WORK - FAMILY CONFLICTS AS A CAUSE OF TURNOVER INTENTIONS IN ZERO RATED HOTELS IN NAIROBI CITY, KENYA

BY

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A THESIS SUBMITTED TO SCHOOL OF TOURISM, HOSPITALITY AND EVENTS MANAGEMENT DEPARTMENT OF HOTEL AND HOSPITALITY MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF MASTER OF PHILOSOPHY IN HOSPITALITY MANAGEMENT OF MOI UNIVERSITY

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DECLARATION

Declaration by candidate

This thesis is my original work and has never been presented for a degree award in any other university. No part of this thesis may be reproduced without prior written permission of the author and/or Moi University

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OPERATIONAL DEFINITION OF TERMS

Zero rated Hotels are small hotels managed by the owner. The atmosphere is more personal and the accommodations basic. (Hotel and lodges Economic survey, 2011)

Behaviour-based conflict occurs when specific behaviors required in one role are incompatible with behavioral expectations in another role (e.g. aggression and emotional restriction required for managerial positions are incompatible with the need for harmony and emotional openness by family members) (Gutek *et gal,* 1991).

Strain-based conflict is when the worries of one area of your life spill into another, reducing effectiveness in the second role: - (Greenhaus, J.H. *et al,* forthcoming). Strain in one role affects performance of another role.

Time-based conflict is when the time demands associated with one role restrict the amount of time that can be devoted to the other role, inhibiting one's performance in the latter role" (Greenhaus, J.H. *et al,* forthcoming). It occurs when there are not enough hours in the day to get everything done.

Turnover intention is defined as the reflection of the (subjective) probability that an individual will change his or her job within a certain time period (Souza-Poza and Henneberger, 2002: p.1) and is an immediate precursor to actual turnover.

Work-family conflict is defined as a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus and Beutell, 1985, p. 77). It is the concept of inter-role conflict in which one role makes the other role more stressful and harder.

ABSTRACT

Due to the nature of work in the Hotel Industry, there is a tendency that turnover intentions on employees will be experienced. The study examined time-based conflict, strain-based conflict, and the behavior-based conflict that influence the turnover intentions of employees in the hotel industry. Relevant literature was reviewed on the various work-family conflicts that lead to turnover intentions. This study contributed to our understanding of the relationship of work - family conflict and organizationally meaningful consequences as turnover intentions. Adams' Equity Theory was used to show that subtle and variable factors affect an employee's assessment and perception of their relationship with their work and their employer. The study was conducted on 'O' rated Hotels in Nairobi, Kenya. The research design used was explanatory survey. The population for the study consisted of employees totaling 208. The sampling techniques used were probability, stratified sampling and simple random sampling. The research used questionnaires as instruments for data collection. The questionnaire was developed on a series of measures based on standardized attitude scales. Regression Analysis and Pearson Correlation, with the help of Statistical Package for Social Sciences (SPSS) were used to analyze data. The findings showed that the work family conflicts, the time-based, strain-based and behavior-based conflicts had a positive relation to turnover intentions of employees. The study found that 60.5% (n=104) of the respondents often wished to leave the hotel industry profession. The results showed that time-based conflict was positively correlated to turnover intentions (coefficient estimate (β_1 = 0.27, p value =0.000), while strain-based conflict was also positively correlated to turnover intentions (coefficient estimate (β_2 = 0.323, p value =0.000). Lastly the behavior based conflict also showed a positive correlation to turnover intentions (coefficient estimate (β_3 = 0.27, p value =0.000). In conclusion, the study findings showed that there was enough prove that time-based conflict, and strain based conflict, particularly long and irregular hours of working, and combining work and family roles was a contributory factor to turnover intentions among the employees. Therefore, when an employee is stressed due to work overload, conflict resulted as less attention would be paid to the family thus leading to job dissatisfaction and turnover intention. Thus, inter-role conflict is experienced when pressure arising at work are incompatible with pressure arising in family role. It was recommended that the employees in the hotel industry should have workplace flexibility in terms of work-hour scheduling and how to cope with family concerns, and should have family-friendly policies. Finally, the organization should keep a corporate culture that invites creativity and fun while the employees are at work.

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CHAPTER ONE

INTRODUCTION

1.0   Overview

This chapter presents background information, the problem statement, the objectives,

research questions, significance, scope and the limitations of the study.

1.1   Background to the Study

Turnover intention is a measurement of whether a business' or organization's

employees plan to leave their employment. Managers and researchers consider

turnover a problem because of costs associated with it (Lucas, *et al.,* 1987 and Soon,

et al., 2005). They also found that the impact of turnover intention on a business can

be quite costly in a number of different ways.

Work–family conflict (WFC) is "…a form of inter-role conflict in which work and

family demands are mutually incompatible, therefore meeting demands of both the

domains is difficult. The concept of WFC is also defined as a role conflict caused by

taking on too many responsibilities both at work and home (Greenhaus and Beutell,

1985). The WFC is a concept of inter-role conflict in which one role makes the other

role more stressful and harder to accomplish.

Over the recent years, studies on work-family conflict have come to the forefront due

to radical changes of work and family responsibilities. (Higgins, *et al.,* 2007). This

conflict does affect psychological functioning (Schieman, et al., 2003). Rotondo and

Kincaid, (2008), observed that there is continuous change in the organizations as well

as the individual's life. Meeting all these changes is difficult for both employees and

organizations, so there are increasing issues for both employees and organizations as they have to reconcile these matters. These changes create work-family conflicts that have implication for both the employee and the organization because work-family conflict spillover creates disturbance in both domains (work and family). So if family and work life of an employee is disturbed, or he has conflicting roles to be performed, then ultimate performance of the employee and organization is affected. In some cases, this may lead to individual and organizational conflicts resulting in employees' intentions to leave the organization, and this becomes an issue of great importance for both the employee and the organization as a whole.

Over the past three decades, the family structure has undergone tremendous changes, going from large to small and from patriarchal to egalitarian due to major economic and social transformations (Lambert, *et al.,* 2006). Under these circumstances, the Kenyan society has experienced many changes, such as women's extensively increased social participation, increased numbers of dual-income couples, and single-parent households (Economic survey, 2011). These changing roles have created more conflicts and problems for individuals, at work and home. A US study showed that more than two-thirds of the respondents reported that they experience turnover intentions and more than half blamed these conflicts on work and family (Armour, 2002).

In Korea, people believe that their family lives are as important as their work lives. One of the main principles that shows family value is that when the home environment is harmonious, all else in life goes well (Rotondo and Kincaid, 2008). That means that family value is highly regarded by most people in Korea. Hence, hotel managers and organizations need to understand the main factors to enhance

employees' work and family balances☐Almost every individual experiences work life and family life conflict, (Netemeyer, *et al*., 2005). In order to balance those two domains, a lower level of the conflict between work and family is recommended to reduce the chances of the employees wanting to leave the organization (Rotondo and Kincaid, 2008).

The hectic nature of the hotel industry can create work-family conflict for the hotel workers (Greenhaus and Beutel, 1985). As a result, high turnover rate is one of the most common problems for the hotel industry. As a cause to reduce turnover intentions, researchers embarked on studies on work family balance to reduce turnover intentions. Employees' work-family balance is one of the crucial factors for organizational success (Lambert *et al.,* 2006). The balance of work and family can be obtained if some degree of home and work-life satisfaction exists. Without proper management, work-family conflict can create a series of unfavorable issues, including decreased employee performance, reduced job satisfaction, high absenteeism, and high turnover intention (Lambert *et al.,* 2006)

The Hotel Industry in Kenya is growing immensely in the recent past (Economic Survey, 2011)☐☐Even though many of the potential effects of work-family conflict on employees' work and family lives have been explored, less is known about work-family conflict in the Kenyan hotel industry. Considering this backdrop, the aim of this study was to find out the work-family conflicts that cause of turnover intentions in the hotel industry in Kenya.

1.2   Statement of the Problem

The nature of work in the hotel industry is characterized by long working hours, working on holidays and doing strenuous jobs that require one to stand and walk around during a shift of eight or more hours. The extra hours worked consume time that may have been spend with the family. The clients in the hotel also have a tendency to throw insults to the workers when they feel that they are not satisfied with the services. The managers and organizations seem not to care much about family and work and this result to conflict between one's work and family. These conflicts in organizations are problematic for both employees' and organizations. It disturbs the employees' involvements at work place and creates problems at the family spheres for the workforce. As a result if these conflicts, the employees may wish to quit the job for one that has a better work-family balance.

According to Greenhaus and Beutell (1985), time-based conflict occurs when the time contributed to one role inhibits an individual from participating in another role; therefore, work extends further and further into what might otherwise be family or social time that will likely increase the work-family conflict. For example, people who work long hours are likely to feel that they are unable to maintain balance in their lives. Moreover, it is even more stressful when people have to sacrifice participating in family occasions such as a child's sporting event or a spouse's birthday due to work demands. Time conflict between work and family is considered as the main problem when people juggle between both work and family roles (Magnini, 2009). Employees are gradually being recognized as a competitive resource (Pfeffer and

Ross, 1990), and the consequences of work-family conflict lead to life dissatisfaction and intention to quit (Boyar *et al,* 2003).

Despite the fact that employee turnover has been widely researched in the Management field in other parts of the world, no published literature has focused on the role of time based conflict, strain based conflict and behavior based conflict on worker turnover intentions among employees in the hotel industry in Kenya. Previous studies show related research on Human Resource work-family support in the Kenyan banking sector. Other studies also show research on Impact of work-family conflict on job satisfaction in Kenya Revenue Authority. No studies have been carried out in the Hotel Industry in relation to work family conflict. Since, (according to the Economic Survey 2011), the tourism industry is one of the sectors that has a big number of employees in the country, the problem needs to be addressed to make the industry a choice of employment to its citizens.

1.3 Purpose of the Study

The study sought to establish the work –family conflicts that predicted the turnover intentions experienced by employees in the hotel industry. This was done by investigating the time-based, strain-based and behavior-based conflicts on employee turnover intentions.

1.4 Objectives of the Study

The objectives of the study were;

(i) To find out whether time-based conflict cause turnover intentions in the hotel industry,

(ii)   To investigate whether strain-based conflict cause turnover intentions in the

hotel industry,

(iii)   To find out whether behavior-based conflict cause turnover intentions in the

hotel industry.

1.5   Research Hypotheses

The hypotheses that were tested in this research were;

H_{01} :   Time-based conflict does not cause significant turnover intentions of

employees in the hotel industry.

H_{02} :   Strain-based conflict does not cause significant turnover intentions of

employees in the hotel industry.

H_{03} :   Behavior-based conflict does not cause significant turnover intentions of

employees in the hotel industry.

1.6   Significance of the Study

This study aims to contribute to our understanding of the relationship of work - family

conflict and organizational consequences as turnover intentions. The study provides

insights to practitioners on how work-family conflict affects turnover intentions in the

hotel industry. It is important and contributes to recommendation of the development

of policies to aid a balanced work environment to manage dual career responsibilities

in both work and family. Therefore, the study provides important initiatives for the

implication of balanced work-family working environment to minimize turnover

intentions.

Additionally, this study provides a comprehensive review of literature regarding the relationships between work-family conflict and turnover intentions in the hotel industry.

The study also provides information that will benefit practitioners of the hotel industry on how to handle work - family conflicts, with an intention to creating a conducive environment at work, and prevent workers from leaving the industry.

1.7   Scope of the Study

The study explored the effects of work – family conflict on employees' turnover intentions as it related to the hotel industry in Nairobi City. Nairobi has been ranked as the fourth most grueling commute of 20 cities in the world, surveyed in a new IBM international traffic study. The annual IBM Commuter Pain survey polled 200 individuals on commuting patterns and the relationship between roadway traffic time used on the roads, and other issues. Over 61 per cent of Nairobi residents polled said that traffic was affecting their reporting to work on time, forcing them to sacrifice time with their families and work in order to get to destinations on time. This results to work-family conflicts experienced by employees working in Nairobi. The majority of commuters are on the road as early as 5am to beat the jams, spending over 45 minutes to travel an average 13km to get to work or school. While on the roads, 36 per cent said that rude drivers were the most frustrating part of their commute, beating out the unreliable jams and start-stop traffic cited as major areas of stress in Nairobi while driving.

According to the Hotels and Lodges Economic survey (2011), it shows that Nairobi city has many hotels falling in all categories from 5 star to 'O' rated. It reports that it

has over 100 hotels in 'O' rated category, and most of them report a high turnover rate of employees.

1.8   Assumptions of the Study

The study considered the following assumptions;

1. That all employees working in the hotel industry experienced work – family conflicts.

2. All the establishments selected adequately represented the hotels in the sector.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter presents the review of literature from several sources on the issue of work – family conflict and employee turnover intentions in the hotel industry. The literature comprises of theoretical, contextual and empirical literature which has been arranged according to the objectives of the study. The information presented in this chapter was sourced from books, articles, magazines, journals, past theses and dissertations, and conference proceedings papers.

2.1   Turnover Intentions

There is a consensus in the literature regarding the way work-family conflict considerations affect turnover intention either directly or moderating; however, few turnover models have addressed work-family conflict as an important factor in the turnover process (Howard, *et al.,* 2004). A perspective offered by Howard *et al*. (2004), stated that there is a non-economic factor in job movement in which the greater the demand for workers in any occupational system the greater the consideration given to concerns such as work aspirations of spouses, special needs of children, community activities, links with relatives and friends, and so on. In other words, individuals will take the job which is offering the available pay when it is situated in a market of few options, while a worker will take those non-monetary factors into consideration relevant to his/her situation and personality when s/he enjoys great demand for his/her services. In addition, Becker's (1991) human capital

theory, postulates that due to the limitations to one's time and energy, employees have to economize between work and family. Hence, we could argue that an increase in workplace flexibility will reduce work-family conflict resulting in a reduction in employee turnover intention. Furthermore, Henly *et al.* (2006) argues that workplace flexibility may have a direct negative influence on employee turnover intention.

The absence of workplace flexibility is one of the frequently mentioned stressors leading to work-family conflict (Bellavia and Frone, 2005). However, in the area of hospitality, there is hardly any description of the impact of workplace flexibility on work-family conflict, and in turn, on turnover intentions (Deery, 2008). Nevertheless, with regard to the hotel industry in particular, this factor can be extremely important owing to excessively long hours and style of management, which makes workplace flexibility vulnerable to disruption.

Another predictor of turnover intention is organizational support theory developed by Wong, *et al* (2009) which is the employees' feeling that their organization favors or is committed to them. This leads to employees building attitudes and behaviors favorable or unfavorable to the organization.

Turnover intentions have been widely researched (Vallone, 2001, Lucas, *et al.,* 1987 and Soon, *et al*., 2005). It measures employees' thoughts about leaving an organization. Work-family conflict could cause employees to quit their job because the tasks and stress that accumulates in the workplace leads not only to frustration in the workplace, but also at home in the family domain. The emotions felt in the workplace are felt at home as employees find it hard (1) to zone out while not at work and, (2) change their behaviors and feelings in the short period of time between the two locations (Powell and Greenhaus, 2006). Furthermore, employees sometimes find

it hard to forget about the work that needs to be done in the workplace while they are in the home environment. Other studies have examined work-family conflict and turnover intentions due to family demands, such as childcare role demands (Cordero *et al.,* 2009).

2.2 Works-Family Conflict

In addition to understanding the bi-directional nature of work-family conflict, studies have also conducted research on the different forms of conflict. Mc Nall (2010) suggested that there are three different types of conflicts; time-based, strain-based and behavior-based. Time-based conflict is evidenced when time pressures of one role prevents an employee from being able to allot time to meet the demands of another role (Mc Nall *et al.,* 2010). Strain- based conflict occurs when pressure or strain from one role affects how a person performs in another role, and behavior-based conflict occurs when behavioral patterns required and exhibited in one role are incompatible with those required for another role. In keeping with the bi-directionality of the construct, Mc Nall *et al*., (2010) suggested that there are both work and family related sources of both time-based and strain based conflict. Overall, research examining the different forms of conflict as it relates to the industry is limited. However, Cleveland *et al*., (2007), in examining the nature and direction of work-family conflict via a longitudinal study, hypothesized that time based work interference with family and family interference with work, and strain-based work interference with family and family interference with work would predict a participant's experiences of stress and intention to leave.

Furthermore, conflict between work and family roles alters employees' perceptions of the quality of life and the quality of family life (Clarke, 2004). This, in turn, can

impact organizational outcomes such as productivity, absenteeism, and turnover. For example, if employees are causing problems at home due to the stress at work (i.e., long hours, weekend or holiday hours worked, etc.), the employees are likely to leave their job in an effort to prevent turmoil in their homes. In addition, work-family conflict has been shown to affect employees' work-related behaviors such as absenteeism, tardiness, organizational commitment, and turnover intentions. (Netemeyer *et al,* 1996). For example, employees who experience work-family conflict are prone to frequent absences and, as a result, are less committed to the organization. Therefore, employees who benefit from an organization's family-responsive policies such as flexible work hours are likely to be more committed to the organization because it minimizes their experience of work-family conflict.

Table 1: Dimensions of work-family conflict

Dimensions of work-family conflict

Work interference with family	**Family interference with work**
Time-Based Work interference with family	Time-Based Family interference with work
Strain-Based Work interference with family	Strain-Based Family interference with work
Behaviour-Based Work interference with family	Behaviour-Based Family interference with work

Source: Carlson, Kacmar, Williams (2000)

Morrell, *et al.* (2004), consider turnover an important issue for organizations and favors friendly work family policies to reduce turnover intentions. Valcour and Batt (2003) also supports friendly policies for reduced turnover. Organizations are searching for policies which can be adopted to reduce turnover intentions. In Pakistan

some researchers e.g. Bashir and Ramay (2008) have recently attempted to highlight the importance of work family policies. Work-family programs are effective in reducing work-family conflict, and efficient in improving attitude.

Initially, work-family literature focused on the negative psychological effects of juggling work and family roles. The phrase "work-family conflict" (WFC) emerged in the 1980s, following a sharp increase in women's participation in the workforce. The change in employee demographics challenged the gendered ideology of men as the primary breadwinner and women as the stay-at-home mother. The traditional gendered sex-role connotes the conflict that arises when women attempt to fulfill the responsibilities of both roles. According to role theory, work-family conflict occurs because of an inter-role conflict in which the role demands of one sphere (work) are incompatible with the role demands of another sphere (family).

The assumption that work and family are separate spheres and in competition for resources such as time and attention continues to be dominant in our society (Barnett, 1998). Related to inter-role conflict is the "scarcity hypothesis," which states that human energy and resources are fixed and limited. Thus, individuals partake in a zero-sum game in which resources expended in one sphere deplete those available for the other, leading to diminished role quality in the sphere that received less resource (Gutek *et al.,* 1991). It may be said that, the more roles a person occupies the more role-strain or "overloads" a person experiences.

Currently, the most widely used theory for explaining work-family conflict is the conservation of resources theory (Grandey and Cropanzano, 1999). The theory takes into account worries about the possible loss of resources in the future, such as the depletion of energy required to complete future tasks. This theory proposes that

people strive to protect and build resources, such as objects (e.g. money, house), conditions (e.g. quality of one's roles, external support), energies (e.g. time and level of energy), and personal characteristics (e.g., beliefs such as a positive outlook). Psychological stress occurs when these resources are lost or threatened. Work-family conflict is conceptualized as the consequence of "resources being lost in the process of juggling both work and family roles" (Grandey and Cropanzano, 1999). For example, job demands can threaten one's resources and over time, prolonged exposure to demands such as long work hours leads to emotional exhaustion and burnout (Hobfoll and Freedy, 1993). Furthermore, because resources are not limited to concrete reserves, the inclusion of personal characteristics and conditions allows for exploration of how cultural contexts influence work-family conflict. It also provides a framework in understanding how coping methods (i.e., problem-focused coping) and support (i.e., support at work and domestic help from family members at home) reduce work-family conflict (Jansen *et al*, 2003).

The construct of WFC is multi-dimensional and refers to conflict that may be time-based, strain-based or behavior-based (Greenhaus and Beutell, 1985). Time-based conflict occurs when job and family responsibilities compete for the individual's time (e.g., working overtime forces employees to miss a school performance.) Time-related conditions such as long work hours, schedule inflexibility, shift work requirements, and overtime/evening duties are consistently related to WFC (Byron, 2005). Strain-based conflict suggests that strain experienced in one role crosses-over and interferes with participation in another role (e.g. the stress of tending to a sick child affects one's ability to concentrate at work).

Work stress is caused by conflict within one's occupational role, work role ambiguity, and work role overload (Kahn and Byosiere, 1992) and leads to role pressure and incompatibility (Greenhaus and Beutell, 1985). Conversely, family-related stress such as marital and parental conflict can lead to interference with work roles (Byron, 2005). Behavior-based conflict occurs when specific behaviors required in one role are incompatible with behavioral expectations in another role (e.g. aggression and emotional restriction required for managerial positions are incompatible with the need for harmony and emotional openness by family members). Krouse *et al,* (2007) also identified the bi-directionality of WFC, such that conflict can take the form of work interfering with family (work-to-family conflict) or the form of family interfering with work (family-to-work conflict).

Current measures of WFC assess the two distinct reciprocal constructs and have shown consistent support for distinguishing between the two directions (Byron, 2005). As a predictor of work-related consequence, WFC has been associated with negative workplace outcomes such as absenteeism and turnover intentions to leave work and low job satisfaction (Krouse, 2007). Furthermore, individuals who experienced work-family conflict have been found to incur increased health risks, inadequate performance in family roles (e.g., marital partner and parent), reduced family and life satisfaction, and poor marital adjustment (Hammig, 2009).

Work–family conflict has become an increasingly popular topic of organizational research. In recent years significant attention has been given to the interference between individuals, family and work roles, which has been studied under WFC. Career and family are two of the most important aspects of adult life. Since the role

expectations in these domains are incompatible, taking part in both of these areas often causes conflict and stress for the individual (Gutek, *et al.,* 1991).

2.3   Time-Based Conflict

One of the main antecedents of negative work- home interference is effort expenditure or workload expressed e.g. in the number of hours worked per week or hours of overtime. This is a relevant issue in the hotel industry, where long and irregular hours are rule rather than exception. Mulvaney, *et al.,* (2006) suggest that the context of the hotel industry, characterized by the long and irregular hours, the "face-time", and the norm of relocation, leads to conflict experiences among the employees. Especially working overtime is an important predictor of negative work home interference. This finding has been captured in the Effort-Recovery theory (Meijman and Mulder, 1998). The Effort-Recovery model presumes that effort expenditure is associated with short term physiological and psychological costs. These costs are not harmful as long as there are enough possibilities for recovery. However, a downward spiral can occur for employees who must, not yet fully recovered from the previous workday due to overtime, invest additional effort the next working day (Taris, *et al.,* 2006) and this process can, if it persists for a long time, result in serious negative health effects for the employee and turnover intention.

2.4   Strain-Based Conflict

Although many of the work-related stressors which lead to work-family conflict are equally felt by men and women, some studies have shown that there are gender

differences in the types of events that are defined as stressful (Friedman and Greenhaus, 2000). Scholars argue that in many organizations success is defined as maximizing one's career potential shown by occupational achievement and advancement (Hammig, 2009). Scholars argue that this is a male model of work, under the guise of a gender-neutral model of work. Men usually conform to conventional rules, arrangements and assumptions embedded within organizations, whereas women do not because they are frequently subject to the family and reproduction obligations assumed by society and their partners. Long hours and visibility are often seen as a measure of commitment and a condition to achieve promotion (Friedman and Greenhaus, 2000). Furthermore, men are more likely than women to allow work to enter the family domain (Duxbury and Higgins, 1991), whereas women are more likely to allow their family role demands to affect their work role. The careers of men and women also seem to be different. Previous studies among populations other than the hospitality industry have indicated that there is a positive relationship between occupational stress and turnover intentions (Hochwarter *et al.,* 1999; Grandey and Cropanzano, 1999). These studies indicated that employees who are emotionally exhausted as a result of experiences in the work domain encroaching on the family domain showed a higher intention to leave. This study seems to meet the outcomes of these studies. Those employees who reported more work-family conflict also reported a higher intention to leave the hospitality company. The less organizational support that hospitality employees perceived, the more they were inclined to leave the organization.

Exposure to work stressors is likely to lead to higher levels of work-family conflict. Important work stressors which are positively related to work-family conflict are jobs that have unpredictable scheduling requirements (Henly *et al.,* 2006), nontraditional

working hours, including evenings, nights and rotating shifts and minimal control over work hours. These job characteristics seem to be applicable to jobs in the hotel industry. Swanberg *et al.,* (2008) argue that workplace flexibility is an important variable which influences the relationship between the work stressors described above and work-family conflict.

It has been suggested that employees must make tradeoffs and adjustments to balance work and family life (Aluko, 2009). An employee own values, whether from an individualistic or collectivistic viewpoint, will usually decide which part of their life needs more attention and/or is more important to them. For example, a manager requires an employee to work on weekends to meet a major deadline. An individualistic employee may consider this an opportunity for advancement, while a more collectivistic and family orientated employee may feel the request is outrageous and begin job hunting immediately. This also highlights how conflict from the workplace entering the home might encourage an employee to leave their job and find one more suited to their family because their family domain is more important to them (Spector *et al.,* 2004).

Boyar *et al*., (2003) concluded that as children and elderly family members may require care, the obligation to meet their needs can influence family roles, which in turn creates inter-role conflict, resulting in family-work conflict (FWC). Thus, employees may respond to greater conflict by seeking greater work-life balance with a different organization. Similarly, Aluko, (2009) argued that non-work factors, such as family issues and responsibilities, may also influence turnover intentions. This may be due to employees feeling that their job is of less importance to them than their family. For example, seeing that their current job may not fit their desired and

appropriate work hours, leading to less time with family, their turnover intentions may intensify.

2.5   Behavior-Based Conflict

Behavior- based conflict occurs when certain patterns of behaviors are incompatible with behaviors in another role (Gutek *et al*., 1991). If a person is unable to adjust behavior to comply with the expectations of different roles, he or she is likely to experience conflict between the roles.   Behavior-based conflict occurs when the behavior and norms expected in one role are incompatible with those required in the other (Greenhaus and Beutell, 1985). For example, a dominant, aggressive and task-orientated style may be expected for successful job performance at work, but at home being supportive and caring may be regarded as essential for successful relationships. If an individual is unable to modify behavior to comply with these opposing expectations, they are prone to experience work-family conflict (Greenhaus and Beutell, 1985). Behavior-based conflict can cause a loss of self-identity and tension between work and family roles (Arnold, *et al*., 2005).

2.6   Work – Family Balance Practices in the Hospitality Industry

Work-life balance emerged from the work-life conflict debate in the United States in the 1970s, which was brought to light in the literature by Kanter (1977). He critiqued the status of American workers who experienced negative effects of a lack of work schedule flexibility and long working hours. The literature suggests that work-life

balance requests from workers were generated because family life and work life needs of the population had evolved during this period. One contributing factor was the increase in families with both parents working full-time.

Frone (2003) has defined work–family balance to include four separate components: work-to-family conflict, family-to-work conflict, work-to-family facilitation, and family-to-work facilitation. The issue of balancing work and family demands is one of today's fundamental concerns for both individuals and organizations.

Achieving a satisfactory balance between work and family in the face of these rising demands for time represents an important career value for many employees, one that affects decisions such as choice of occupation, employer, and job as well as attitudinal outcomes, including job satisfaction, career satisfaction, and job involvement (Behson, 2002).

Burke and Greenglass (1999), found a relationship between work-family conflict and psychological distress, consistent with reports of Frone *et al*., (2005). The authors also suggest job resources, basically those that are related to supportive organizational culture- such as work support (Greenhaus *et al.,* 1987), supervisory support (Nielson, Carson, and Lankau, 2001), are operative in reducing work-family conflict.

However, other researchers describe a direct relationship between support and the degree of work-family conflict experienced (Ahmad, 2003). Blomme, *et al.,* (2010) included organizational support in their analyses and found evidence for both approaches. The authors indicated that organizational support has a positive effect on the level of well-being and occupational stress in general. Organizational support may affect stressor strain relationships in several ways. To begin with, some authors argue

that there is a direct relationship between organizational support and work-family conflict, irrespective of the number or intensity of stressors people encounter (Cropanzano *et al,* 1997). Thomas and Ganster (1995) conducted a research study among 398 health professionals and concluded that a lack of organizational support will increase work-family conflict. The health industry and the hotel industry may be characterized as service industries with jobs with unpredictable scheduling requirements, non-traditional working hours and minimal control over work hours. As such we could argue that organizational support will have a positive relationship with work-family conflict as well.

The spillover model, from Zedeck and Mosier (1990), argues that employees experience conflict when their work responsibilities become interrelated with their non-work responsibilities. This suggests that definitions of work-life balance reveal a need for people to balance their private and professional lives. Viewed through the lens of hotel employees, this suggests that due to physical presence at work, there is an increased need to "juggle" family and professional obligations. This leads to negative effects, such as a lack of social interaction and/or working overtime without commensurate compensation.

Furthermore, studies of Zedeck and Mosier (1990), illustrate the negative effects of long working hours and schedule constraints, which are negative aspects of work in the hotel industry. This suggests that work-life balance issues are important for employers to consider. However, hospitality functions can require high levels of physical presence on-the-job and is less flexible than in other industries.

2.7   Theoretical Framework

There are several theories that have been used that are relevant to this study. Including; Equity theory, Organizational theory and conservation of resources theory, the last being the main theory that expounds on the work-family conflicts.

2.7.1   Equity Theory

Adams' Equity Theory is named after John Stacey Adams, a workplace and behavioral psychologist, who developed this job motivation theory in 1963.   Adams' Equity Theory acknowledges that subtle and variable factors affect an employee's assessment and perception of their relationship with their work and their employer.

The theory is built on the belief that employees become de-motivated, both in relation to their job and their employer, if they feel as though their inputs are greater than the outputs. Employees can be expected to respond to this in different ways, including de-motivation (generally to the extent the employee perceives the disparity between the inputs and the outputs exist), reduced effort, becoming disgruntled, or, in more extreme cases, perhaps even disruptive. It is important to also consider the Adams' Equity Theory factors when striving to improve an employee's job satisfaction, motivation level, etc., and what can be done to promote higher levels of each.

Inputs from employees typically include: Effort , Loyalty, Hard Work, Commitment, Skill, Ability, Adaptability, Flexibility, Tolerance, Determination, Enthusiasm, Trust in superiors , Support of colleagues , and Personal sacrifice. Outputs from the organization typically include: Financial rewards (such as salary, benefits, perks) Intangibles that typically include: Recognition, Reputation, Responsibility, Sense of Achievement, Praise, Stimulus, Sense of Advancement and Job Security.

While obviously many of these points can't be quantified and perfectly compared, the theory argues that managers should seek to find a fair balance between the inputs that an employee gives, and the outputs received. And according to the theory, employees should be content where they perceive these to be in balance.

2.7.2 Organizational Support Theory

In order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. (Rhodes and Eisenberger, 2002). Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their effective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioral outcomes of OS would include increases in inter- role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover.

2.7.3 The Conservation of Resources (COR) Theory

This theory encompasses several stress theories (Hobfoll, 1989). The COR theory proposes that individuals seek to acquire and maintain resources. Stress is a reaction to an environment in which there is the threat of a loss of resources, an actual loss in resources, or lack of an expected gain in resources. Resources include objects, conditions, personal characteristics, and energies. Especially relevant for this body of research are the last three categories. The conditions of family status and tenure are

examples of both family and work resources that are valued and sought. Personal characteristics are resources which buffer one against stress. Energies include resources such as time, money, and knowledge that allow one to acquire other resources. Loss of these resources, or the threat of such a loss, may cause the worker to experience stress.

The COR theory explains stress outcomes for both intra- and inter role stress. For example, employees experiencing work-family conflict may come to believe that they cannot successfully perform the job. Consequently, they may be forced to invest more of their resources into the work role for fear of losing their job status. The COR theory proposes that inter-role conflict leads to stress because resources are lost in the process of juggling both work and family roles. These potential or actual losses of resources lead to a negative "state of being," which may include dissatisfaction, depression, anxiety, or physiological tension. Some type of behavior, such as planning to leave the work role, is needed to replace or protect the threatened resources. If this type of behavior is not taken, the resources may be so depleted that burnout ensues (Wright and Cropanzano, 1998).

Individual different variables are included as a component of the COR theory. According to COR, individual differences can be treated as resources. These differences in levels of resources may affect how individuals react to stress (or the loss of resources). Some persons may have better skills at minimizing their losses. For example, those who have high self-esteem may have a "reserve" of self-worth and confidence upon which they can draw in problematic situations. Thus, those with high self-esteem may not be as bothered by the potential loss of time and energy because they know they can cope with such a loss.

Finally, COR also provides an additional insight that has not been widely considered in the work–family conflict literature. The COR's emphasis on threatened resources suggests that certain critical events are a source of stress as well. Specifically, events which result in a loss of resources are predicted to create stress and strain outcomes. For example, Hobfoll (1989) refers to the stressful event surveys in emphasizing that items rated "most severe" are events where loss occurs. Hobfoll argues that change itself is not the source of stress, but change resulting in a loss of valued resources is most problematic. In summary, Hobfoll's (1989) COR theory offers a theoretical guide for understanding the work–family conflict considered in the literature.

2.8   Conceptual framework

The conceptual framework for the current study is based on the relationship between the independent variables; work – family conflicts on dependent variable - turnover intentions by employees in the hospitality industry. The model is presented in Figure 1

Independent Variable   Dependent variable

WORK-FAMILY CONFLICTS

```
┌─────────────────────────┐
│ Time -based conflict    │
│ • Long working hours    │
│ • Overtime              │
│ •  Holidays             │
│ • Organizational time   │
│   expectations          │
└─────────────────────────┘
```

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┌─────────────────────────┐         ┌──────────────────────────┐
│ Strain-based conflicts  │         │    TURNOVER              │
│ •   Work load           │         │    INTENTIONS            │
│ •   Work pressure       │         │                          │
│ •   Work distress       │         │ •   Role conflict        │
│ •   Job insecurity      │         │ •   Occupational stress  │
└─────────────────────────┘         │ •   External opportunity │
                                     │ •   Work flexibility     │
                                     └──────────────────────────┘
```

```
┌─────────────────────────┐
│ Behavior-      based    │
│ conflicts               │
│ •   Withdrawal          │
│ •   Aggression          │
└─────────────────────────┘
```
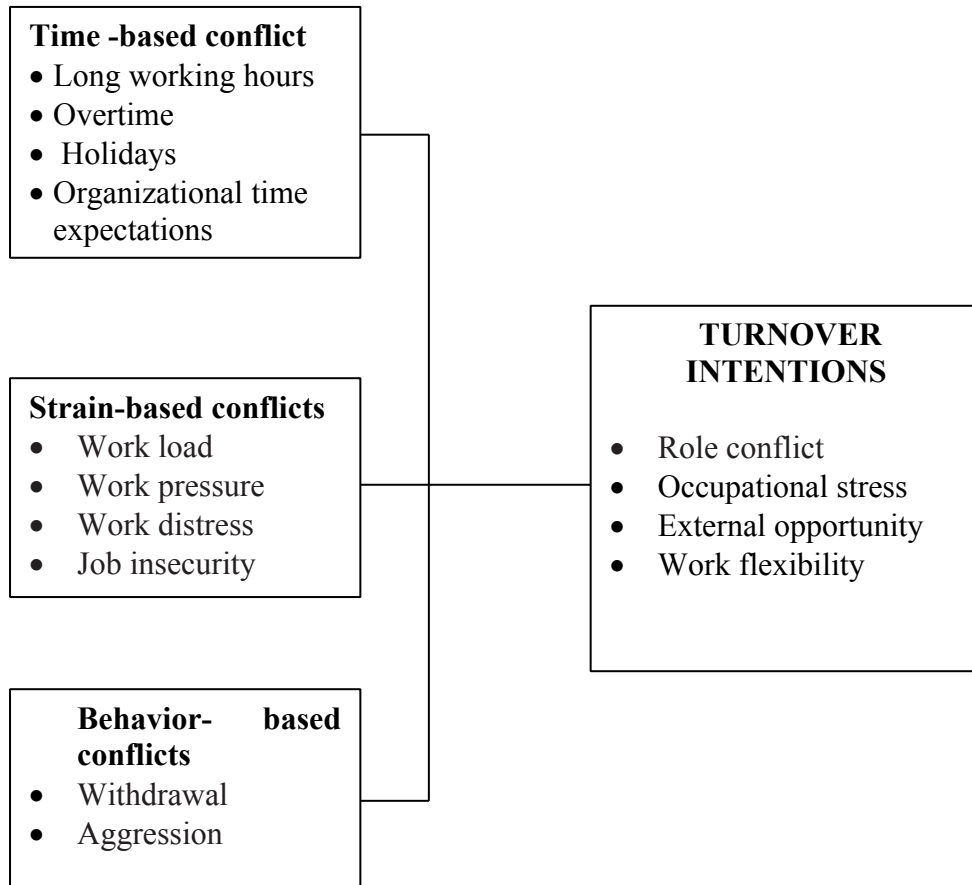
Figure 1: Conceptual frameworks for the study

Source: Researcher (2013)

One of the independent variables are the time-based conflicts that exists in hospitality industry, these conflicts are; long working hours, overtime, holidays   and organizational time demands.   Another work-family conflict is the strain-based conflicts, which are; workloads, work pressure, work distress and job insecurity. The other work-family conflict is behavior-based conflicts, which are withdrawal and aggression. The effects of work – family conflicts could lead to employees intending to leave, caused by lack of organizational support, job dissatisfaction and increased

absenteeism cases. Perceived low pay compared to the work done can also lead to the intention to leave. The three independent variables; time-based conflicts, strain-based conflicts and behavior-based conflicts could influence the dependent variable – turnover intentions. The turnover intentions could be as a result of employees experiencing greater conflict in the workplace that extends into the home and become encouraged to seek employment elsewhere, perhaps in search of a less stressful workplace.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter presents the study area, research design, target population, population sample, sampling design, instrument, data collection techniques, data analyses, and ethical considerations used for the research study.

3.1 Study Area

The study was conducted in Nairobi, which is the capital city of Kenya. The city and its surrounding areas form Nairobi County. Nairobi covers an area of 692km^2 at about 1,661m above sea level. It has a population of approximately 3,183,295 (GoK, 2009).

Most companies that have operations in this region have headquarters located in Nairobi, including international organizations and multi-national companies. Those looking to establish a new business find that Nairobi is an ideal location because of its infrastructure and liberal markets. Government policies have encouraged business growth and a stable Nairobi economy. Its modernity, state-of-the-art skyline, improved technology, highly educated and trained manpower, and diverse vibrant market have elevated Nairobi to become the business hub of the region.

Nairobi is the only city in the world with a game park. Nairobi National park is a preserved ecosystem where you can view wildlife in its natural habitat. The Nairobi National park is a tourist attraction site that has contributed greatly to Kenya's tourism and hospitality industries as one of Nairobi's most important economic

activities. Hotels, airlines and numerous tour firms and agencies offer tour packages for both domestic and foreign tourists visiting Nairobi. The tourism industry provides direct employment to thousands of Nairobi residents. Indirect employment is also realized through the supply of goods and services to this industry.

Tours of the Nairobi city can be arranged for guests. These tours of central Nairobi usually include visits to the Parliament Building, the City Market, and the National Museum; Trips to Nairobi National Park, the Giraffe Centre, and the Karen Blixen Museum. Generally, the city offers a well-developed infrastructure, excellent hotels, and fine food. It also hosts numerous international conferences, conventions, and meetings. It has a very wide range of accommodation to suit budgets of different clientele, their tastes and preferences, (information-guide 2015)

The researcher chose to conduct the study in this area because it has over one hundred hotels in zero rated categories, which has a big number of employees, and according to the Economic survey (2011), they have a big number of turnover cases. Thus this gives the view that the area adequately addressed the concerns of the study.

3.2   Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is the conceptual structure within which research is conducted and constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). The research design used in the current study was explanatory survey. Explanatory design looks for causes and reasons; it identifies the reasons for

something that occurs and attempts to explain why something happens or why things happen the way they do. The major advantages of using this research design are that it; explains things not just reporting, determine which of several explanations is best, determine the accuracy of the theory, advance knowledge about underlying process, build and elaborate a theory; elaborate and enrich a theory's predictions or principle and it extends a theory or principle to new areas, new issues and new topics. The limitation of this design is that it is expensive, it may be unsuccessful, and it may come out negatively. The researcher had a budget to cut on costs involved, and carried out a pretest to check the validity of the research design in order to reduce uncertainty and to ensure that the research was successful.

3.3   Target Population

A population is the entire group of individuals, events or objects having common observable characteristics (Mugenda and Mugenda 1999).

The target population comprised of the employees who work on shifts, and were assumed to be in a position to experience work-family conflicts. Information to identify employees who work in shifts was collected from the Human Resource department. The departments identified were Front Office, Food and Beverage service, Food and Beverage production, Housekeeping and Security. The total number of the employees from these departments that the sample was derived was 456 employees.

3.4 Sampling Design and Procedure

Sampling procedure is the process of deriving a sample from a given population. This is done with a profound appreciation of the characteristics of the population including size, distribution and other features that distinguish the elements in the population to ensure all aspects of a population are captured in the selected sample. This study employed purposive, proportionate, stratified and simple random sampling procedures. Purposive sampling was used to select three hotels in Nairobi area for this study. This was done based on the star rating of the hotel, whereby zero rated hotels were selected. Zero rated hotels had a big percentage of turnover cases, as reported in the Hotels and Lodges Economic survey (2011). Proportionate sampling was used to determine the number of respondents to participate in the research process from each of the three hotels selected purposively. The employees were stratified on the basis of their departments, and then simple random sampling was used to select the employees who gave responses to the research instruments that addressed the study as they were assumed to experience work-family conflicts. Whoever picked a 'yes' from a collection of 'yes' 'no' pieces of paper were given a questionnaire to answer.

3.4.1   Sample Size Determination

Sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. The individuals selected form the sample used the method by Mugenda and Mugenda 1999.

The sample for the study was derived from the target population as shown in the table 2 below.

Table: 2 Target Population

Hotel	Total employees
A	134 employees
B	167 employees
C	155 employees
Total	456 employees

Key

A: Parklands Shade Hotel

B: New International Hotel

C: Nairobi Pentecostal Church guest house

Source: (*Hotel Registers, 2012*)

3.4.2   Sample Distribution

Samples were drawn from the target population of hotels with employees' total of 456. The sample size was statistically obtained from the total population by adjusting to round off decimals to one person. Mugenda and Mugenda (1999) formula was used to arrive at the sample size.

$$nf = \frac{n}{1 + (n/N)}$$

Where:

Nf = the desired sample size (when the population is less than 10,000).

n = the desired sample size (when the population is more than 10,000).

N= the estimate of the population size.

Therefore, if the desired sample size is 384 when the population is more than 10,000, on a precision of 5% and a confidence level of 95% (Mugenda and Mugenda, 1999), the sample size for this study will be attained as follows;

Nf =less than 10,000= 384

1+ (384 /456) = 208 respondents

According to Kothari, (2004), the researcher should usually follow the method of proportional allocation under the sizes of the samples from the different strata keeping them proportional to the sizes of the strata. That is, if P_i represents the proportion of population included in stratum *i,* and *n* represents the total sample size, the number of elements selected from stratum *i* is *n. P_i*. We specify the sample of size to be drawn from the population of size *N* which is divided into strata of different sizes. Adopting proportional allocation, the researcher shall get the sample sizes as under for the different strata. In this case, *n=208*. The actual calculation is in the table 3 below.

Table: 3 Sample Size

HOTEL	PROPORTION	SAMPLES
A	134/456x208	61
B	167/456x208	76
C	155/456x208	71
TOTAL		208

Source: own source 2012

3.5 Data Collection

Both primary and secondary data sources were employed in the study. Primary data referred to information the researcher obtained from the field, that is, from the subjects in the sample collected while secondary data was information obtained from previous research articles and other relevant written literature (Mugenda and Mugenda, 1999).

3.5.1   Data Types and Sources

Primary data was collected by administration of questionnaires to the employees that sought to find out the extent to which work family conflicts, time - based, strain-based and behaviour- based conflicts influenced the turnover intentions of employees. Secondary data included sources from libraries, journals, documents, publications and the internet.

3.6 Research instruments

The research used questionnaires as instruments for data collection. Questionnaires were good since they were relatively quick to collect information from a large portion of a group. They were administered on a day that the hotel was less busy so that the employees got ample time to fill them.

3.6.1 Questionnaires

The questionnaires were designed for employees working in the zero rated hotels within Nairobi. According to Kothari, (2005) Questionnaires are a collection of items to which a respondent is expected to react usually in writing. 208 structured questionnaires containing closed-ended questions were administered to hotel employees. The questionnaire had five sections. They were developed on a series of measures based on scales (Sekaran 2000), in this case standardized attitude scales. Section A comprised of demographic information of respondents, Section B comprised of questions on the existence of time-based conflict, Section C consisted of questions on strain-based conflict, and Section D comprised of questions on behavior based conflicts, and section E comprised of questions on turnover intentions. The sections (B, C, D and E) contained subsets of Likert scales and/or open-ended questions.

3.7 Data analysis

The data collected was cleaned, coded, and entered into the computer and analyzed using the Statistical Package for Social Sciences version 21.0 (SPSS, 2009). Multiple regressions were used in the analysis of the data in order to determine the extent to which the work family conflicts predicted the turnover intentions in the hospitality industry. Correlation was important in determining the nature and magnitude of the relationship between the work family conflicts and turnover intentions of employees. In addition, demographic information, such as gender, age, marital status, the educational level, and the income level, was tabulated using frequency and percentages. In order to describe the data, means and standard deviations was

calculated for each variable. Data was coded and entered into SPSS, then analyzed and presented in, tables and narrative form in the next chapter.

The regression model used was as follows;

$Y = Bo + B1X1 + B2X2 + B3X3 + E$

Y = Turnover intention

X1 = Time based conflict

X2 = Strain based conflict

X3 = Behaviour based conflict

Bo = Constant term

B1,B2,B3 = Coefficients of the regression (change induced by Y by each X)

E = Error term

3.8 Ethical considerations

The study followed ethical procedures and considerations expected in the research process. All cited works in the current study was dully acknowledged. The study ensured that confidentiality and privacy of respondents was bestowed. It did not disclose individuals' information to any third party whereas none of respondents name was identified in the current study. The study also asked the respondents to volunteer to participate in the study by disclosing to them the purpose of the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter gives an analysis of the data collected from the field on the work - family conflicts as a cause of turnover intentions in the hotel industry in Kenya. The information collected was presented in tabular formats. Discussions of the findings were given in under the information presented. The information analyzed was interpreted relative to the research objectives to ensure that it provided answers to the research questions.

4.1 Demographic Information

From the study, 50.6% of the respondents were male and 49.4% were female. 25% of the respondents were aged below 25 years and 53.5% were aged between 26 and 35 years. 19.8% were aged between 36-45 years and 1.7% were between 45 and 55 years. (Table.1). The study also found that 0.6% of the respondents had a bachelor's degree or an equivalent, 54.1% had diploma level of education, 0.6% had masters' degrees and 32% had high school level of education. Finally 12.8% of the respondents had only primary education. (Table 4.1)

In relation to the marital status, 53.5% of the respondents were single whereas 32% were married. Further findings showed that 1.2% of the respondents were divorced while 12.8% had separated. Finally, 0.6% were widowed. (Table 4.1)

In additions, 73.3% of the respondents had children while 26.8% were found to have no children. This was to find out whether the employees felt that their work inhibited them from spending time with their children. Besides, respondents were found to be working in different departments. For instance, 29.7% were found to be working in the front office department, 28.5% housekeeping, 16.3% security, 16.3% food production, 8.1% food and beverage service and 1.2% in the maintenance department. (Table 4). In regards to the employment status, 45.9% of the respondents were working on contract, 19.8% were casuals while 34.3% were on permanent employment. (Table.1)

Table 4: Demographic Information

		Frequency	Percent
Gender	Male	87	50.6
	Female	85	49.4
Age	Below 25 years	43	25
	26-35 years	92	53.5
	36-45 years	34	19.8
	46-55 years	3	1.7
Level of education	Primary school	22	12.8
	High school	55	32
	Diploma	93	54.1
	Bachelor's degree	1	0.6
	Masters degree	1	0.6
Marital status	Single	92	53.5
	Married	55	32
	Separated	22	12.8
	Divorced	2	1.2
	Widowed	1	0.6
Children	Yes	126	73.3
	No	46	26.8
Department	Front office	51	29.7
	Housekeeping	49	28.5
	Security	28	16.3
	Food production	28	16.3
	Food and beverage service	14	8.1
	Maintenance	2	1.2
Employment status	Casual	34	19.8
	Contract	79	45.9
	Permanent	59	34.3
	Total	172	100

4.2   Time Based Conflicts results

To address objective one, the researcher sought to establish time based conflicts in selected hotels in Nairobi. It was found that the job demanded too much of the employees time as evidenced by 75% (n=129), with a mean of 3.97 and a Standard deviation of 0.996 of the respondents. However, 8.7% (n=15) disagreed while 16.3% (n=28) were neutral and did not think that their job demanded too much of their time. Other than that, 66.3% (n=114) with a mean of 3.76 and a standard deviation of 1.102 of the respondents affirmed that employees' work schedules tended to clash with their family schedules. Despite that, 14% (n=24) disagreed and 19.8% (n=34) were neutral on that. Further, it was found that the demands by the job tended to affect their family chores as confirmed by 61.7% (n=106) of the respondents, with a mean of 3.61 and a standard deviation of 1.126, although 19.8% (n=34) disagreed while 18.6% (n=32) were neutral on that fact. In addition, 58.7% (n=101), with a mean of 3.48 and a standard deviation of 1.162 of the respondents affirmed that their family duties were affected from the strain they suffer from their job, while 20.3% (n=35) disagreed and 20.9% (n=36) were neutral on this fact.

 Many employees felt that they had to make changes on the family activities due to work related duties as confirmed by 68.6% (n=118) of the respondents, with a mean of 3.77 and a standard deviation of 1.009. A few disagreed as seen in 10.5% (n=18) of them while 20.9% (n=36) were neutral. However, 68.6% (n=118), with a mean of 3.7 and a standard deviation of 1.108 of the respondents agreed that they had flexible working hours, while 15.7% (n=27) both disagreed and were neutral on this.   On some occasions, 52.9% (n=91) with a mean of 3.43 and a standard deviation of 1.224

of them affirmed that they work overtime in their work place. 23.8% (n=41) disagreed that they do not work overtime, while 23.3% (n=40) were neutral.

In addition, 69.2% (n=119) with a mean of 3.87 and a standard deviation of 1.014 of the respondents agreed that their job required them to work on public holidays instead of being with their families, although 12.2% (n=21) of them disagreed, while 18.6% (n=32) were neutral. Further, 66.8% (n=115) with a mean of 3.8 and a standard deviation of 0.976 of the respondents confirmed that their organizations were very strict with the employees time management skills while 12.2% (n=21) disagreed and 20.9% (n=36) were neutral. Despite the strict measures on time from management, 51.8% (n=89) with a mean of 3.26 and a standard deviation of 1.37 of them agreed that they arrived at the organization at the time stipulated, 36.6% (n=63) of them disagreed while 11.6% (n=20) were neutral. Similarly, 32.6% (n=56) with a mean of 2.84 and a standard deviation of 1.278 were impartial on whether they have time for their families, while the majority 48.9% (n=84) disagreed on this and 18.6% (n=32) were neutral. On a positive note, 69.2% (n=119) with a mean of 3.69 and a standard deviation of 1.191 of the respondents confirmed that they worked in shift schedules set by the organization, with only 22.1% (n=38) disagreeing and a small fraction of 8.7% (n=15) were neutral.

In Table 4 the results show that the standard deviation is less than the mean, meaning that there is a less variation from the mean, thus proving that the employees are affected by the time-based conflicts which are a cause of turnover intention

Table 5: Time-based conflict

Employees' work schedules tend to clash with their family schedules	
Employee job demands affect their family chores	
Employee family duties are affected by the strain from their job	
Employees have to make changes to their plans for the family activities due to work related duties	
Employees have flexible working hours	
Employees work overtime in their work place	
Employees' job require them to work on public holidays instead of being with their families	
The organization is very strict with the employees time management skills	
Employees arrive at the work place at the time stipulated by the organization	
Employees have enough time for their families	
Employees work in shift schedules set by the organization	

D = Disagree, A = Agreed

4.3 Strain Based Conflicts results

In relation to strain based conflicts, the researcher sought to establish the results from the selected hotels in Nairobi. It was found that 54% (n=93), with a mean of 3.52 and a standard deviation of 1.111 of the respondents agreed that their work prevented them from dealing with personal and practical issues at their homes, although 30.3% (n=52) were neutral while 15.7% (n=27) disagreed on this. However, 55.8% (n=96) with a mean of 3.34 and a standard deviation of 1.234 of the respondents felt that their work made them so tired that they were no longer interesting persons in their homes, 32% (n=55) of them disagreeing while 12.2% (n=21) were neutral on this. However, 53.5% (n=92) with a mean of 3.41 and a standard deviation of 1.107 of the employees felt that they longed to retire to bed after work due to fatigue, with 23.9% (n=41) of them disagreeing while 22.7% (n=39) being neutral on this. It was also found that 34.9% (n=60) with a mean of 3.09 and a standard deviation of 1.125 the respondents confirmed that they were overloaded with tasks at their work place, while 32.6% (n=56) both disagreed and were neutral on this fact.

Further, 44.2% (n=75) with a mean of 3.34 and a standard deviation of 1.141 of the respondents agreed that they faced a lot of distress from their jobs at the work place. 33.1% (n=57) were neutral while 22.7% (n=39) disagreed on this. Further, 38.3% (n=66), with a mean of 3.09 and a standard deviation of 1.113 of the respondents agreed that their job was easy, while 34.9% (n=60) disagreed and 26.7% (n=46) were neutral to this fact. Finally, 28.5% (n=49) with mean of 2.82 and a standard deviation of 1.148 of the employees agreed that their work was based on flexible schedules, majority of them 40.1% (n=69) disagreeing while 31.4% (n=54) were neutral on this.

As shown in Table 5, the results show that the standard deviation is less than the mean, meaning that there is a less variation from the mean, thus proving that the employees are affected by strain based conflicts which are a cause of turnover intentions.

Table 6: Strain Based Conflicts

D = Disagreed, A = Agreed

	D
	F(n)
Employees' work prevent them from dealing with personal and practical issues at their homes	27
Employees work make them so tired that they are not interesting persons in their homes	55
Employees long to retire to bed after work due to fatigue	41
Employees are overloaded with tasks at their work place	56
Employees face a lot of distress from their jobs at the work place	39
Employees job is easy	60
Employees work based on flexible schedules	69

4.4 Behavior Based Conflicts results

The researcher also sought to establish behavior--based conflicts in the selected hotels. From the findings, 48.8% (n=84) with a mean of 3.08 and a standard deviation of 1.34 of the respondents agreed that they were able to reconcile work and family responsibilities, 39.5% (n=68) disagreed while 11.6% (n=20) were neutral on this. Further, 48.9% (n=84) with a mean of 3.22 with a standard deviation of 1.198 of the respondents affirmed that their job interfered with the way they handled their family duties, while 32.5% (n=56) disagreed and 18.6% (n=32) were neutral to this. In addition, 23.2% (n=40) with a mean of 2.81 and a standard deviation of 1.105 of the respondents agreed that they fully participated in family activities, although 39.6% (n=68) disagreed while 37.2% (n=64) were neutral on the same. Other than family duties, 48.3% (n=83) with a mean of 3.32 and a standard deviation of 1.158 of the respondents agreed that they fully participated in the organizational activities, while 26.1% (n=45) disagreed and 25.6% (n=44) were neutral on the same. In addition, 36.6% (n-63) and a mean of 2.94 with a standard deviation of the respondents agreed that their interests at work conflicted with those of their family, 38.9% (n=67) disagreeing while 24.2% (n=42) being neutral on the same.

Further findings revealed that 41.3% (n=71) with a mean of 2.77 and a standard deviation of 1.121 of the respondents disagreed that their motivation to working in the organization was reduced, with 27.3% (n=47) agreeing while 31.4% (n=47) being neutral on this. Similarly, 34.3% (n=59) with a mean of 2.9 and a standard deviation of 1.175 of the respondents agreed that they derived satisfaction from their job, while the majority 43.6% (n=75) disagreed and 22.1% (n=38) were neutral. There was also a similar trend in regards to spending time with their family as evidenced by 44.1%

(n=76) with a mean of 3.15 and a standard deviation of 1.098 who agreed that they rarely spend time with their families, while 29% (n=50) disagreed and 26.7% (n=46) were neutral. Also, 25.5% (n=44) with a mean of 2.78 and a standard deviation of 1.086 of the respondents agreed that there was harassment by customers at work, while 40.2% (n=60) of them disagreed, and 34.3% (n=59) were neutral. It was also found that 40.7% (n=70) with a mean of 3.12 and a standard deviation of 1.66 of the respondents agreed that they were always happy at their work place, while 34.9% (n=60) did not agree to this, while 24.4% (n=42) were neutral. Finally, 47.1% (n=81) with a mean of 2.87 and a standard deviation of 1.189 of the respondents disagreed that they at times felt frustrated at their work place, while 2.87% (n=59) agreed to this and 47.1% (n=81) were neutral.

	D		Neutral	
	F(n)	%	F(n)	%
Employees are able to reconcile work and family responsibilities	68	39.5	20	11.6
Employees job interferes with the way they handle their family duties	56	32.5	32	18.6
Employees fully participate in family activities	68	39.6	64	37.2
Employees fully participate in the organizational activities	45	26.1	44	25.6
Employees' interests at work conflict with those of their family	67	38.9	42	24.4
Employees motivation to working in the organization is reduced	71	41.3	54	31.4
Employees derive satisfaction from their job	75	43.6	38	22.1
Employees rarely spend time with their family	50	29	46	26.7
Employees are harassed by customers at work	69	40.2	59	34.3
Employees are always happy at their work place	60	34.9	42	24.4
Employees feel frustrated at their work place	81	47.1	32	18.6

Table 7: Behavior Based Conflicts

D = Disagree, A = Agreed

As shown in Table 7, the results show that the standard deviation is less than the mean, meaning that there is a less variation from the mean, thus proving that the employees are affected by behavior based conflicts which are a cause of turnover intentions.

4.5 Turnover Intention

In regards to employees' turnover intention, 60.5% (n=104), with a mean of 3.58 and a standard deviation of 1.223 of the respondents often thought of leaving the hotel industry profession, although 24.4% (n=42) disagreed to this while 15.1% (n=26) were neutral. Also, 58.2% (n=100), with a mean of 3.48 and a standard deviation of 1.226 of the respondents were looking for new jobs not related to the hotel industry, of which 28.5% (n=49) were not and 13.4 (n=23) were neutral to this. It was also evident that they intended to look for a new job in the near future as revealed by

57.6% (n=99), with a mean of 3.59 and a standard deviation of 1.049 of the respondents, 30.2% (n=52) were neutral to this fact and 12.3% (n=21) disagreed.

In addition, 48.3% (n=83) with a mean of 3.31 and a standard deviation of 1.072 of the respondents planned on looking for a new job at a different hotel, of which 28.5% (n=49) were neutral and 23.2% (n=40) disagreed to this. Further, 50.6% (n=87), with a mean of 3.27 and a standard deviation of 1.155 of the respondents frequently considered working in another organization, of which 28.5% (n=49) disagreed and 20.9% (n=36) were neutral on this. Further, 44.2% (n=76), with a mean of 3.17 and a standard deviation of 1.16 of the respondents agreed that they could lose their jobs at the choice of the manager, of which 27.9 (n=48) both disagreed and were neutral to this fact.

Besides losing their job at the choice of the manager, 40.8% (n=70), with a mean of 3.07 and a standard deviation of 1.142 of the respondents agreed that the management supported them in times of difficulties, of which 35.4 (n=61) did not think so and a further 23.8% (n=41) were neutral. Similarly, 43.6% (n=75), with a mean of 3.19 and a standard deviation of 1.108 of the respondents agreed that they were committed to work for the hotel at all times, although 31.4% (n=54) disagreed while 25% (n=43) were neutral to this fact.

In addition, 31.4% (n=54), with a mean of 2.95 and a standard deviation of 1.112 of the respondents agreed that the organization met their work aspirations, of which 34.9% (n=60) were neutral and 33.7% (n=58) disagreed to this. Further, 63.4% (n=109) with a mean of 3.78 and a standard deviation of 1.123 of the respondents agreed that they could leave the organization as soon as they got a better paying job, yet 14.5% (n=25) disagreed and 22.1% (n=38) were neutral to this. Further, 41.3%

(n=71), with a mean of 2.83 and a standard deviation of 1.136 of the respondents disagreed that they were frustrated working for the hotel, although 29.7% (n=51) were neutral and 29% (n=50) agreed to this fact. Finally, 46.5% (n=80), with a mean of 3.16 and a standard deviation of 1.274 of the respondents agreed that they fully supported the hotel policies, although 33.7% (n=58) disagreed and 19.8% (n=34) were neutral.

The results as shown in table 8 show that the standard deviation is less than the mean, meaning there is a less variation from the mean, thus proving that the employees experienced turnover intentions, caused by the work family conflicts.

Table 8: Turnover Intention

	D		Neutral		A
	F(n)	%	F(n)	%	F(n)
Employees often think of leaving the hotel industry profession	42	24.4	26	15.1	104
Employees plan to look for new jobs not related to the hotel industry	49	28.5	23	13.4	100
Employees will actively look for a new job in the near future	21	12.3	52	30.2	99
Employees plan to look for a new job at a different hotel	40	23.2	49	28.5	83
Employees frequently consider working in another organization	49	28.5	36	20.9	87
Employees can lose their jobs at the choice of the manager	48	27.9	48	27.9	76
The management supports the employees in times of difficulties	61	35.4	41	23.8	70
The employees are committed to work for the hotel at all the times	54	31.4	43	25	75
The organization meets the employees' work aspirations	58	33.7	60	34.9	54
Employees can leave the hotel organization as soon as they get a better paying job	25	14.5	38	22.1	109
Employees feel frustrated working for hotel organization	71	41.3	51	29.7	50
Employees support fully, the hotels policies	58	33.7	34	19.8	80

D = Disagree, A = Agreed

4.6   Descriptive Analysis

In table 9, findings on time based conflicts, strained based, behavior based conflicts and turnover intentions were demonstrated. Results in table 4.6 show that time based conflicts resulted more to turnover intentions of employees in the hotels (mean =3.6139). Strain based conflict was also a factor in turnover intentions among the employees (mean = 3.2292). Finally, as compared to time based and strain based conflicts, behavior based conflicts minimally contributed to turnover intentions among the employees (mean =3.0365).

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Table 9:   Descriptive Analysis for Study Variables

	Mean	Std. Deviation
Time based conflicts	3.6139	0.46516
Strained based	3.2292	0.65902
Behavior based	3.0365	0.44228
Turnover intentions	3.2815	0.44592

4.7   Correlation Analysis

The results regarding correlation statistics were summarized and presented in table 10. Pearson Correlations results in table 10 showed that time based conflicts were positively and significantly correlated to turnover intentions (r=0.410, $\rho<0.05$), thus time based conflicts had 41% positive relationship with turnover intentions. Strain based conflicts were also positively related with turnover intentions (r = 0.458, $\rho<0.05$), an indication that strain based conflicts had 45.8% significant positive relationship with turnover intentions. Finally, behavior based conflicts were positively

and significantly correlated to turnover intentions (r=0.392, $\rho<0.05$), thus behavior based conflict had 39.2% positive relationship with turnover intentions.

Table 10: Correlation Results

		Turnover Intentions	Time Based Conflicts	Strained
Turnover intentions	Pearson Correlation	1		
	Sig. (2-tailed)			
Time based conflicts	Pearson Correlation	.410**	1	
	Sig. (2-tailed)	0.000		
Strain based	Pearson Correlation	.458**	.275**	1
	Sig. (2-tailed)	0.000	0.000	
Behavior based	Pearson Correlation	.392**	.186*	.222**
	Sig. (2-tailed)	0.000	0.015	0.003
	** Correlation is significant at the 0.01 level (2-tailed).			

4.8 Multiple Regression Model

From table 11, the findings indicated that the model coefficient of determination (adjusted R^2) was 0.353 which indicated that 35.3% total variation of turnover intentions is explained by joint contribution of behavior based, time based conflicts and strain based conflicts. The Durbin-Watson statistic shows whether the assumption of independent errors is tenable. The value should not be less than 1 or greater than 3. In this model, it was 1.758, meaning that the errors were independent.

Table 11: Multiple Regression Model

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.604	0.365	0.353	0.3586	1.758

a Predictors: (Constant), behavior based, time based conflicts, strained based

b Dependent Variable: turnover intentions

4.9 Hypothesis Testing

The regression results in table 12 show that each of the predicted parameters in relation to the independent factors were significant; β_1= 0.27 (p-value = 0.000 which is less than α = 0.05), which implies that we reject the null hypothesis stating that time based conflicts has no significant effect on turnover intentions. This indicates that for each unit increase in the positive effect of time based conflicts, there is 27% units increase in turnover intentions.

Furthermore, the effect of time based conflicts was stated by the t-test value = 4.19 which implies that the standard error associated with the parameter is less than the effect of the parameter.

The value of β_2 = 0.323 (p-value = 0.000 which is less than α = 0.05), which implies that we reject the null hypothesis stating that strain based conflicts has no significant effect on turnover intentions. This indicates that for each unit increase in strain based conflicts, there is up to 32.3% units increase in turnover intentions. The effect of strain based conflicts is stated by the t-test value = 4.972 which indicates that the effect of strain based conflict is over 4 times that of the error associated with it.

The findings also shows that $\beta_3 = 0.27$ (p-value = 0.000 which is less than $\alpha = 0.05$), which indicates that we reject the null hypothesis stating that behavior based conflict has no significant effect on turnover intentions. This implies that for each unit increase in behavior based conflicts, there is up to 27% unit increases in turnover intentions. Also the effect of behavior based conflict is shown by the t-test value of 4.242 which implies that the effect of behavior based conflict surpasses that of the error by over 4 times.

Table 12: Hypothesis

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statist	
	B	Std. Error	Beta	T	Sig.	Tolerance	VI
(Constant)	0.863	0.261		3.314	0.001		
Time based conflicts	0.259	0.062	0.27	4.19	0.000	0.908	1.1(
Strained based	0.219	0.044	0.323	4.972	0.000	0.894	1.1
Behavior based	0.272	0.064	0.27	4.242	0.000	0.934	1.0'

a Dependent Variable: turnover intentions

Source: Researcher's data, 2014

With reference to the regression coefficients (table 10) and using the constant and the b coefficients of Time based conflict (X1), strain based conflict (X2) and behavior based conflict (X3), an estimated prediction (regression) equation for this model can be written as follows:

$Y = 0.863 + 0.259X1 + 0. 219X2 + 0.272X3$

The partial regression coefficient (B values) indicates the individual contribution of a predictor to a model. The B value for a variable shows how much the value of the dependent variable changes when the value of that independent variable increases by

1, when other independent variables are held constant. A positive coefficient means that the predicted value of the dependent variable increases when the value of the independent variable increases. For example, in the model, the B value for Behaviour based conflict was 0.27, which is a sample estimate of the population parameter. It shows that when behavior based conflict increases by one unit, turnover intention increases by 27%, when the other independent variables are kept constant. The standardized versions of the B values are measured in standard deviation units and are therefore better at showing the importance of the various predictor variables. In absolute terms, the greatest contributor to turnover intention is stain based conflict (32%), followed by time based conflict (27%) and behavior based conflict (27%).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

This chapter discussed findings, the conclusion, the recommendations and the suggestions for further study. The study was guided by the following research objectives; to investigate if strain-based, time-based and behavior-based conflicts cause turnover intentions in the hotel industry.

5.1   Summary of Findings

5.1.1   Time-Based Conflicts

As stated by Hypothesis 1 that time-based conflicts has no significant effect on turnover intentions, research findings show inconsistency with the hypothesis hence, time-based conflicts was positively correlated to turnover intentions (coefficient estimate (β_1 = 0.27, p value =0.000). Thus, the study findings are in agreement with Mulvaney *et al,* (2006) which suggests that the long and irregular hours that characterizes the hotel industry and the norm of relocation is a source of conflict among the employees. Further, the findings are supported by Meijman and Mulder, (1998) suggesting that working overtime is an important predictor of negative work home interference. As a result, the long working hours makes it difficult for employees to make up for insufficient resources thus they have the willingness to leave their current company in order to protect their scarce resources. It is very important to understand the relationship between work and family properly for a company to operate its business most efficiently (Wayne *et al*., 2007). Furthermore, Henly *et al* (2006) argues that workplace flexibility may have a direct negative

influence on employee turnover intention. In addition, Becker's (1991) human capital theory, postulates that due to the limitations to one's time and energy, employees have to economize between work and family. Barnet (1998) also had the assumption that work and family are separate spheres and in competition for resources such as time and attention continues to be dominant in our society. Byron (2005) also suggested that time-related conditions such as long work hours, schedule inflexibility, shift work requirements, and overtime/evening duties are consistently related to work family conflict.

Hence, we could argue that an increase in workplace flexibility will reduce work-family conflict resulting in a reduction in employee turnover intention. The findings imply that managers can significantly reduce turnover intentions among their competent staff by adopting management styles that increase the feeling that the organization values staff contributions and cares about their well-being.

5.1.2 Strain-Based Conflict

As postulated by Hypothesis 2, that strain-based conflicts has no significant effect on turnover intentions, research findings show inconsistency with the hypothesis hence, strain-based conflict was positively correlated to turnover intentions (coefficient estimate ($\beta_2 = 0.323$, p value =0.000). It is evident that exposures to work stressors are likely to lead to higher levels of work-family conflict. In most cases, jobs that have unpredictable scheduling requirements are associated with work-family conflict. Once the conflict from the workplace enters the home, the employee is encouraged to leave their job in search of a job that is more suited to their family simply because their family domain is more important to them (Spector *et al,* 2004).

Additionally, Aluko (2009) suggests that non-work factors, such as family issues and responsibilities, may also influence turnover intentions due to employees feeling that their job is of less importance to them than their family. Hochwarter *et al.,* (1999); and Grandey and Cropanzano, (1999) supported this in their studies that indicated that employees who are emotionally exhausted as a result of experiences in the work domain encroaching on the family domain showed a higher intention to leave. Henly et al, (2006) also supports this by saying that important work stressors which are positively related to work-family conflict are jobs that have unpredictable scheduling requirements, nontraditional working hours, including evenings, nights and rotating shifts and minimal control over work hours, whereby these job characteristics are seen to be applicable to jobs in the hotel industry.

The absence of workplace flexibility is one of the frequently mentioned stressors leading to work-family conflict (Bellavia and Frone, 2005). Thus, individuals partake in a zero-sum game in which resources expended in one sphere deplete those available for the other, leading to diminished role quality in the sphere that received less resource (Gutek *et al.,* 1991). He further explained that since the role expectations in these domains are incompatible, taking part in both these areas often causes conflict and stress for the individual. The more roles a person occupies the more role-strain or "overloads" a person experiences. Furthermore, Clarke (2004) suggested that conflict between work and family roles alters employees' perceptions of the quality of life and the quality of family life, leading to stress, and in turn, can impact organizational outcomes such as productivity, absenteeism, and turnover. Further, Boyar *et al.,* (2003) concluded that children and the elderly family members may require care and their obligations to meet their needs can influence family roles leading to inter-role conflict resulting in family-work conflict. However, Cleveland *et*

al., (2007), in examining the nature and direction of work-family conflict via a longitudinal study, hypothesized that time based work interference with family and family interference with work, and strain-based work interference with family and family interference with work, would predict a participant's experiences of stress and intention to leave. Kahn and Byosiere (1992) also concluded that work strain is caused by conflict within one's occupational role, work role ambiguity, and work role overload, while Greenhaus & Beutell (1985) concluded that conflict leads to role pressure and incompatibility.

In their conservation of resources theory, Grandey and Cropanzano (1999) took into account worries about the possible loss of resources in the future, such as the depletion of energy required to complete future tasks. This theory proposes that people strive to protect and build resources, such as objects (e.g. money, house), conditions (e.g. quality of one's roles, external support), energies (e.g. time and level of energy), and personal characteristics (e.g., beliefs such as a positive outlook). Psychological stress occurs when these resources are lost or threatened. So Hobfoll and Freedy (1993) gave an example that job demands can threaten one's resources and over time, prolonged exposure to demands such as long work hours leading to emotional exhaustion and burnout. Byron (2005) also suggested that family-related stress such as marital and parental conflict can lead to interference with work roles.

In his Effort-Recovery theory Meijman and Mulder (1998) supports this by presuming that effort expenditure is associated with short term physiological and psychological costs. These costs are not harmful as long as there are enough possibilities for recovery. However, he explains that a downward spiral can occur for employees who must, not yet fully recovered from the previous workday due to overtime, invest

additional effort the next working day, which is further supported by Taris et al (2006) that this process can, if it persists for a long time, result in serious negative health effects such as stress for the employee. Therefore, employees may respond to conflict by seeking greater work-life balance with a different organization hence turnover intentions among the employees.

5.1.3   Behavior-Based Conflict

As stipulated by Hypothesis 3 that behavior based conflict has no significant effect on turnover intentions, research findings show inconsistency with the hypothesis hence, behavior based conflict was positively correlated to turnover intentions (coefficient estimate (β_3 = 0.27, p value =0.000). One of the main principles that shows family value is that when the home environment is harmonious, all else in life goes well (Kang, 2004). That means family value is highly regarded by most people. Powell and Greenhaus (2006) also supports this by explaining that the emotions felt in the workplace are felt at home as employees find it hard to zone out while not at work and, change their behaviors and feelings in the short period of time between the two locations. Furthermore, employees sometimes find it hard to forget about the work that needs to be done in the workplace while they are in the home environment. Additionally, Netemeyer *et al,* (1996) found that work-family conflict has been shown to affect employees' work-related behaviors such as absenteeism, tardiness, organizational commitment, and turnover intentions. Hammig (2009) further suggested that individuals who experienced work-family conflict have been found to incur increased health risks, inadequate performance in family roles (e.g., marital partner and parent), reduced family and life satisfaction, and poor marital adjustment.

Hence, hotel managers and organizations need to understand the main factors to enhance employees' work and family balances.

5.2   Conclusions

The study affirms that time-based conflict is positively associated with turnover intentions of employees. From the study findings, there is enough prove that time-based conflicts particularly long and irregular hours of working is a contributory factor in turnover intentions among the employees. Further, it is evident that if employees are forced to choose between work and family, they generally say that their family is more important than their work. In addition to that, the nature of work in the hospitality industry contributes to conflict since the role pressures from the work and family domains are mutually incompatible.

The study results also concludes that strain based conflicts positively influence turnover intentions among the employees. In most cases, combining family and employment roles often creates stress, overload and conflict. The strain from participation in one role makes it difficult to fulfill the requirements of another. Therefore, when an employee is stressed due to work overload, conflict result as less attention would be paid to the family thus leading to job dissatisfaction and turnover intention

Finally, the study concludes that behavior-based conflict has a significant effect on turnover intention. For instance; specific behaviors required by work make it difficult to fulfill the requirements of family. Thus, inter-role conflict is experienced when pressures arising at work role are incompatible with pressures arising in family role.

The study shows that role pressure incompatibility exists when participation in one role is made more difficult by virtue of participation in another role leading to turnover intentions.

5.3 Recommendations

From the study findings it was conceived that time-based conflict has an immense effect on turnover intentions. Employees are usually the best assets to an organization. Also, employees' job should not demand too much of their time so that there is time for employees to engage in other activities. Further, there should be shift schedules with less hours set by the organization so that employee family duties are not affected by the strain from their job. In fact, several studies reported that flexible arrangements positively affect productivity, morale, and employee retention.

The study finds strong support for the argument that strain-based conflict impacts positively on turnover intentions. Therefore, the organization should try to keep a corporate culture that invites creativity and fun while they're at work and also work that allows employees to deal with personal and practical issues at their homes. Furthermore, in addition to family supportive practices, the management should recognize the need of various support systems for emotional support and encouragement, since the importance of carefully choosing one's words is well-known to employees and they can become too guarded in sharing their true feelings and concerns. A healthy and useful means is in a need to let them to vent these frustrations out as bottling up these feelings too often can lead to stress and burnout.

Paternity leave should be allocated more days so that the men assist their spouses in taking care of the babies. Women should be allowed flexible hours to fit work around their childcare arrangements after maternity leave. Organizations can also set up child care units at the hotels to cater for mothers with babies. Also, organizations should embrace specialization so that their employees are not overloaded with tasks at their work place. This way, turnover intentions by employees will reduce.

Finally, the study affirms that behavior based conflict has a significant effect on turnover intentions. Therefore, the organization should design employees' job in such a way that it does not interfere with the way they handle their family duties. Also, the organization should treat their employees as the most important resource so that they are not frustrated at their work place. This way, turnover intentions will be reduced at the organization.

The human resource departments (HRD) should attempt to establish and strengthen the supportive mechanism within the organization. For instance, after finding out the specific causes of turnover, human resource department may include well-designed and implemented human relations training for supervisors, and seeking a specific turnover goal for the organization.

The administration in the hotels could consider providing a web site designed as a way to let the employees to vent frustrations, post views and opinions. It should be therapeutic in concept and censorship free. In addition, this site is open-minded. Any subject may be discussed, vented at, praised, or just mentioned in passing.

The hotel practitioners could design and offer stress reduction programs to assist employees to reduce worry and anxiety, and cope with their stress. In addition, a

complimentary counseling service should be made available to employees that professional advisors confidentially listen and give the employees a chance to vent frustration, anger and doubt, and may further give them good advice when wanted.

5.4 Further Research Recommendations

This study main objective was to find out if work - family conflicts is the cause of turnover intentions in the hotel industry in Kenya. From the study findings, they were only limited to time-based, strain based and behavior based conflicts. Thus, more research and studies should be carried out to determine other factors that affect turnover intentions. Researchers in future can look at how these factors affect work-life balance. Some of the factors can be those in relationship with their supervisor, and satisfaction on compensation received. This would enable the researchers and concerned parties to alleviate effects of such factors and hence enhance employee commitment to the organization.

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APPENDICES

APPENDIX 1: QUESTIONNARE FOR HOTEL EMPLOYEES

Questionnaire Number   [   ]

Dear respondent,

I am a graduate student from Moi University, undertaking a Masters of Philosophy degree in Hospitality Management. I am carrying out a research study on "Work - Family Conflicts as a cause of Turnover Intentions in Zero rated Hotels in Nairobi, Kenya". Any information you give is purely intended for academic purposes and will be handled with utmost confidentiality. Your contribution, participation and co-operation will be highly appreciated.

Thank you for your assistance.

Stella Chepkurui Barsulai

Please tick where appropriate:

SECTION A: PERSONAL INFORMATION

1. Gender   Male   [   ]   Female   [   ]

2. Age: Below 25 years [   ] 26-35 years [   ] 36-45 years [   ] 46-55 years [   ] Above 55 years [   ]

3. Highest Education level Primary school [   ] High school [   ]   Diploma Degree[   ]   Bachelor's Degree [   ]   Master's Degree [   ]   PhD   Degree   [   ]

4. Marital status Single [   ] Married [   ] Separated   [   ] Divorced   [   ] Widowed [   ]

5. Do you Have children?   Yes [   ]   No [   ]

   If yes, indicate the number _____

6. Department

    Front office [ ] Housekeeping   [ ] Security [ ] Food production[ ]

    Food & Beverage service [ ] Maintenance [ ]

    other, (please specify)…………………………………………………

7. Employment status   Casual [   ]   Contract [   ]   Permanent [   ]

SECTION B: TIME BASED CONFLICTS

Below are five statements with which you may agree or disagree. Using the 1 – 5 scale below, indicate your agreement with each item by ticking on the number that best explains your opinion. The words "work" and "job" refer to all work-related activities that you do as part of your paid employment. The word "family" refers to your overall home life. Instructions: Please indicate the degree to which you agree or disagree." Scale. 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Statements	5	4	3	2	1
The job I do demands too much of my time					
Work schedules tend to clash with my family schedules					
The demands of my job affect my family chores					
My family duties are affected by the strains that my job produces					
Due to work-related duties, I have to make changes to my plans for family activities.					
I have flexible working hours					
I work overtime in the work place					
The job requires me to work on public holidays instead of being with my family					
The organization is very strict with my time management skills					
I arrive at the work place at the appropriate time set by the hotel					
I have enough time for my family					
I work in shift schedules set by the organization					

SECTION C: STRAIN BASED CONFLICTS

Please indicate the degree to which you agree or disagree with the following statements based on the scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Statements	5	4	3	2	1
The work I do prevent me from dealing with personal and practical issues at home					
The things I do at work make me so tired that I am not an interesting person at home.					
After work I just long to retire to bed due to fatigue					
I am usually overloaded with tasks at my work place					
There is a lot of distress from the job I do at my work place					
My work I do in this organization is easy					
I work based on flexible schedules					

SECTION D: BEHAVIOUR BASED CONFLICTS

Please indicate the degree to which you agree or disagree with the following statements based on the scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Statements	5	4	3	2	1
I am able to reconcile work and family responsibilities					
My job interferes with the way I handle my family duties					
I always fully participate in family activities					
I always fully participate in the organizations activities					
My interests at work conflict with those of my family					
My motivation to doing my job in this organization is reduced					
I derive satisfaction from my job					
I rarely spend time together with my family					
The customers harass me at work					
I am always happy at the work place					
I feel frustrated at my place of work.					

SECTION E: TURNOVER INTENTIONS

Instructions: "Please choose the extent to which you agree or disagree with the following statements regarding your future in hospitality industry profession." Scale.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Turnover Intentions Measure	5	4	3	2	1
I often think of leaving the hotel industry profession.					
I am planning to look for a new job unrelated to hotel industry.					
I will actively look for a new job in the next year					
I am planning on looking for a new job at a different hotel.					
I frequently consider working elsewhere.					
I can lose my job at the choice of the manager					
The management supports me in times of difficulties					
I am committed to work for this organization at all the times					
This organization meets my work aspirations					
I can leave this organization as soon as I get a better paying job					
I feel frustrated working for this organization					
I support fully, the policies of this organization					