

The Mediating Effects of Career Satisfaction in Relationship between Work Family-Family Work Conflict and Life Satisfaction: Research on Employees Working in Turkish Travel Agencies

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Abstract

The relationship between family-work conflict (FWC), work-family conflict (WFC), life and career satisfaction has been investigated in various studies in management literature. This study is focused on the mediating role of career satisfaction in the relationship between FWC-WFC and life satisfaction. The hypotheses of the study were tested based on data obtained from 148 employees working in Turkish travel agencies. For determining the mediating effects of the career satisfaction between life satisfaction and WFC and FWC respectively, 3-step regression analyses were examined. For relationship between life satisfaction and WFC, regression analysis showed that the effect of WFC on life satisfaction is significantly less than when controlling for career satisfaction, β in step-3 (-0,154), is significantly less than β in step-1 (-0,290). Thus, career satisfaction is accepted as a partial mediator of the relationship between WFC and life satisfaction. The results revealed that there is no effect of FWC in step-3 while β in step-1 (-0,276) on life satisfaction when controlling for career satisfaction. Thus, career satisfaction is accepted as a full mediator. Career satisfaction has a reducing effect of WFC on life satisfaction and career satisfaction has suppressed the effect of FWC on life satisfaction.

Keywords: Work-Family Conflict, Family-Work Conflict, Life Satisfaction, Career Satisfaction

Introduction

Employees in the hospitality industry work in difficult conditions owing to long working hours, high rate of turnover, unorganized vacation facilities, low social security (Yanardag and Avci, 2012). These types of problems in professional life inevitably affect employees' family life and work-family conflict (WFC) and/or family work conflict (FWC) might be experienced. Tourism and hospitality literature have diverse empirical researches on the relationship between WFC/FWC and the several organizational outcomes such as job stress, family satisfaction, turnover intention, job satisfaction, career satisfaction, life satisfaction (Karatepe and Baddar, 2006; Karatepe and Sökmen, 2006; Özdevecioğlu and Aktaş, 2007; Karatepe and Uludağ, 2008; Zhao and Qu, 2009; Zhao et al., 2011). The negative effect of WFC/FWC on life satisfaction is found in some empirical studies (Adams et al., 1996:416; Dixon and Sagas, 2013:243; Özdevecioğlu and Çakmak Doruk, 2009:87). Career satisfaction as a positive manner is predicted to be one of the mitigating circumstances in this negative relationship. In this context, the present study aims to investigate the mediating role of career satisfaction in the relationship between WFC/FWC and life satisfaction. For this purpose, an empirical research was conducted among employees working in travel agencies in Turkey.

Theoretical Framework

WFC/FWC and Life Satisfaction

Work-family and family-work conflicts have been an attractive research subject due to its impacts on organizational outcomes such as performance, satisfaction, intention to quit (Eby et al., 2005; Parayitam, 2008). WFC is defined "a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" by Greenhaus and Beutell, 1985:77). The general

demands of a role can be responsibilities, expectations and duties related to given role (Netemeyer et al., 1996:401)

Researchers are increasingly interested in subjective well being. The number of subjective well being studies have increased 131 to 12000 from 1981 to 2012. Three components of subjective well being are life satisfaction, positive experiences and negative experiences (Diener, 2013:663). Life satisfaction is a cognitive and judgmental process (Diener et al., 1985:71) and can be defined as “an assessment of a person’s quality of life according to his own chosen criteria” (Shin and Johnson, 1978:478). Life satisfaction is an evaluative judgment and these judgments are based on temporarily acquirable information (Pavot and Diener, 2008: 138).

The negative effects of WFC and FWC on life satisfaction have been proved in various industries and worker types. Earlier research’s results (Wiley, 1987:470; Judge et al., 1994:775; Ahmad, 1996:105; Kossek and Ozeki, 1998:145; Mesmer-Magnus and Viswesvaran, 2005:227) support that WFC and FWC affect life satisfaction negatively. Schjoedt (2013:55) found a negative relationship between WFC-FWC and life satisfaction among 429 entrepreneurs. Naz et al. (2011:478) showed that WFC is negatively related to life satisfaction within high-tech industrial employees and Adams et al. (1996:416) found also that WFC’s negative relationship with life satisfaction among employees from different occupations. Zhao and Qu (2009) conducted a research within hotel sales managers and revealed that FWC has more effect on life satisfaction than WFC. In Zhao et al. (2011:51)’s another study revealed that WFC, especially FWC, have both indirect and direct effect on life satisfaction. Heringshausen et al. (2010:232) and Dixon&Sagas (2013:243) showed also this negative relationship between WFC and life satisfaction. However, Mazerolle et al. (2008:516) found non-significant relationship between WFC and life satisfaction.

In Turkish cases, WFC and FWC’s negative effects on life satisfaction have also been pointed out in the studies of Özdevecioğlu and Çakmak Doruk (2009:87), Özdevecioğlu and Aktaş (2007:11) and Taslak (2007:72). Öcal (2008: 69) found a negative effect of WFC on life satisfaction but FWC has no significant effect. However, only FWC’s negative effect found in Tabuk’s study (2009:98). An interesting result in Karatepe and Uludağ (2008:127)’s study was found. This study showed that WFC has a significant positive relationship with life satisfaction while FWC has a negative relationship.

The Role of Career Satisfaction

According to the study of Karatepe and Uludağ (2008:127), FWC has a significant negative effect on career satisfaction. Martins et al. (2002: 403) found WFC’s negative effect on career satisfaction. Thurairajah (2013:9) found that lower level of WFC can cause higher level of career satisfaction

Career satisfaction can be supposed as an antecedent of an individual’s overall quality of life, or life satisfaction (Lounsbury et al., 2004:396). Thus the positive relationship between career satisfaction and life satisfaction is expected by the researchers. Beutel and Wittig-Berman (1999:899) and Lounsbury et al. (2004:402) revealed that career satisfaction is positively related to life satisfaction. In their comprehensive research, Beutel and Wittig-Berman’s study (1999:899) revealed that FWC’s negative effects on career satisfaction and career satisfaction’s positive effect on life satisfaction. So the effect of FWC on life satisfaction might decrease with the effect of career satisfaction.

On the other hand, Yüksel (2005:309) conducted a study with nurses and has not found a significant relationship between career satisfaction and neither WFC nor FWC.

Methodology

In this research survey method has been used. Data has gathered via online research tools. Descriptive, relational and comparative statistical models conducted for investigating the mediating effects of career satisfaction in the relationship between family-work conflict (FWC) and work-family conflict (WFC) on life satisfaction. The objective of research, conceptual schemes and research hypotheses are given in the following sections.Objectives of the Research

The objective of this study is to determine the mediating effects of career satisfaction in the relationship between family-work conflict (FWC) and work-family conflict (WFC) on life satisfaction respectively. Firstly, career satisfaction is examined as a mediator in the relationship between FWC and life satisfaction then in the relationship between WFC and life satisfaction.

Sample Working Group

This research was conducted on a group of individuals who have been working in travel agencies in Turkey. Participants are officially affiliated in “Association of Turkish Travel Agencies” organizationally. Research was announced by Association of Turkish Travel Agencies to the employees of travel agencies. Data collected via online research tools on the internet. Participants were informed about the research and voluntarily accepted 157 individuals joined the study.

Conceptual Scheme

The conceptual scheme of mediation effect of career satisfaction in the relationship between work-family conflict a with life satisfaction is illustrated in Figure 1below.

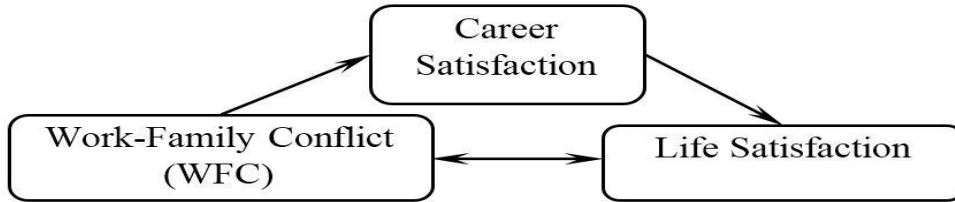


Fig 1: Conceptual Scheme-1

The conceptual scheme of mediation effect of career satisfaction in the relationship between family-work conflict with life satisfaction is illustrated in Figure 2 below.

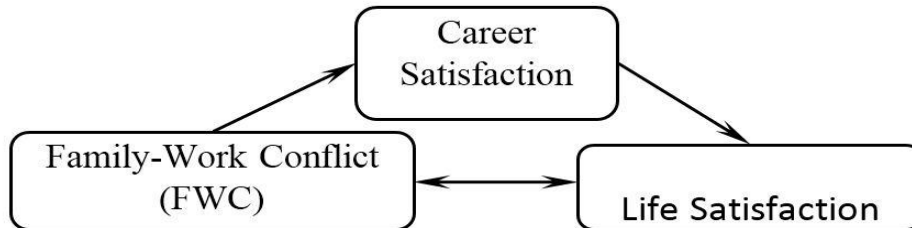


Fig 2: Conceptual Scheme-2

Research Hypotheses

In this research the role of career satisfaction is examined in the relationship between work-family conflict and family-work conflict, respectively, with life satisfaction. This research focuses on these hypotheses:

1.H₁ : Career satisfaction has a mediating role in the relationship between work-family conflict (WFC) and life satisfaction.

2.H₁ : Career satisfaction has a mediating role in the relationship between family-work conflict (FWC) and life satisfaction.

Research Instruments

WFC, FWC, career and life satisfaction scales were used with five-point Likert type scales from 1 (strongly disagree) to 5 (strongly agree).

Demographic Data Form

This form includes gender, age, education, marital status, and job status, occupational and organizational seniority.

Dependent Variable

Life Satisfaction : This variable was measured on a scale developed by Diener, Emmons, Larsen and Griffin (1985) and adapted into Turkish by Durak, Senol-Durak and Gençöz (2010). Scale consists of five items.

Independent Variables

Work-Family and Family-Work Conflict: WFC and FWC were measured on a scale developed by Netemeyer, Boles and McMurrian (1996) and adapted into Turkish by researchers Aktaş and Gürkan (2014). Scale has two dimensions as work-family and family-work conflict of five items each.

Mediator

Career Satisfaction: Career satisfaction was measured a scale which was developed by Greenhaus et.al. (1990) and which has 5 items. This scale adapted into Turkish by Avcı and Turunç (2012).

Results

For reliability of the scales used in this research, data were analyzed by Cronbach Alpha method. For structural validity confirmatory factor analysis was used. Factor analyses were conducted by principal components and varimax rotation methods. Data set was controlled by Kaiser-Meyer-Olkin (KMO) sample adequacy and Bartlett test of sphericity for factor analysis.

Reliability and Validity of Instruments

Life Satisfaction: Data set values calculated as for KMO=0,835 and X2 Bartlett test (10)=419.356 p=0.000. Total explained variance is %68.55. One-dimensional factor structure has been obtained. Cronbach Alpha reliability coefficient is calculated as 0.883.

Work-Family and Family-Work Conflict: Data set values calculated as for KMO=0,826 and X2 Bartlett test (45)=726.094 p=0.000. Total explained variance is %65.39. Two dimensional factor structures have been obtained as WFC and FWC. Cronbach Alpha reliability coefficient is calculated as 0.837.

Career Satisfaction: Data set values calculated as for KMO=0,796 and X2 Bartlett test (10)=395.706 p=0.000. Total explained variance is %66.77. One-dimensional factor structure has been obtained. Cronbach Alpha reliability coefficient is calculated as 0.873.

Descriptive Statistics

Participants

The sample working group was consisted of 148 participants. 50% of the participants were men and 49% were women (2 missing). Their ages ranged from 34% at 20 to 30, 26% at 31 to 40, 39% at 41 and above. In terms of educational levels, 18% of the participants had graduated from secondary school, 18% of the participants had graduated from secondary school, 16% had graduate associate degree from university and 66% were undergraduate degree. The number of years that the participants had been involved in the job was 28% at 1 to 5 years, 28% at 5 to 10 years, 19% at 11 to 15 years and 24% at 15 years and more. The number of years that the participants has been involved in their organization ranged from 57% at 1 to 5 years, 25% at 6 to 10 years, 17% at 11 years or longer.

Regression Analysis

The work-family conflict, family-work conflict and career satisfaction were regressed on life satisfaction scores of employees in travel agencies. As suggested by Baron & Kenney (1986), in order to measure the mediating effect of career satisfaction, regression analysis was applied in three steps.

Mediating Effects of Career Satisfaction in the Relationship between the WFC and Life Satisfaction

For mediating effect of career satisfaction in the relationship between the work-family conflict and life satisfaction in the first step life satisfaction is taken as a dependent variable and work-family conflict as an independent variable. In the second step career satisfaction is considered as a dependent variable, whereas work-family conflict is as an independent variable. In the last step of the regression analysis, the dependent variable is life satisfaction and independent variables are career satisfaction and work-family conflict. The coefficients of the regression analysis are given in Table 1.

Table 1: Regression Analysis

<i>Hypotheses 1-First Step of Regression Analysis</i>			
Dependent Variable: Life Satisfaction			
Independent Variable:	β	t	p
Work-Family Conflict	-0.290	-4.087	0.000
$R=0.320$; $\text{Adjusted } R^2=0.103$; $F=16.707$; $p=0.000$			
<i>Hypotheses 1-Second Step of Regression Analysis</i>			
Dependent Variable: Career Satisfaction			
Independent Variable:	β	t	p
Work-Family Conflict	0.195	-2.798	0.006
$R=0.226$; $\text{Adjusted } R^2=0,051$; $F=7.829$; $p=0.006$			
<i>Hypotheses 1-Third Step of Regression Analysis</i>			
Dependent Variable: Life Satisfaction			
Independent Variable:	β	t	p
Career Satisfaction	0.698	11.307	0.000
Work-Family Conflict	-0.154	-2.893	0.004
$R=0.723$; $\text{Adjusted } R^2=0.523$; $F=79.530$; $p=0.000$			

As shown in Table 1 in order to accept H_1 , in all 3 steps of regression analysis must be significantly meaningful (Baron&Kenney 1986:1176). In the first step there was a significant correlation between life satisfaction and work-family conflict ($p=0.000$). In the second step, correlation between the mediating variable, career satisfaction, and independent variable, work-family conflict, was significant ($p=0.006$). For the third step, while controlling for work-family conflict, there was also a significant correlation between life satisfaction and work-family conflict. In order to determine the mediating role of the career satisfaction according to the relationship between work-family conflict and life satisfaction, both steps were examined. The results revealed that the effect of work-family conflict on life satisfaction when controlling for work-family conflict (β in step-3 (-0,154) is significantly less than β in step-1 (-0,290); thus, H_1 is supported and career satisfaction is accepted as a partial mediator.

Mediating Effects of Career Satisfaction in the Relationship between the FWC and Life Satisfaction

For mediating effect of career satisfaction in the relationship between the family-work conflict and life satisfaction in the first step life satisfaction is taken as a dependent variable and family-work conflict as an independent variable. In the second step career satisfaction is considered as a dependent variable, whereas family-work conflict is as an independent variable. In the last step of the regression analysis, the dependent variable is life satisfaction and independent variables are career satisfaction and family-work conflict. The coefficients of the regression analysis are given in Table 2.

Table 2: Regression Analysis

<i>Hypotheses 1-First Step of Regression Analysis</i>			
Dependent Variable: Life Satisfaction			
Independent Variable:	β	t	p
Family-Work Conflict	-0.276	-2.619	0.010
$R=0.212$; $\text{Adjusted } R^2=0.045$; $F=6.860$; $p=0.010$			
<i>Hypotheses 1-Second Step of Regression Analysis</i>			
Dependent Variable: Career Satisfaction			
Independent Variable:	β	t	p
Family-Work Conflict	-0.267	-2.654	0.009
$R=0.215$; $\text{Adjusted } R^2=0,046$; $F=7.042$; $p=0.009$			
<i>Hypotheses 1-Third Step of Regression Analysis</i>			
Dependent Variable: Life Satisfaction			
Independent Variable:	β	t	p
Career Satisfaction	0.738	11.977	0.000
$R=0.704$; $\text{Adjusted } R^2=0.496$; $F=143.450$; $p=0.000$			

As shown in Table 2, to accept $2H_1$, in all 3 steps of regression analysis must be significantly meaningful (Baron&Kenney 1986:1176). In the first step there was a significant correlation between life satisfaction and

family-work conflict ($p=0.010$). In the second step, correlation between the mediating variable, career satisfaction, and independent variable, family-work conflict, was significant ($p=0.009$). For the third step, while controlling for career satisfaction, there was a significant correlation between life satisfaction and career satisfaction. To determine the mediating role of the career satisfaction in the relationship between family-work conflict and life satisfaction, both steps were examined. The results demonstrated that the effect of family-work conflict on life satisfaction when controlling for career satisfaction, in step-3, β coefficient of family-work conflict is not statistically meaningful (drops from regression equation) and $2H_1$ is supported and career satisfaction is accepted as a full mediator.

Discussion

This study aims to state the relationship between WFC/FWC and life satisfaction and the mediating role of career satisfaction in this relationship. For this purpose, a survey was executed with travel agency employees in Turkey. 148 participants' data were evaluated.

The results of the study showed that both WFC and FWC have significantly negative effects on life satisfaction. This result is compatible with the studies of Wiley, (1987:470); Judge et al., (1994:775); Ahmad, (1996:105); Kossek and Ozeki, (1998:145); Mesmer-Magnus and Viswesvaran, (2005:227), Schjoedt (2013:55). The analysis for the mediating role of career satisfaction in the relationship between WFC and life satisfaction revealed that career satisfaction is a partial mediator in this relationship. However, in the relationship between FWC and life satisfaction, career satisfaction has a full mediator role. If an employee experiences career satisfaction, the negative effect of WFC on life satisfaction decreases. Furthermore, analysis showed that career satisfaction can eliminate the negative effect of FWC on life satisfaction.

Preventing WFC and FWC of employees can provide positive consequences such as life satisfaction, job satisfaction, But if an organization cannot prevent WFC or FWC, it is possible to support applications for increasing career satisfaction of employees. These career-focus efforts might decrease WFC/FWC or their negative effects on employees' life satisfaction.

The study has some limitations like difficulties in applying a research in hospitality industry, lack of interest to the survey because of excessive workload of travel agency employees. Additionally, the other antecedents of life satisfaction should be comprised for more generalized consequences and solutions.

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