conflict and employee performance is also evident, with a correlation of -0.863, negative relationship, indicating the strong relationship between family-work conflict and employee performance.

Table (6) Shows that the relationship is significant between work-family conflict and employee performance, with a 0.000 degree of morale, at an error rate of 0.01 and a confidence level of 99% indicating the strength of the relationship between them.

Table (6): Correlation between work-family conflict and employee performance

			work-family conflict	employee performance
Spearman's rho	family-work conflict	Correlation Coefficient	1.000	-.762**
		Sig. (2-tailed)	.	.000
		N	387	387
	work-family conflict	Correlation Coefficient	-.762**	1.000
		Sig. (2-tailed)	.000	.
		N	387	387

A correlation between family-work conflict and employee performance is also evident, with a correlation of -0.762, negative relationship, indicating the strong relationship between work-family conflict and employee performance.

Table (7): Correlation between partner/supervisor support and employee performance

			Partner/supervisor support	Employee performance
Spearman's rho	Partner/supervise or support	Correlation Coefficient	1.000	.713**
		Sig. (2-tailed)	.	.000
		N	387	387
	Employee performance	Correlation Coefficient	.713**	1.000
		Sig. (2-tailed)	.000	.
		N	387	387

Table (7) Shows that the relationship is significant between partner/supervisor support and employee performance, with a 0.000 degree of morale, at an error rate of 0.01 and a confidence level of 99% indicating the strength of the relationship between them. A correlation between family-work conflict and employee performance is also evident, with a correlation of 0.713, positive relationship, indicating the strong relationship between partner/supervisor support and employee performance.

Conclusion

Findings from the research Shows that work-family conflict has become a significant problem for travel agencies. Work-life balance is the maintenance of a balance between responsibilities at work and at home Work family balance allows an employee to manage multiple duties both at home, workplace and society at large.

Workplace characteristics contribute to higher levels of WFC. The study shows that time-based, strain-based and behavior-based, long working hour, the volume of mandatory overtime, a rigid work schedule, uncooperative supervisor, and an unfriendly organizational culture increase the possibility that employees will experience conflict between their work and family role.

Mutual goal, travel agencies policies, encouragement, healthy expression of differences and willingness to compromise are of much importance to minimize WFC of working women. Self-interest, coercion and suppression of disagreement spark work family conflict. Alteration of the mindset of both husband and wife is necessary to lessen WFC and they should from a “me” orientation to “we” orientation.

Reference

Akgunduz, Y., Bardakoglu, O. and Alkan, C.E. (2015): The Moderating Role of Job Resourcefulness in the Impact of Work–Family and Family–Work Life Conflict on the Burnout Levels of Travel Agency Employees. *TURIZAM*, 19 (3) pp.111–126.,

Babin, B. and Boles, JS. (1998): ‘Employee Behavior in A Service Environment: A Model and Test of Potential Differences between Men and Women,’ *Journal of Marketing*, 62 (2), 77-91.

Berndt, TJ. (1981): ‘Effects of Friendship on Prosocial Intentions and Behavior,’ *Child Development*, 53 (2), 636-643.

Chand, M. (2002), *Travel Agency Management: An Introductory Text*, Anmol Publications Pvt. Ltd., New Delhi.

Cinamon, R. G. and Rich, Y. (2002): Profiles of attribution of importance to life roles and their importance for the work-family conflict. *Journal of Counseling Psychology*, 49 (2), 212-220. D 3-137

Emerouti, E., Geurts, S.A.E., and Kompier, M.A.J. (2004): Positive and negative work-home interaction: Prevalence and correlates. *Equal*

Greenhaus, H.J., Collins, M.K. and Shaw, D.J.(2003): ‘The relation between work-family balance and quality of life’, *Journal of Vocational Behaviour*, Vol. 63, pp. 510-531.

Hargraves, J.L. (2004): Trends and health insurance coverage and access among Black, Latino and White Americans, 2001-2003. Tracking Report No. 11. Washington, DC: Center for Studying Health System Change.

Hochschild, A.R. (1997): *The Time Bind: When Work Becomes Home and Home Becomes Work*. New York: Metropolitan Books.

Holloway, J.C. (2002), *The Business of Tourism*, Prentice Hall, London, pp.220-279.

Nicholson, M. (1992): [Rationality and the Analysis of International Conflict](#). Cambridge University Press. p. 11,12.13. [ISBN 978-0-521-39810-7](#). Retrieved 11 October 2012.

Rahim, M, (2010): [Managing Conflict in Organizations](#). Transaction Publishers.p. 16. [ISBN 978-1-4128-1456-0](#). Retrieved 11 October 2012

Sabibur, R .; Akkas, M.A .and Mohammad , I.H. (2015): Causes and Consequences of Work-Family Conflict (WFC) among the Female Employees in Bangladesh: An Empirical Study. *Journal of Business and Economics*, ISSN 2155-7950, USA. Volume 6 ,No. 12, pp. 2063-2071

Sousa-Poza, A. and Henneberger, F. (2004): 'Analyzing Job Mobility with Job Turnover Intentions: An International Comparative Study,' *Journal of Economic Issues*, 38 (1), 11

Tuten, TL. and Neidermeyer, PE. (2004): 'Performance, Satisfaction and Turnover in Call Centers: The Effects of Stress and Optimism,' *Journal of Business Research*, 57 (1), 26- 34.

Vasquez, K.; Durik, A.M., and Hyde, J.S. (2002): Family and work: Implications of adult attachment styles. *Personality and Social Psychology Bulletin*, 28, 874-886.

Waldron, T.; Roberts, B. and Reamer, A. (2004): Working hard, falling short: America's working families and the pursuit of economic security: A national report by the Working Poor Families Project, sponsored by the Annie E. Casey, Ford, and Rockefeller Foundations. *Baltimore, MD: The Annie E. Casey Foundation*.

Zick, C. D., Keith Bryan, W., Osterbacka, E. (2001): Mothers' Employment, Parental Involvement, and the Implications for Intermediate Child Outcomes. *Social Science Research* 30, 25- 49.

أثر الصراع بين العمل والأسرة على أداء العاملين في شركات السياحة

إبراهيم خطيب¹ غادة خيرت¹ محمد زيدان¹

¹ كلية السياحة والفنادق، جامعة مدينة السادات

الملخص العربي

يعد العمل والأسرة جانبا من حياة الفرد فكلاهما له تأثير كبير على حياة وسلوك الفرد وعلى الرغم من أن هذين المتغيران منفصلان، لكن الباحثين قد توصلوا أنهم مرتبطون ببعضهم البعض وأن هذه العلاقة ظهرت في صورة صراع ونزاع تؤدي إلى الضغط على الأفراد نتيجة للمسؤوليات الزائدة في العمل أو المنزل أو كليهما، مما يؤدي في النهاية إلى ضعف أداء الفرد. فإذا كان العاملون في المؤسسة يواجهون مشاكل التعارض بين المسؤوليات في المنزل والعمل، فإن ذلك يؤدي إلى ضعف الأداء. ويعرف الصراع بين العمل والأسرة بأنه "أحد أشكال الصراع بين الأدوار حيث تكون ضغوط الأدوار في العمل والحياة الأسرية متعارضة مع بعضها البعض في بعض النواحي" وبعبارة أخرى، كلما ازدادت ضغوطات الفرد ضمن نطاق معين (على سبيل المثال، في نطاق العائلة) يظهر الصراع. ونظراً للتنافسية الحالية بين وكالات السياحة والسفر المصرية أصبح العمل في صناعة السياحة بمثابة أرض خصبة لظهور الصراع بين العمل والأسرة حيث يواجه العاملون في شركات السياحة مشكلات الصراع بين العمل والأسرة نظراً لأن العمل في صناعة السياحة يخلق العديد من الضغوطات التي تشكل عبء نفسي على العاملين حيث يبيعه العمل المفرطة، وعدم انتظام العمل بسبب الموسمية، والتفاعل المستمر مع العملاء، وساعات العمل الطويلة، وعدم الاستقرار الوظيفي مما يخلق آثاراً سلبية على سلوك العاملين الذي يؤدي بدوره إلى حدوث الصراع بين العمل والأسرة، وظهور العديد من الآثار السلبية التي تتمثل في انخفاض أداء العاملين، وعدم الرضا عن العمل، والتغيب عن العمل وتوضح هذه الدراسة مدى تأثير الصراع بين العمل والحياة الأسرية على أداء العاملين في شركات السياحة والسفر.

الكلمات الدالة: الصراع بين العمل والأسرة، عمل المرأة، سياسات المنظمات.