Influence of the Work-Family Conflict on Organizational Cynicism and Intermediary Role of the Life Satisfaction

İş-Aile Çatışmasının Örgütsel Sinizme Etkisi ve Yaşam Doyumunun Aracılık Rolü: Otel İşletmelerinde Bir Araştırma

Mustafa YILDIRIM, Alanya Alaattin Keykubat University, mustafayildirimdr@gmail.com
Ayşegül ACAR, Karabük University, Turkey, aysegulacar@karabuk.edu.tr

Abstract: This study aims to identify the level of work-family conflict, life satisfactions and organizational cynicism of the families who are working in the tourism industry and to reveal the causal relationships between these phenomenon. According to the results of field work conducted in 2015 within the scope of this research with 427 employees from five star hotels operating in Antalya, the work-family conflict of the employees is moderate. While moderate results are achieved in the point of life satisfaction, it is determined that the organizational cynicism is relatively low. Hierarchical Regression Analysis was made in order to test the hypotheses which are established within the scope of this study's purpose and theoretical framework. It is determined that work-family conflict is a predictor variable on the life satisfaction and cynicism. Another result reached through the study is that life satisfaction acts as a partial mediator between work-family conflict and organizational cynicism. Accordingly, it is seen that organizational cynicism which is caused by work-family conflict arises from its impacts on life satisfaction.

Keywords: Work-Family Conflict,Cynicism,Organizational Cynicism

Öz: Bu araştırmada turizm sektöründe çalışanların iş aile çatışması, yaşam doyumları ve örgütsel sinizm düzeylerinin tespit edilmesi amaçlanmış ve bu olgular arasındaki nedensel ilişkiler ortaya konmaya çalışılmıştır. Araştırma kapsamında Antalya ilinde faaliyet gösteren beş yıldızlı otel işletmelerinde çalışan 427 işgörenle, 2015 yılında gerçekleştirilen saha çalışması sonuçlarına göre; çalışanların iş-aile çatışması düzeylerinin orta seviyede olduğu tespit edilmiştir. Yaşam doyumu açısından da orta düzeyde bir sonuca ulaşılırken, örgütsel sinizmin görece düşük olduğu saptanmıştır. Araştırmanın amacı ve kuramsal dayanakları çerçevesinde kurulan hipotezleri test için hiyerarşik regresyon analizi gerçekleştirilmiştir. İş-aile çatışmasının yaşam doyumu ve örgütsel sinizm üzerinde yordayıcı bir değişken olduğu belirlenmiştir. Araştırmada ulaşılan bir diğer sonuç ise yaşam doyumunun, iş-aile çatışmasının örgütsel sinizm üzerindeki etkisinde kısmi aracı değişken olduğudur. Buna göre, iş-aile çatışmasının neden olduğu örgütsel sinizm tutumları, yaşam doyumuna olan etkisinden kaynaklandığı görülmüştür.

Anahtar Kelimeler: İş-Aile Çatışması, Sinizm, Örgütsel Sinizm, Yaşam Doyumu

1. Introduction

The main element of the service industry is definitely the human factor. Therefore, obtaining high level of productivity is directly related with the working hours, format and conditions of the employees as it is directly associated with the conditions of employees' private and social lives. Work has an important place in a human's life, almost as important as family has. Considering that people spend a significant part of their everyday lives while they are in the workplaces or while planning the possibilities or activities related to the work, it is unlikely that employees with low level of job satisfaction due to the troubles experienced in the working environment will be able to achieve the long-term productivity desired by the management. So that the quality of the service is in a positive relationship with the employee's satisfaction level at social and family life, life satisfaction, workplace's ability of meeting the employee's expectations.

In recent years, with the impact of the globalization, the emergence of heavy workload has disrupted the vital relationship that people have established between the work and family, and set the stage for the occurrence of family-work conflict. Because of that reason, mental factors which cause behavioral changes in workplace have taken the interests of researchers. One of these factors is the work-family conflict. Especially some of the roles, obstruct the fulfillment of the other roles and this situation causes that individual have to struggle with the role conflicts and even role ambiguities. This struggle reduces the life satisfaction that is sum of the satisfaction level in working life and non-working life. Especially the stress experienced in workplace make individuals exhausted as well as the stresses experienced in family and social life and with the decrease of life satisfaction, it is possible that the individuals be deriven away from the organizational values because of the due to the work and its consequence and that they start to show negative attitudes such as cynicism and critical discourses about the structure of work (Hombrados, Mendieta &

Rivas, 2011, p. 230) or their intention to leave the work may arise (Rode et al, 2007, p. 67).

This study aims to identify the causal relationships between the concepts of work-family conflict, life satisfaction and organizational cynicism that are caused by the hotels' tiring and long working hours with high tempo. Firstly, these concepts will be explained in detail within this context. After, the field work involving the hotel employees and its results will be discussed.

2. Literature review

2.1. Work-Family Conflict

Work-family conflict, which is a kind of the conflict between roles, arises from the employees' having more than one role as working parents and partners and these roles' conflicting with each other (Dubrin, 1997, p. 116). This way of conflict can be defined as the oppressions individuals suffered in the process of fulfilling the obligations in an area making hard to fulfilling the obligations of another area (Greenhaus & Nicholas, 1985). Parasuraman & Simmers (2001, p. 556) defined the work-family conflict as the incompatibility due to the emergence of the very different roles that individuals have in different areas of their life simultaneously. Work and family are the two most significant elements of every person's life. For this reason, work and family-related roles are the most distinct roles that individuals play throughout their lives. However, individuals have the biggest contradiction of their lives in that point since the time and energy that they have is restricted and it is very difficult to fulfill these roles in the form of successive events. Individuals, who fail to maintain the balance between interrelated and interactive work and family roles and the requirements of these roles, are exposed to the work-family or family-work conflicts.

Work-family conflicts are considered in two dimensions by the literature studies (Gutek, Searle & Klepa, 1991, p. 560-68.) In other words, family life can influence the professional life as professional life influences the family life. Despite the relation between these two dimensions, professional life and family life conceptually differ from each other (Casper et al.,2002; Frone et al. 1992). Work-family conflict which is considered as the first dimension is a type of conflict occurs as a consequence of that individuals' roles in the professional life prevents them from fulfilling their obligations in their family lives (Frone & Cooper, 1992, p. 728). The second dimension, family-work conflict, is a conflict caused by the family's preventing the individuals from fulfilling the obligations related to work (Vaydanoff, 2005, p. 708). Intervention of professional life to family life which is work-family conflict is more commonly mentioned in the literature comparing with the family-work conflict which is the intervention of the family life to professional life (Frone, Russel, & Cooper, 1992, p. 723).

In past studies, the existence of a wide variety of priorities related to the work-family conflict has been mentioned. Vaydanoff (1998), states that characteristics of work and family influence the work-family conflict. While the regulation of the working shifts, working hours and work demands are among the working roles, the time spent with the family, the working hours of the partner, the number and age of the children are among the features of the family structure. Priorities of the work-family conflict are grouped under three main headings. These are the variables of professional life such as the flexibility of working hours and work stress, variables of the living space out of the problems in marriage, time spent for housework and child care, and lastly the individual and demographic variables such as personality, behavior, gender, income and etc. (Byron, 2005: 171; Hargis, Kotrba, Zhdanova, & Baltes, 2011, p. 388).

Work-family conflict has three main dimensions in terms of structural differences and the main features leading the conflict (Carnicer, 2004, p. 468; Elloy, 2004, p. 20; Greenhaus & Beutel, 1985, p. 77-82). The first dimension is the time-based conflict. Time-based conflict is that the time pressure regarding with a role constraints and violates the time required for the other role (Şatır, 2002, p. 7). Time constraint is the most prominent element of the conflict (Şatır, 2002, p. 7). Individuals are responsible from fulfilling the roles they have during the day, and each role will make fulfilling the role requirements more difficult by restricting the time allocated to the other role and will lead to a time-based conflict (Cardena & Major, 2005, p. 36-37). Organizational reasons of this conflict include overtime, irregular working hours, daily or weekly working hours while familial reasons are having little children and both of the partners are working (Elloy, 2004, p. 20). Kinnunen & Mauno (1998) defined the distress-based conflict, another dimension, as stress or stress symptoms of a role affecting the performance of another role (Kinnunen & Mauno, 1998, p. 158). In other words, the distress-based conflict is that the psychological state of the work or family is moved to another area (Bacharach et al., 1991, p. 42). In the working place, The fact that the individual, who is tired, tense, nervous and stressed due to many negativities and stresses during the day, cannot fulfill the roles within the family, will cause trouble-based work-family conflict. The behavior-based conflict, the last dimension of the work family conflict, occurs when there is a mismatch between a role-specific behavior and the other role-specific behaviors (Kinnunen & Mauno, 1998. p. 158). For instance, the logical and competitive behaviors which are suitable for the working life and the behaviors which are appropriate for the family life and involving sensuality and sacrifice may be incompatible. In this case, if individuals are unable to make appropriate changes while moving from one role to another or if the behavior making them successful in a role does not bring them success in other roles it is possible that the individuals have behavior-based conflict.

2.2. Life Satisfaction

The balance and harmony between the people's working and personal lives is the main source of the individual happiness, peace and life satisfaction in general. This balance and harmony determines the quality of familial and social relations as well as the inner peace of individuals while shaping their approach to work motivation and eventually their performance. The study of Brayfield, Wells and State (1957) pointed to the relationship between job satisfaction and life satisfaction for the first time in the literature. With this study stating that the job satisfaction has a decisive role in the emergence of life satisfaction, the subject has become a concept emphasized in the organizational behavior literature.

According to a definition, life satisfaction is the degree to which individuals fulfill their physical and psychological needs and meet their needs (Demerouti et al., 2000, s. 456). In another definition, life satisfaction which is known with the concept of the happiness is associated with subjective well-being and attention has been drawn into the positive and negative emotions and life satisfaction, the three essential components of subjective well-being (Hofmann et al., 2014, p. 266). Emotions, according to this definition, points to the positive and negative feelings that individuals have against events, processes and situations while the satisfaction of life is conceptualized as cognitive attitudes related to general life (Diener & Suh, 1997, p. 200).

In fact, this cognitive attitude is based on a number of objective factors as well as subjective variables (Diener, 1984, s. 543; Diener vd., 1985, s.71). Such that, the life quality, another concept associated with life satisfaction, directly and indirectly explain the variables which determine life satisfaction with some social and alternative indicators. Accordingly, health, crime rate, economic well-being, and social relationships within the society in which the individuals live are the social indicators. Individuals' lives in a social context composed of these issues, so the quality perception of their life and ultimately the life satisfaction is shaped in this context. Alternative indicators are related to individual's subjective goals and competencies. Thereby, individuals' reaching their own ideals, realizing their desires and having an adequate level of economics for their wishes are indicated as the other criterion of the life satisfaction (Dienerve Suh, 1997, p .189). Life satisfaction, in this context, also refers to the individual's assessment of their quality of life and the level of happiness they have as a result of this assessment (Mitchell, 1999, p. 143; Hofmann, 2014, p. 266). Peterson, Park and Seligman associate the life satisfaction with a happiness inventory consisting of three dimensions: living a meaningful life, enjoying the life and the sense of mission (2005). Meaningful life is explained by the realization of individual ideals, being conscious of the responsibilities towards society, and acting with this consciousness. In the aspect of enjoyment/pleasure, subjective aspiration and fulfillment of the desires and satisfying of them are the subject. Finally, in the sense of mission, the overall attitude of individual to the work has been assessed. According to the study, level of the positive attitude emerging in each three dimension, determines the life satisfaction level of the individual (Peterson, Park & Seligman, 2005, p. 33). All in all, life satisfaction can be mentioned as the result of the level of reaching personal goals and harmony and acclaim regarding with social context.

The positive and the negative experiences of individuals can be the source of overall life satisfactions as well as they determine the inner peace and happiness. In addition, expectations, goals and ideals about life can shape and influence the life satisfaction and can give direction to the level of overall life satisfaction. On the other hand, the social and natural conditions surrounding the life, the environments that encompass the daily life of the individuals and the relationships network of them are important in terms of life satisfaction. Working life is one of the areas where the positive and negative situations, events and processes, social conditions and everyday life are experienced in general terms. In this respect, meeting of the various expectations wants and needs of the individuals; being supported in the business and career development processes at an organizational level will increase the job satisfaction as it will also determine the life satisfaction (Dixon & Sagas, 2007, p. 240). In other words, the satisfaction level of the employees in the working environment will determine their life satisfaction (Tait et al. 1989, p. 502).

In general, the main motivation for individuals to work is to provide a good, healthy, successful and economically viable life (Vestling et al., 2003, p. 127). As a matter of fact, the working conditions, the opportunities provided by the job, individuals' level of meeting their desires and needs determine the life satisfaction. Hence, experience regarding the work, job satisfaction, and the job's suitability to subjective aims are considered as the important sources of the individual's overall life satisfaction (Chacko, 1983; Judge & Watanabe, 1994; Carlson & Perreve, 1999; Zhao, et al., 2016). Within this context, the job satisfaction determines the level of personal satisfaction with the general life and plays an important role in human productivity (Hakanen & Schaufeli, 2012; Fortney, et al., 2013; Haar, et al., 2014).

2.3. Organizational Cynicism

Cynicism, a philosophical current that emerged in ancient Greece and identified with the Sinopian Diogenes (Dean et al., 1998, p. 342), occurred as a result of the administrative deterioration appeared after the death of Alexander the Great and the parallel social corruption, and it is characterized with the alienation and social dissolution (Cutler, 2000, p. 298). Accordingly, cynical individuals assert that social contracts could never reach the expectations of the parties and that a meaningful life could be experienced with the rejection of social institutions and rules which alienate people

to their own self (Dean et al., 1998, p. 342). In the modern period, cynicism was considered parallel to the conceptual frame of antiquity but in a broader dimension and it was approached as hard sarcastic criticism of the social principles in western societies (Helvacı, 2010, p. 385).

It is seen that the cynic attitudes exhibited by the individuals in the modern era are conceptualized in two main ways. The first characteristic of the cynic attitudes is the skepticism and pessimism which has become established in social relations, and the second is believe that all social relations are established for the sake of individual interests (Tokgöz & Yılmaz, 2008, p. 285). When the basic features of cynics are evaluated in general, it appears that cynicism has emerged as an attitude pattern. According to this, cynics may think that lying and abusing the other people's good intentions is the basic character of people, people are selfish, inconsistent, unreliable and unprincipled; that the secret intentions of personal interests lies behind all the behavior of people, they may be distressed, disgusted or even embarrassed about a person, group, organization or society and may interpret the events in their own light and with a cynical humor when they experience any negative experience (Mirvis & Kanter, 1991, p. 51-52; Brandes et al. 2006; Özgener, Öğüt & Kaplan, 2008, p. 54).

Cynicism can also emerge in the organizational relationships, as well as it can emerge in all social relations with various levels and dimension. According to a definition, organizational cynicism appeared when individuals believe that there is a discrepancy between the principles and the practices of an organization. Having negative discourses against the organizational processes in order to react towards this discrepancy, bringing harsh criticism and disdaining the organization with sarcastic behaviors are listed as the other features of organizational cynicism (Dean et al., 1998, p. 345). Furthermore, in other definitions, it is stated that the organizational cynicism has emerged with the belief that employees' expectations will be neglected for the organizational interests (Andersson & Bateman, 1997, p. 449) and the concept is associated with the insecurity resulted by unfair practices (Bommer et al., 2005, p. 736). Wanous, Reichers and Austin (2000, p. 136) also indicate that negative experiences and observations lead to cynic attitudes at the organizational level. According to this assumption, cynical attitudes arise from any experience of the individual in the organization and these attitudes may be reflected in other elements related to the organization and may become the source of established negative attitudes about the organization as a whole. It is determined that the organizational cynicism (Abraham, 2000, p. 270), which can also occur due to a frustration towards managerial functioning, can lead to break away from organizational values and governance, work for organizational change, cynical and critical discourses on work structure while making the employees away from the organizational affiliation (Stanley et al., 2005). Especially, it is stated that the employees, who exhibit these and similar attitudes, show lower performances (Brandes et al., 2008, p. 235).

Organizational cynicism emerges in three dimensions of attitude. These dimensions are affective, cognitive and behavioral attitudes. In affective cynic attitudes, employees may feel anger towards the organization, anxiety about work and the organizational functioning and they can have negative feelings like disgust and shame (Cavdar and Helvaci, 2016). All these emotions are the result of the image that emerges when the organization come into their mind for any reason (Brandes, 1997, p. 31; Dean et al., 1998, p. 346; Abraham, 2000, p. 26). The other dimension of organizational cynicism is the cognitive cynicism. In cognitive cynicism, employees have some beliefs and ideas that the organization may move away from honesty and justice for its own benefit may exploit the employees' rights and interests and it will not keep its promises. An individual who exhibits the cognitive cynicism attitudes, underestimates and despises the organization, believe that the organization is unreliable and its practices are unprincipled, all decisions and practices are only concerned with organizational interests (Andersson, 1996, p. 1397; Brandes, 1997, p. 30; Dean et al., 1998, p. 345-346). This and similar beliefs, opinions and judgements can make the individual away from the organization and alienate them. The last dimension of the organizational cynicism is the behavioral cynicism. Affectively or cognitively cynical employees can make cynical attitudes more pronounced by exhibiting some behaviors. So, criticizing the organizational decisions, practices or policies or expressing them with a cynical discourse, constantly sharing of the organizational problems with the work or colleagues and complaints from them, employees' trying to humiliate the organization and its representatives by suggestive looks or body language can be shown as example for the behavioral cynicism (Dean et al., 1998, p. 346, Brandes ve Das, 2006, p. 240).

3. The Purpose and Hypotheses of the Study

The main purpose of this research is to identify the relationship between family-work conflict, life satisfaction and the organizational cynicism. It can be said that the relationship between these three facts are based on different social theories and in different theoretical and empirical studies, they have been primarily studied.

While the conflict about work and family may affect the individuals' attitude towards work and organization, it may also create a state of unhappiness by affecting the personal life. Especially, the state of not being able to fulfill the responsibilities about the family and being a problem and obstacle about maintaining healthy relationships in personal life make the work-family conflict the main reason which devastates the individual and affects the life satisfaction in a negative manner. In fact, the demands and needs of an individual from life may vary according to different roles that the individual has. To illustrate, an individual may have roles such as being a wage earner, parent, spouse or a friend. (Demerouti et al., 2000, p. 456). While these roles also bring certain responsibilities with themselves, maintaining the relationships healthy and sustainable depends on the level of actualization of these roles. Accordingly, the conflicts, replacements or interferences between the responsibilities on the individual given by family and work may create a

state of uneasiness for an individual. Hence, this situation of work-family conflict may result in a decline of work and life satisfaction. (Zhao et al. 2016, p. 26). In this context, the main consequences of work-family conflict in terms of organization and individual are shown as; decrease of work and life satisfaction, drop in organizational commitment, stress and intent of resignation. (Carlson, Kacmar and Williams, 2000, p. 249).

The research of Zhao et al. (2011) also gave results which supports this argument. According to a study conducted with the hotel workers in China illustrates that, the conflict between work and family has negative effects on individuals' life satisfaction. However, in the same study, there is found no effect of the work-family conflict on the level of life satisfaction. Moreover, a research by Higgins et al. (1992) also concentrates on the relationship between the work and family and the level of life satisfaction. The research was conducted to 220 white collar workers and it was found that the ones who have high level of conflicts have also low level of life satisfaction. The primary reason of the workers' higher work, career and life satisfaction was shown related to the low level of conflict between work and family. (Beutell & Wittig-Berman, 1999, p. 894). In this regard, the first hypothesis of the research was created as; H_1. The work-family conflict has negative effects on the satisfaction of life.

It is possible to find the theoretic analysis in the literature which is pointing out –directly or indirectly- the potential relationship between the work-family conflict and the organizational cynicism. The source of the cynic behavior that was elaborated in organizational level is tried to be explained by various social theories and the concepts' theoretical base was aimed to be revealed. When the literature is examined, theories such as, expectation (Andersson, 1996; Abraham, 2000), emotional events (Brown ve Cregan, 2008), attitudes (Dean, 1998) and theories like social exchange theory (Neves et al., 2006) were primarily used in analysing the reasons of the changes and the examination of the outcomes in organizational cynicism. Especially the cause effect relation between the work-family conflict and the organizational cynicism is thought to be elaborated with the attribution theory.

Attribution theory, which was introduced by Heider in 1958 to the literature, is an important theory that is used to explain the causation of attitudes (Martinko, Harvey & Dasborough, 2011, p. 144). According to the theory, because of the direct or indirect features of the work, individuals may relate the negativities or positivities they face in or out of the organization, to the organization itself or to any related part of it. In other words, individual can evaluate the durations, outcomes and success of their actions or relationships according to the level of exterior and interior control focus with different perspectives. In this regard, individuals who relates the potential results of their actions with interior variables such as; intention, impetus, personal capacity or character differs from the ones who relates the situations or events with luck, fortune (Specht, Fichtel &Meyer, 2007, p. 536) or any significant other that is thought to affect the process while explaining the process and results in terms of subject-element relationship. It is believed that the work-family conflict and organizational cynicism can be explained by attribution theory. According to Dean (1998), any action, process or situation that is directly related to the organization, may cause cynical attitudes towards the organization and this relation is explained by attribution theory. As a matter of the fact, any failure in organizations' constitution, operation or implementation may primarily be thought to be related to incapabilities of executives and the reason of failure may be attributed to all organizational units starting from the manager and organizational cynicism may be shown at this level. (Eaton, 2000, p. 18-19). On the other hand, the quality of the direct relationship with the executives may be determinant about the cynical attitudes towards the whole organization and the negative experiences about the hierarchy may cause the cynical and cynical-like behaviors to be permanent which affect the whole organization. In the light of these statements, responsibility for the negativities which can be observed in non-work social relations depending on the nature and structure of the individual's work such as work-family conflict can be attributed to the organization and cynical attitudes towards the all phenomena, events or processes regarding the organization can develop as a result. Especially the strictness of the working hours, the difficulty of the working conditions, the pressure created on personality and other social relations by the organizational roles, the resulting stress, negative mood and burnout can be seen as the elements which lead to the organizational cynicism as a result of work-family conflict (Chiaburu et al. 2013, p. 186).

On the other hand, it is also stated that the organizational performances of the employees who have an expected work-life balance will be higher (Beauregard & Henry, 2009, p. 10). Moving from the belief that the employees with high performance are likely to have positive attitudes towards the organization, it can be argued that the cynicism will be low (Chiaburu et al. 2013, p. 186). In this context, the second hypothesis of the study is as follows: H_2. The work-family conflict has a positive effect on organizational cynicism.

Social exchange theory is another theory which is used to explain the premises of organizational cynicism. According to the theory, all behaviors in social relations arise in the axis of mutual expectations and interests of the parties, the course of the relationships and the nature of the behavior is shaped by satisfaction level of these expectations. In this sense, social exchange theory links the quality of all decisions, actions and relations of the individuals in the organization with the results of mutual expectations of organization-member relations. Economic gains, managerial decisions and practices, working environment and layout, work culture, expectations of the workers which can not be fulfilled regarding the organizational climate/culture may lead to the breaking of social exchange and the emergence of negative attitudes and behaviors at the organizational level. In the related literature studies, organizational cynicism is considered as one of these outcomes, and the causal pattern of cynic attitudes is explained by social exchange Stanley, 2007; Neves, 2012; Chiaburu, Peng, Oh, Banks & Lomeli, 2013; Bashir & Nasir, 2013). Additionally, the economic gain recognized as an important determinant of life satisfaction (Neves, 2012; Stevenson & Wolfers, 2013), healthy, peaceful and stressful working conditions (Ruiz-Aranda, et al. 2014) are expressed as the

primary expectations from the organization in which the individual works.

When it is considered in the context of social exchange, expectations which are not met and tough business conditions can reduce life satisfaction (De Cuyper & De Witte, 2006) and may cause the individuals to exhibit negative attitudes towards organization. Especially, when individuals exposing to intense work stress are feeling exhausted, with the decrease of life satisfaction in work and its consequent it is possible that they start to show negative attitudes such as cynicism against the organization or intention to leave work (Rode, et al., 2007, p. 67). The attitudes of individuals towards work emerged due to the life satisfaction can also vary according to personality traits. For instance, in the case of work stress and depression, it is stated that individuals exhibiting the personality characteristics with high external control can see the organization as a source of the situation (Chen et al., 2006, p. 25) In this context, the relation of life satisfaction to work, the value attributed to work, the satisfaction level of expectations and the process of perception shape the individuals' attitudes and approaches toward organization. As a matter of fact, it is expected that the job performances of the individuals having high level of life satisfaction depending on the business life is hig (Jones, 2006, p. 32), while their job and organizational commitment can be higher (Kim et al., 2005, p. 185). Therefore, it can be said that the level of organizational cynicism will be lower in employees who have high level of life satisfaction. The third hypothesis of the study in the light of these explanations is determined as follows: H_3. Life satisfaction has a negative effect on organizational cynicism.

One of the main questions of this study is whether life satisfaction is a mediator in the effect of work-family conflict on the organizational cynicism. So, the mediating variables and determination of the causal relationships between dependent and independent variables present important data for the analysis of whether there are other variables underlying the relationship (Orhunbilge, 2002). In other words, in order to understand the social reality it is important to determine whether the effect of the independent variables on the dependent variables is due to a different cause. One of the main arguments of this research is the idea of that the possible impact of the work-family conflict on organizational cynicism emerged through the life satisfaction.

The decline in the life satisfaction, which is one of the negative consequences of work-family conflict such as burnout, intention to leave work and alienation, can lead various problems in many different time and point from the social relationships to the business life. It is because the level of perceived satisfaction with many aspects of life can lead to various reactionary attitudes, especially when it is low. These reactions are the reflections of feelings like anger, anxiety, burnout, and helplessness, all of which arise from the unmet demands and needs of the individual. When the causal relation between work-family conflict and life satisfaction is viewed from this point, it is expected that the possibility of negative attitudes such as organizational cynicism is high (Helvacı and Cetin, 2010). In other words, the possibility of work-family conflict that reveals the organizational cynicism may be due to its negative effects on the individual's life satisfaction. In this context, the fourth and final hypothesis of the study is established as follows: The work-family conflict has mediation effect on the organizational cynicism.

4. Method of the Research

In accordance with the aim of this study, quantitative research method was used to test the hypotheses and survey technique was used as data collection tool. A scale consisting of nine and three dimensions that is developed by Carlson, Kacmar and Williams (2000) was used to determine the work-family conflict. The dimensions in this scale are composed of the time-based conflict (my work keeps me from the activities related to my family more than I want, etc.), distress-based conflict (sometimes I feel so stressed that I can not do the things I enjoy when I get home because of the all pressures in the work, etc.), and behavior-based conflict (my attitudes that make me successful in the workplace do not help me to be a good wife or a good parents, etc.). In order to determine the organizational cynics attitudes, the scale developed by Brandes (1997) which consists 14 expressions and 3 dimensions was used. The dimensions of the scale are the affective cynicism, cognitive cynicism, and behavioral cynicism. In order to determine life satisfaction, a likert type scale consisting of five expressions which was developed by Diener et al. (1985) was used. The scale adapted to Turkish by Köker (1991) is composed of the positive statements such as "My life is close to my ideals in many ways", "My living conditions are very good". Levels of participation in all three measures are rated as "I do not agree at all" (1) and "fully agree" (5). Increased levels of participation mean that work-family conflict, organizational cynicism and life satisfaction are high.

The data were collected in 2015 in the Antalya region, through a field work on the five-star hotel employees in Belek and Side. 427 valid questionnaires were obtained in total and frequency, reliability and factor analyzes were performed by loading them into the statistical package program. In addition, correlation analysis of the sub-dimensions included in the mentioned scales was analyzed and the relationship levels were tested. Then, the hierarchical regression analysis was performed to test the research hypotheses. Baron and Kenny (1986) state that some conditions must be met in order for intermediary tests to be carried out. Three of these conditions are that the independent variable has an effect on the agent variable and dependent variable and the agent variable has an effect on the dependent variable. Moreover, to be able to mention a meaningful mediation effect, it is expected that the independent variable's effect on the dependent variable reduce or totally disappeared when the intermediary variable model is included. Hence, hypothesis results were evaluated by determining whether these conditions were met by simple and hierarchical regression analyzes used in this study.

Results of the factor analysis of relevant scales, analysis of the dimensions and the overall scale's reliability are included in Table-1. It was seen that the scale of the work-family conflict has two dimensions of factor in the result of analysis. This dimension has not been included in the study since the statements of the behavior-based work-family conflict are existing in the both dimensions. The result of the Kaiser-Mayer Olkin test, showing the value of 0.783 that is larger than 0.600 which is the criterion for determining whether any scale is suitable for factoring (Büyüköztürk, 2012, p. 126), indicates that the current state of the scale constitutes a meaningful structure. On the other hand, time-based and distress-based work-family conflicts explain about 78% of the general variance. It is also identified that the level of general reliability regarding the dimensions is very high. When the results of the factor analysis on organizational cynicism scale in the same table are examined, it was seen that the scale actually is factoring in three dimensions. The dimensions of affective, cognitive, and behavioral cynicism explains about 62% of the variance. It can be stated that the reliability level of dimensions and general organizational cynicism scale is also quite high. According to the results of the life satisfaction analyses, the scale is comprised from one dimension and it seen that the scale is quite reliable by the results of the analysis.

Table 1. Factor Analysis Results on the Scales

Time-based Conflict	Factor Load	Explained Variance	Alpha Value	Scale Reliability
TBC1	,899			
TBC2	,839	41,053	,887	
TBC3	,899			
Distress-based	*	*	*	,849
DBC1	,804			
DBC2	,854	37,757	,835	
DBC3	,872			
Kaiser-Meyer-Olkin: 0,783 K-Square for Bartlett Sphericity Test: 1416,143	*	78,810	*	*
Affective cynicism	*	*	*	*
ACS1	,732			
ACS2	,761	20,670	0,834	
ACS3	,743			
ACS4	,749			
Cognitive cynicism	*	*	*	
CC1	,622			
CC2	,882			
CC3	,798	23,174	0,830	0,883
CC4	,626			
CC5	,764			
Behavioral cynicism	*	*	*	
BC1	,729			
BC2	,774			
BC3	,742	18,636	0,813	
BC4	,787			
BC5	,732			
Kaiser-Meyer-Olkin: 0,899 K-Square for Bartlett Sphericity Test: 2613,612	*	62,480	*	*
Life Satsfaction	*	*	*	*
LS1	,852			
LS2	,829			
LS3	,805	71,453	*	0,873
LS4	,828			
LS5	,760			
Kaiser-Meyer-Olkin: 0,862 K-Square for Bartlett Sphericity Test:1006,860				

5. Findings of the Research

Results of the frequency analysis which was conducted to determine the demographic information of the employees participating in the survey showed that the majority of the employees consisted of male (%63.9), between the age of 26-33 (%39.1), having associate's degree (%31,9), having income within the interval of 1501-2000 (%29,7) and working as housekeepers (%24,4) and working in the food and beverage department (%22).

Table 2 shows the results of correlation analysis conducted to determine the level and direction of relationship between work-family conflicts. Organizational cynicism, its sub-dimensions, life satisfaction, and the mean and standard deviations regarding the variables are also included in this table.

Table 2. Correlation Analysis Results

	TBC	DBC	ACS	CC	BC	LS	OC	WCF	Mean	s.s.
TBC	1	,453**	,494**	,534**	,344**	-,460**	,561**	,859**	3,546	0,865
DBC	,453**	1	,375**	,382**	,208**	-,433**	,392**	,846**	3,443	0,942
ACS	,494**	,375**	1	,630**	,414**	-,506**	,809**	,511**	2,385	0,823
CC	,534**	,382**	,630**	1	,417**	-,460**	,850**	,539**	2,708	0,987
BC	,344**	,208**	,414**	,417**	1	-,289**	,771**	,325**	2,850	0,842
LS	-,460**	-,433**	-,506**	-,460**	-,289**	1	-,508**	-,524**	3,165	0,878
OC	,561**	,392**	,809**	,850**	,771**	-,508**	1	,561**	2,666	0,817
WFC	,859**	,846**	,511**	,539**	,325**	-,524**	,561**	1	3,494	0,884

0.01 **p <

At the end
of the

analysis, it is determined that the time and distress-based work-family conflicts are at a high level. In the same way, it is seen that the general work-family conflict is high. In the sub-dimension of the organizational cynicism, cognitive and behavioral cynicism were found to be moderate while cognitive cynicism was low. The level of general organizational cynicism is moderate with being close to the lower class. Participation regarding the life satisfaction is similarly moderate.

As a result of the correlation analysis, it was found that there is a significant relationship between all sub-dimensions belonging to the variables and the general averages at the level of 0,01. There is a linear and moderate relationship between the time-based work-family conflict, affliction-based work-family conflict, affective, cognitive and behavioral cynicism and organizational cynicism. The relationship between the time-based work-family conflict and the life satisfaction has been determined in the opposite direction. The stress-based work-family conflict has the same linear relationship but it has a lower level of association with sub-dimensions of the organizational cynicism mentioned. Its relationship with the life satisfaction is moderate and opposite. When the sub-dimensions of organizational cynicism are examined, it is determined that affective cynicism is highly related to cognitive cynicism, its relations between the behavioral cynicism is moderate and positive, the relationship between cognitive and behavioral cynicism was similarly moderate and positive. The relationship of sub-dimensions with life satisfaction is negative. While there is a moderate relationship between the attitudes of affective and behavioral cynics and life satisfaction, this relationship has remained at a low level in terms of behavioral cynicism. When the work-family conflict was generally evaluated, it was found that it has a moderate and positive relationship with affective, cognitive and general organizational cynicism but its relation with behavioral cynicism is low. The relationship between life satisfaction and work-family conflict was determined as reversed and moderate.

In Table-3, the results of the regression analysis conducted to determine the causal relationships between work-family conflict, life satisfaction and organizational cynicism take place. Model 1A shows the results of regression analysis made with the aim of defining the effect of work-family conflict on the life satisfaction and testing the first hypothesis of the study. According to result of analysis, the simple regression model, in which the work-family conflict is an independent variable, explains about 27% ($R2 = 0.275$) of life satisfaction. By this result, it can be stated that the work-family conflict is a significant predictor in the explanation of life satisfaction. When the standardized beta coefficient is examined, it is seen that this effect (ß = -0.524) is opposite. Thus, the increase in work-family conflict leads to a decline in the life satisfaction. With this result achieved, H_1 was accepted and the first condition specified for the mediator variables is also supported.

Table 3. Regression Analysis Results

Model 1A	B	Std.Error	ß	t	p	R	R²	F	p
Dependent Variable / Life Satisfaction									
Constant	5,410	,183	-	29,58	0,000	,524	,275	161,11	,000
Work-Family Conflict	-,642	,051	-,524	12,69					
Dependent Variable / Organizational Cynicism									
Model 1B	B	Std.Error	ß	t	p	R	R²	F	p
constant	,930	,128	-	7,238	0,000	,561	,315	195,35	,000
Work-Family Conflicy	,497	,036	,561	13,977	0,000				
Model 2B	B	Std.Error	ß	t	p	R	R²	F	p
Constant	2,083	,214	-	9,713	0,000	,615	,378	128,77	,000
WORK-Family Conflict	,360	,040	,407	9,040	0,000		*ΔR2*		
Life Satisfaction	-,213	,033	-,295	-6,552	0,000		,063		
Sobel Test = 0,574/p = 0,000									

In the second model (B) shown in the Table-3, H$_2$, H$_3$, ve H$_4$ was tested by performing hierarchical regression analysis. Firstly, the work-family conflict and organizational cynicism was included in the model. According to the result of this analyze, the work-family conflict explains about 31% of organizational cynicism (R2 = 0,315). By this result, the work-family conflict is a significant predictor in the explanation of life satisfaction. When the standardized beta coefficient is examined, it is seen that the effect of work-family conflict on the organizational cynicism (ß=0,561) is in the linear direction. In this respect, increase in the work-family conflict also makes the organizational cynicism increase. With this result achieved, H$_2$ was accepted and the second condition specified for the establishment of the mediator model was supported.

In the second phase of the analysis, life satisfaction was added to the model. The second model, in which the work-family conflict and life satisfaction were independent variables, revealed that the work-family conflict explains about 38% of organizational cynicism (R2 = 0.378) and that life satisfaction makes contribution to the model at the significance level of 0,001 and the value of 0.063%. When the standardized beta coefficients were examined, it was found that the work-family conflict (ß = 0,417) has a higher effect on the organizational cynicism than life satisfaction (ß = -0,295). By the same results, life satisfaction is an inverse and meaningful predictor of organizational cynicism. In other words, a possible decline in life satisfaction may lead to an increase in organizational cynicism. With this result, H$_3$ was accepted and the third condition proposed for mediation tests was also provided.

In order to test primarily the fourth hypothesis of the study, the change on the meaningful effect of work-family conflict on organizational cynicism was examined. The standardized beta coefficient that is 0.561 in the first model decreased to 0.407 in the second model in which life satisfaction was added, but the level of significance remained the same. Therefore, the effect of the work-family conflict on organizational cynicism is partially mediator on life satisfaction. As a result of Sobel Test conducted, it is revealed that the mediation effect of life satisfaction is significant in the level of 0,001. In this context, the last condition proposed for the mediation analysis was also provided and the fourth hypothesis of the research was accepted.

6. Results and Discussion

Employees may experience a decrease in their life satisfaction, some family problems, and this general unhappiness reflect in their work due to the intensity of work conditions, stress, excessive workload and so on. Especially during the summer season, the working conditions in hotel establishments operating in coastal regions can reveal the intensity and difficulties expressed. This situation, necessitates the determination of both the work-family conflict as a reflection of working conditions, and the level of life satisfaction of the hotel employees. In this regard, it is aimed to determine the level of work-family conflict, life satisfaction and organizational cynicism of the individuals working in the tourism industry and tried to reveal the causal relations between these cases.

According to the results; it is revealed that employees' level of the work-family conflict is moderate. When the sub-dimensions are examined, it is seen that the distress-based work-family conflict is higher than the problem-based work-family conflict. The flexibility of working hours in the peak season and thus the emergence of tough working conditions can lead employees to experience conflicts on dimensions mentioned above. While moderate result was achieved in terms of life satisfaction, organizational cynicism was found to be relatively low.

According to the results of analysis, the effect of work-family conflict on the life satisfaction was found to be significant and opposite direction, while about 27% of life satisfaction was explained with work-family conflict. It can be said that this result is similar to the results of different empirical researches (Higgins et al., 1992; Zhao et al., 2011) which overlap with the theoretical studies indicating the causal relationship between work-family conflict and life satisfaction (Carlson et al., 2000; Rode, 2007). In this context, the life satisfaction of the employees who have family problems due to their work decreases.

The second hypothesis of the research was also supported by the regression analysis and it was determined that the work-family conflict is a predictor variable on the organizational cynicism. This conclusion overlaps with the assumptions of the attribution theory, which is the theoretical basis for explaining the causes of organizational cynicism. According to the theory, individuals may attribute the responsibility of the events and situations which affect or concern them directly or indirectly to another actor, and they may explain particularly the negative results with this view. From this standpoint, excessive workload, role conflict, being unable to spend enough time for the family due to work, insufficiency of time for family because of the work, being unable to fulfill family responsibilities due to the working conditions, reflection of intra-organizational managerial or communicational problems, or inconsistencies in relationships and communication of family are considered as the problems which are attributed to the organization by the employees in terms of reason and responsibility, and indeed, the attitudes of organizational cynics are exhibited by individuals. The results obtain in the research empirically supported these assumptions of the attribution theory on the relationship between work-family conflict and organizational cynicism (Dean, 1998; Eaton, 2000). Within this context, it is observed that employees who have high conflicts of work-family are able to exhibit cynicism and similar attitudes and behaviors, reflecting the negative mood they have experienced because of conflict in the work and the organization.

Another result reached in the study is that the life satisfaction has a significant effect on the organizational cynicism. Accordingly, as life satisfaction decreases, employees' attitudes toward organizational cynicism increase. This result supports the assumptions of social exchange theory, one of the models explaining the causes and consequences of organizational cynicism, as well as the theory of attribution (Stanley, 2007; Neves, 2012; Bashir &

Nasir, 2013). As indicated, according to the social exchange theory, all kinds and levels of relationships are established and continue depending on the condition that mutual expectations are met. Otherwise, the course and the quality of the relationship deteriorate; the parties can withdraw from mutual responsibilities or use their position against the other party (Ritzer, 2012). In this sense, one of the main determinants of the life satisfaction is working life. Hence, the difficulty and intensity of the working conditions can reduce the life satisfaction of the individual and that the organization is considered as the source of unhappiness about the general life by the individual can lead to the cynic attitudes. It is accepted that the causal relationship which triggers, nourishes and sustains each other also applicable for the hotel employees, and the assumptions of these theories have been empirically supported. Another outcome of the study is that life satisfaction is the partial mediator variable in the impact of work-family conflict on organizational cynicism. Accordingly, the attitudes of organizational cynics that are caused by the work-family conflict, arises from its influence on life satisfaction. In other words, because the work-family conflict lowers the satisfaction of life, the employees exhibit cynical attitudes towards the organization. This conclusion overlaps with the assumptions of both attribution and social exchange theory which were mentioned before, explaining the precursors of organizational cynicism.

Within the scope of these findings, some suggestions can be made for the hotel enterprises and their employees. Beyond the bureaucratic working processes, the human resources unit's playing more functional roles such as solving employees' problems, collecting data to improve working conditions, innovating in this context and paying close attention to employees' desires and expectations will make positive contributions in the point of work-family conflict, life satisfaction and organizational cynicism, as well as the hotels' improvement of working conditions especially in terms of business hours, determination the optimal number of employees to reduce excessive workload. The leadership qualities and capabilities of managers are also important in solving these problems. Managers who are closely interested in employee issues and who intervene before problems arise, and who can be a kind counselor in overcoming organizational or individual problems of employees will contribute to the quick resolution of problems with less damage.

By giving importance to non-work activities, engaging in the activities they have neglected or never experienced before, focusing on recreative activities, individuals may be less influenced even if they do not completely solve the problems caused by working conditions. Furthermore, in terms of both work-family conflict and the life satisfaction, employees should be aware of the fact that they deepen the problems rather than solving them, by exhibiting the cynic attitudes besides attributing the all responsibility to organization as a result of work-family conflict.

REFERENCES

Abraham, R. (2000). Organizational cynicism: Bases and consequences. *Genetic, Social, and General Psychology Monographs,* 3, (126), 269-292.

Andersson, L. M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations*, 49(11), 1395-1418.

Andersson, L., M. and Bateman, T., S. (1997). Cynicism in the workplace: Some causes and effects. *Journal of Organizational Behavior,* 18(5): 449-469.

Bacharach, S. B., P. Bamberger and S. Conley (1991). Work–home conflict among nurses and engineers: Mediating the impact of role stress on burnout and satisfaction at work. *Journal of Organizational Behavior*, 12(1), 39–53.

Baron, R. M., and Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. Journal of Personality and Social Psychology, 51, 1173-1182.

Bashir, S. and Nasir, M. (2013). Breach of psychological contract, organizational cynicism and union commitment: A study of hospitality ındustry in pakistan. International Journal of Hospitality Management, 34 (2013), 61– 65

Beauregard, T.A. and Henry, L.C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19, 9–22.

Beutell, N. J, and Wittig-Berman, U. (1999). Predictors of work-family conflict and satisfaction with family, job, career, and life. *Psychological Reports*, 85(3Pt1), 893-903.

Bommer, W.H., Rich, G.A. and Rubin, R.S. (2005). Changing attitudes about change: Longitudinal effects of transformational leader behaviour on employee cynicism about organizational change. *The Journal of Organizational Behaviour*, 26, 733-753

Brandes, P. and Das, D. (2006). Locating behaviour cynicism at work: Construct issues and performance implications, employee health, coping and methodologies (Edt. Pamela L.Perrewe, Daniel C. Ganster), JAI Press, New York, 233-266.

Brandes, P. M. (1997). Organizational cynicism: Its nature, antecedents and consequences. Unpublished PhD dissertation. The University of Cincinnati.

Brandes, P., Castro, S. L., James, M. S. L., Martinez, A. D., Matherly, T. A., Ferris, G. R., and Hochwarter, W. A. (2008). The interactive effects of job insecurity and organizational cynicism on work effort following a layoff. *Journal of Leadership & Organizational Studies*, 14 (3), 233-247.

Brayfield, A., Wells, R. and Strate, M. (1957). Interrelationships among measures of job satisfaction and general satisfaction. *Journal of Applied Psychology,* 41, 201-205.

Brown, M. and Cregan, C. (2008). Organizational change cynicism: The role of employee involvement. *Human Resource Management,* 47(4), 667-686.

Büyüköztürk, Ş., Çakmak, E. K., Akgün, Ö. A., Karadeniz, Ş. ve Demirel, F. (2012). *Bilimsel araştırma yöntemleri*. Ankara: Pegem A Yayınları.

Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, 67(2), 169-198.

Cardenas, R. A. and Debra A. M. (2005). Combining employment and breastfeeding: Utilizing a work-family conflict framework to understand obstacles and solutions. *Journal of Business and Psychology*, 20(1), 31-51.

Carlson, D. S., Kacmar, M. K. and Williams, L. J. (2000). Construction and validation of a multidimensional measure of work–family conflict. *Journal of Vocational Behavior*, 56(2), 249–276.

Carlson, D. S. and Perrewé, P. L. (1999). The role of social support in the stressor-strain relationship: An examination of work-family conflict. *Journal of Management,* 25(4), 513-540

Carnicer, M. P. De L., Angel, M. S., Manuela, P. and Maria, J. V. J. (2004). Work-family conflict in a sourhern european country. *Journal of Managerial Psychology*, 19(5), 466-489.

Casper, W. J., Martin J. A., Buffardi L. C. and Erdwins C. J. (2002). Work-family conflict, perceived organizational support, and organizational commitment among employed mothers. *Journal of Occupational Health Psychology,* 7, 99– 108.

Cavdar, E., Helvaci, M. A. (2016). Change Cynicism in Educational Organizations. 2nd International Conference on Lifelong Education and Leadership for All (ICLEL). Pages: 734-746. Accession Number: WOS:000392658100088.

Chacko, T. I. (1983). Job and life satisfactions: A casual analysis of their relationships. *Academy of Management Journal*, 26(1), 163– 169.

Chen, S. X., Cheung, F. M., Bond, M. H. and Leung, J. (2006). Going beyond self-esteem to predict life satisfaction: The Chinese case. *Asian Journal of Social Psychology*. 9, 24–35.

Chiaburu, D. S., Lorinkova, N. and Van Dyne, L. (2013). Employees' social context and change-oriented citizenship: A meta-analysis of leader, coworker, and organizational influences. *Group & Organization Management*, 38(3), 291-333.

Chiaburu, D. S., Peng, A. C., Oh, I. S., Banks, G. C., and Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. *Journal of Vocational Behavior*, 83(2), 181-197.

Cutler, I. (2000). The cynical manager. *Management Learning*. 31(3), 295-312.

De Cuyper, N. and De Witte, H., (2006). The impact of job insecurity and contract type on attitudes, well-being and behavioural reports: A psychological contract perspective. *Journal of Occupational and Organizational Psychology*, 79(3), 395-409.

Dean, J. W., Brandes, P. ve Dharwadkar, R. (1998). Organizational cynicism. *The Academy of Management Review,* 2(23), 341-352.

Demerouti, E. Arnold B. B. Friedhelm N. and Wilmar B. S. (2000). A model of burnout and life satisfaction amongst nurses. *Journal of Advanced Nursing,* 32(2),454-464.

Diener, E. (1984*).* Subjective well-being. *Psychological Bulletin,* 95(3), 542-575.

Diener, E., Emmons, R. A., Larsen, R. J. and Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment,* 49(19), 71-75.

Diener, E. and Suh, E. (1997). Measuring quality of life: Economic, social, and subjective indicators. *Social Indicators Research,* 40(1-2), 189-216.

Dixon A. M. and Sagas M. (2007). The relationship between organizational support, work family conflict and the job-life satisfaction of university coaches. *American Alliance for Health, Physical Education, Recreation and Dance,* 78(3), 236-247.

Dubrin, A. J. (1997). *Fundamentals of organizational behavior*. South Western College Publishing, Cincinnati, Ohio.

Eaton, Judy A. (2000). *A social motivation approach to organizational cynicism*. Master of Arts Graduate Programme in Psychology York University, Toronto.

Elloy, D. F.(2004). Antecedents of work-family conflict among dual-career couples: An Australian study. *Cross Cultural Management*, 11(4), 17-27.

Fortney K., Xie W., Kotlyar M., Griesman J., Kotseruba Y. and Jurisica I. (2013). Connecting drugs to networks and phenotypes in Saccharomyces cerevisiae. *Nucleic Acids Research. 41.*

Frone M.R. and Cooper M. L. (1992). Antecedents and outcomes of work family conflict: Testing a model of the work family ınterface. *Journal of Applied Psychology*, 77(1), 65-78.

Frone, M. R. and Cooper M. L. (1992). Prevalence of work-family conflict: Are work and family boundraies asymmetrically permeable?.*Journal of Organizational Behavior*, 137.

Greenhaus, J. H. and Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76–88.

Gutek, B. A, Searle S. and Klepa L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied psychology*. 76(4), 560-568.

Haar J., Russo M., Sune A., Ollier-Malaterre A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior, 85(3), 361-373.*

Hakanen, J. J. and Schaufeli, W. B. (2012). Do burnout and work engagement predict depressive symptoms and life satisfaction? A three-wave seven-year prospective study. *Journal ofAffective Disorders,* 141(2-3), 415-424.

Hargis, M. B., Kotrba, L. M., Zhdanova, L. and Baltes, B. B. (2011). What's really important? Examining the relative importance of antecedents to work-family conflict. *Journal of Managerial Issues,* 23(4), 386-408.

Heider, F. (1958). *The psychology of interpersonal relations*. New York: Wiley.

Helvacı. M. A. (2010). Örgütsel sinizm. Memduhoğlu, H. B. ve K. Yılmaz, (Ed.). *Yönetimde Yeni Yaklaşımlar* içinde (383- 397). Ankara: Pegem Akademi.

Helvaci, M. A. and Cetin, A. (2012). İlköğretim okullarında görev yapan öğretmenlerin örgütsel sinizm düzeylerinin belirlenmesi (Uşak ili örneği). Turkish Studies - International Periodical for The Languages, Literature and History of Turkish or Turkic Volume 7/3, Summer 2012, p. 1475-1497.

Higgins, C. A., Linda E. D. and Richard I. (1992) Work family conflict in the dua career family. *Organizational Behavior and Human Decision Processes,* 51(1), 51-75.

Hofmann W., Luhmann M., Fisher R. R. , Vohs K. D. and Baumeister R. F. (2014). Yes, but are they happy? Effects of trait self-control on affective well-being and life satisfaction. *Journal of Personality*. 82(4), 265-277.

Hombrados-Mendieta, I. and Cosano-Rivas, F. (2011). Burnout, workplace support, job satisfaction and life satisfaction among social workers in Spain: A structural equation model. *International Social Work*, 56(2), p. 228–246.

Jones, M.D. (2006). Which is a better predictor of job performance: Job satisfaction or life satisfaction. *Journal of Behaviour and Applied Measurement*, 8(1), 20-42.

Joseph, C. R., Michael T. R., Janet P. N. and John R. U. (2007). The effect of work/family conflict on ıntention to quit: The mediating roles of job and life satisfaction. *Applied Research in Quality of Life*, 2(2), 65-82.

Judge, T. A. and Watanabe, S. (1994). İndividual differences in the nature of the relationship between job and life satisfaction. *Journal of Occupational & Organizational Psychology*, 67(2), 101-107.

Kim, W. G., Jerrold K. L. and Yong-Ki L. (2005). Effect of service orientation on job satisfaction, organizational commitment and ıntention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2), 171-193.

Kinnunen, U. and Saija M. (1998). Antecedents and Outcomes Of Work-Family Conflict Among Employed Women and Men in Finland.*Human Relations,* 51(2), 157-177.

Köker, S. (1991). *Normal ve sorunlu ergenlerin yaşam doyumu düzeyinin karşılaştırılması*. Yayımlanmamış Yüksek Lisans Tezi, Ankara Üniversitesi, Sosyal Bilimler Enstitüsü, Ankara.

Luhmann M., Hofmann, W., Micheal, E. and Lucas R. E. (2012). Subjective well-being and adaptation to life events: A

meta-analysis on differences between cognitive and affective well-being. *J Pers Soc Psychol*, 102(3), 592–615.

Martinko, M. J., Harvey, P. and Dasborough, M. T. (2011). Attribution theory in the organizational sciences: A case of unrealized potential. *Journal of Organizational Behavior, 32(1),* 144-149.

Mirvis, P. H. and Kanter, D. L. (1991). Beyond Demography: A Psychographic Profile of The Workforce, *Human Resource Management*, 30(1), 45-68.

Neves, P. (2012). Organizational cynicism: Spillover effects on supervisor–subordinate relationships and performance. *The Leadership Quarterly,* 23(5), 965–976.

Neves, P. and Caetano, A. (2006). Social exchange processes in organizational change: The roles of trust and control. *Journal of Change Management,* 6(4), 351- 364.

Orhunbilge, A. N. (2002). *Uygulamalı Regresyon Ve Korelasyon Analizi.* İ. Ü. Basım ve Yayınevi Müdürlüğü. İstanbul.

Özgener, Ş., Öğüt, A. ve Kaplan, M. (2008). İşgören-İşveren İlişkilerinde Yeni Bir Paradigma: Örgütsel Sinizm. (Ed. Özdevecioğlu, M. ve Karadal, H.) *Örgütsel Davranışta Seçme Konular: Organizasyonların Karanlık Yönleri ve Verimlilik Azaltıcı Davranışlar*, 53-72, Ankara: İlke Yayınevi.

Parasuraman S. and Simmers A. C. (2001). Type of employment, work family conflict and wee-being: A comparative study. *Journal of Organizational behaviour.* 22(5), 551-568.

Richards, J. B., Zhang L., Mitchell S. H. and Wit, H. (1999). Delay or probability discounting in a model of impulsive behavior: Effect of alcohol. *Journal of the Experimental Analysis of Behavior.* 71(2): 121–143.

Ritzer, G. (2012). *Modern Sosyoloji Kuramları.* Ankara: De Ki Yayınları.

Rode, J. C., Rehg, M. T. and Near, J. P. (2007). The effect of work/family conflict on ıntention to quit: The mediating roles of job and life satisfaction. *Applied Research Quality Life*, 2(2), 65-82.

Ruiz-Aranda, D., Extremera, N. and Pineda-Galán, C. (2014). Emotional intelligence, life satisfaction and subjective happiness in female student health professionals: The mediating effect of perceived stress. *Journal of Psychiatric and Mental Health Nursing*, 21(2), 106–113

Seligman, M. E. P.; Steen, T. A., Park, N. and Peterson, C. (2005). Positive psychology progress: Empirical validation of interventions. *American Psychologist*, 60(5), 410-421.

Specht, N., Sina, F. and Anton, M. (2007). Perception and attribution of employees's effort and abilities the impact on customer encounter satisfaction. *International Journal of Service Industry Management,* 18(5), 534-555.

Stanley, D. J., Meyer, J. P. and Topolnytsky, L. (2005). Employee cynicism and resistance to organizational change. *Journal of Business and Psychology*, 19(4), 429–459.

Stanley, S. (2007). Retreat from politics: The cynic in modern times. *Polity.* 39(3), 384-407.

Stevenson, B. and Wolfers, J. (2013). Subjective well-being and income: Is there any evidence of satiation? *American Economic Review: Papers & Proceedings*, 103(3), 598–604.

Şatır, F. S. (2002). Work-family conflict: In relation with job ınvolvement and family ınvolvement. *Yüksek Lisans Tezi, Marmara Üniversitesi Sosyal Bilimler Enstitüsü*.

Tait, M., Padgett M. Y. and Baldwin, T. (1989). Job and life satisfaction: A reevaluation of the strength of the relationship and gender effects as a function of the date of the study. *Journal of Applied Psychology,* 74(3), 502-507.

Tokgöz, N. ve Yılmaz, H. (2008). Örgütsel sinizm: Eskişehir ve Alanya'daki otel işletmelerinde bir uygulama. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 8(2), 283- 305.

Vaydanoff, P. (1998). Work role characteristics, family structure demands and work/family conflict. *Journal of Marriage and the Family*, 50(3),749-761.

Vaydanoff, P. (2005). Consequences of boundary-spanning demands and resources for work-to-family conflict and perceived stres. *Journal of Occupational Health Psychology,* 10(4), 491-503.

Vestling M, Tufvesson B. and Iwarsson S. (2003). Indicators for return to work after stroke and the importance of work for subjective well-being and life satisfaction. *Journal of Rehabilitation Medicine,* 35(3), 127-31.

Wanous, J. P., Reichers, A. E. and Austin, J. T. (2000). Cynicism about organizational change: Measurement, antecedent and correlates. *Group and Organizational Management*, 25(2), 132-153.

Zhao, X. R., Ghiselli, R., Law, R. and Ma, J. (2016). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, 27, 27-38.

Zhao, X., Qu, H. and Ghiselli, R. (2011). Examining the relationship of work-family conflict to job and life satisfaction: A case of hotel sales managers. *International Journal of Hospitality Management*, 30(1). 46-54.