



Negative work-family/family-work spillover and well-being across Europe in the hospitality industry: The role of perceived supervisor support

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A B S T R A C T

Employees in the tourism sector must juggle work-family responsibilities with possible negative implications for their well-being (Erden, & Bayazit, 2017). Although the tourism literature highlights that general work-family conflict (or spillover) negatively affects well-being, there is scant literature distinguishing between the impact of negative work-family and family-work spillover on employee well-being. There is also scant literature on these two types of conflict differentiated both by gender and work status or on the moderating role of perceived supervisor support. To fill this gap in the literature, we analysed 1494 participants from the European Working Conditions Survey (6th EWCS-2015). We found a significant impact of perceived supervisor support on employees' job well-being and provide empirical evidence of differences in the impact of work-family spillover, the role of perceived supervisor support and its moderating role on employee job well-being. These differences mainly respond to (i) work status, (ii) conflict direction and (iii) gender.

1. Introduction

In general, the tourism sector has a substantial economic and social impact on every country (UNWTO/UNESCO, 2015). Thus, tourism is unquestionably an important industry in the global economy. According to the World Travel and Tourism Council (WTTC, 2017), the contribution of travel and tourism to the worldwide gross domestic product (GDP) outpaced the global economy for the sixth consecutive year in 2016, rising to 10.2% of the world's GDP (US\$7.6 trillion). This sector now employs 292 million people throughout the world. The hospitality industry contributes significantly to the European economy, representing 1 out of every 13 jobs (Ernst & Young, 2013). The outlook for this sector remains robust, and employment creation is expected to rise substantially.

However, the data concerning the economic growth of this industry do not reflect the quality of these jobs, given that the hospitality industry is a sector with generally difficult working conditions. For example, low salaries and limited financial gains cause demotivation and dissatisfaction amongst tourism sector employees (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). The frequent use of temporary contracts in this

industry has similar effects (Dawson, Veliziotis, & Hopkins, 2017). In addition, hospitality jobs are characterised by long working hours, irregular work times and “unsocial” work hours and split shifts (Gamor, Amissah, Amissah, & Nartey, 2017; Zhao & Ghiselli, 2016). Under these circumstances, individuals experience conflicts between their work and family roles; that is, work interferes with their family duties and vice versa. Thus, employees in the hospitality industry must juggle work and family responsibilities, which can become a challenge (Karatepe & Baddar, 2006) that harms their well-being (Cho & Tay, 2016; Erden & Bayazit, 2017) and erodes their work performance (Boyd, 1997). Well-being is conceptualised as the way in which people evaluate their lives (Diener, 2009), including both their work and personal lives. Thus, the quality of employees' work lives should be a critical and central concern for hospitality organisations. In fact, well-being is a constant source of debate amongst work-family researchers and public policy advocates (Cleveland et al., 2007; Zhao, Qu, & Ghiselli, 2011) who recommend a revision of the pattern of the relationships in work-family conflicts and their consequences (Amstad, Meier, Fasel, Elfering, & Semmer, 2011).

In this context, it must be noted that the United Nations declared 2017 as the International Year of Sustainable Tourism for Development.

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This decision aimed to promote the recognition of the high potential of the tourism industry to help to overcome the poverty that exists in these sectors and foster a reciprocal understanding amongst countries and cultures, which is also part of UNESCO's key goals. Given that one of the major facets of employment and the working conditions in the tourism sector is social tourism sustainability (Fortanier & Van Wijk, 2010), managers should be aware of the need to improve such conditions. According to Fortanier and Van Wijk (2010), considering the importance of ensuring the well-being of the employees in this industry, it is important to consider the underlying factors and conditions for well-being.

Some of the previous literature on the relationships between well-being and work-family conflict focused on spillover (e.g., Kinnunen, Feldt, Geurts, & Pulkkinen, 2006; McNall, Nicklin, & Masuda, 2010; Cho & Tay, 2016; Nohe, Meier, Sonntag, & Michel, 2015) and on the moderating role of social support (Nohe & Sonntag, 2014) because supervisor support might alleviate employees' work-family conflict (O'driscoll et al., 2003). However, these previous works do not discuss the likely impact of spillover on employee well-being when they consider the differences between the genders and work status (i.e., full-time versus part-time employment), which are two relevant factors in this industry. First, part-time work is much more prevalent in service organisations such as those found in the hospitality industry because employers seek to obtain short-term cost reductions by hiring part-time employees so that they can easily adjust to variations in customer demands (e.g., peaks on weekends, nights, and holidays). However, according to social exchange theory, this status can harm individuals' commitment to an organisation and their willingness to go beyond the core job requirements to contribute to the organisation (Stamper & Van Dyne, 2003). Nevertheless, it is apparent that employees who work full time might require more flexible work arrangements than those who work part-time (Allen, Johnson, Kiburz, & Shockley, 2013) to reconcile their responsibilities in the family and work domains that also affect their well-being (Cho & Tay, 2016; Erden & Bayazit, 2017) and, consequently, their contributions to the organisation (Boyd, 1997). Second, according to traditional gender assumptions and cultural pressures, working fathers are expected to devote their time to their career (Kim, Kim, & Kim, 2017); nevertheless, they face increasing cultural pressures to dedicate energy and time to childcare (Milkie, Nomaguchi, & Denny, 2015). Conversely, working mothers are required to devote more time and commitment to their family role and simultaneously to accommodate work-related responsibilities because women generally bear more responsibility for domestic tasks than men (Davis, Greenstein, & Gerteisen, 2007).

Thus, because the processes that link work and family interference vary depending on personal characteristics such as gender and work conditions such as work status and because there is a lack of research on this issue, the current study aimed to analyse the effects of perceived work-family and family-work spillover as well as supervisor support on hospitality employee well-being, differentiating the employees by gender and work-status. To achieve this goal, an empirical analysis was performed using data from 27 European countries.

This research potentially contributes to the literature in two major ways. First, the present study investigates whether work-family and family-work spillover predict well-being at work within the hospitality industry considering the moderating role of supervisor support and after controlling for age and number of children. It offers evidence with regard to which employees experience the greatest challenges to achieve well-being in the hospitality industry based on these life and labour circumstances. Second, this study identifies the potential subgroups for whom work-family conflict might be particularly problematic by examining gender and work status as conditions that can affect the links between spillover and well-being. Thus, this research provides theoretical implications that support a better understanding of how managers might effectively design and develop human resource interventions to address Negative work-family/family-work spillover effects

based on employee-specific circumstances. The conclusions of this study could guide managers' decision-making processes to ensure improved policies in their organisations.

2. Theoretical issues

2.1. Well-being at work

Over the past few years, employee well-being has been of great interest within positive organisational psychology. Well-being is a broad concept that has flourished as a research topic in recent decades (Keyes, Shmotkin, & Ryff, 2002); however, its definition is lacking, and its measurement is inconsistent (Franco-Santos & Doherty, 2017) because it has been analysed from a multidisciplinary approach. Drawing on Warr's (1987) conceptualisation, Grant, Christianson, and Price (2007: 52) defined well-being in the workplace as “the overall quality of an employee's experience and functioning at work”. These authors concluded that there are three main facets of job-related well-being, which are related to physical, psychological, and social functioning. We will adopt the psychological approach in this work because this approach has been applied successfully across a wide range of study fields according to Topp, Østergaard, Søndergaard, and Bech (2015). From this psychological approach, hedonic and eudemonic well-being can be distinguished (Guest, 2017). On one hand, the hedonic approach to well-being is defined in terms of pleasure seeking and pain avoidance, and it refers to subjective feelings of happiness. The eudemonic approach usually refers to the degree to which a person is fully functioning (Robertson & Cooper, 2011). The current research adopts the eudemonic perspective of psychological well-being. Therefore, following Schulte and Vainio (2010), well-being is considered as being composed of three components: enthusiasm, pleasure or serenity, and vitality or strength. These components are based on Warr's (1987) model and were considered by the World Health Organisation (WHO)'s regional office in Europe (1998) for elaborating a well-being index based on the eudemonic approach.

Managers can affect their employees' well-being by modifying the dimensions of organisational contexts such as working hours, tasks or rewards (Danna & Griffin, 1999). Both employees and employers can profit from increased well-being. Specifically, organisations with employees who experience poor well-being are subject to negative effects because they have employees who are less productive, make poor-quality decisions, are more prone to absenteeism (Boyd, 1997), and perform worse.

Given the importance of well-being, there is a need to have a deeper understanding of the factors that condition it. The previous works highlight the relevance of the relationships between work-family conflict and well-being based on the impact of spillover (e.g., Kinnunen et al., 2006; McNall et al., 2010; Cho & Tay, 2016; Nohe et al., 2015) and the role of supervisor support (O'driscoll et al., 2003). We examine these variables and relationships below.

2.2. Negative work-family spillover (NWFS) and negative family work spillover (NFWS)

Work-family spillover occurs when “behaviours, moods, stress, and emotions from work are transferred to the family domain” (Lawson, Davis, Crouter, & O'Neill, 2013, p. 273), and family-work spillover occurs when the direction is reversed from the family to the work domain. Thus, work-family spillover experiences can take four forms: negative and positive spillover from work to family and from family to work. The present study focuses on Negative work-family spillover (NWFS) and Negative family-work spillover (NFWS). In essence, NWFS and NFWS capture the inter-role conflicts between work and family roles (Hyondong, Youngsang, & Dae-Lyong, 2017).

As Netemeyer, Boles, and McMurrian (1996) noted, NWFS occurs when “the general demands of, time devoted to, and strain created by

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