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STUDY OF WORK PRESSURE, WORK-TIME CONFLICT AND THE RELATIONSHIP WITH JOB SATISFACTION AND LIFE SATISFACTION

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ABSTRACT

This study sought to study the relationship between the pressures that hotel workers are exposed to in Rotana Hotel in Iraq with job satisfaction and well-being. Three dimensions were adopted for the study that constitutes work pressures and workers must reconcile them to achieve well-being, namely job requirements and the ability to perform the job.

The questionnaire was adopted as a tool for conducting the study, where 350 questionnaires were distributed, 50 of which were rejected due to incomplete and incorrect data. The study was conducted on 300 workers in the hotel. The study concluded that the level of satisfaction among hotel workers is acceptable and the study concluded that there is a relationship between work requirements, entertainment and job satisfaction. The study also demonstrated a negative correlation between job satisfaction and workplace conflict, as well as the finding that boosting workers' material resources alleviates work-related stress.

Keywords: Hotels, work pressure, work control, life satisfaction.


1. INTRODUCTION

The Life Satisfaction Scale developed by Diener et al. (1985) assesses individuals' perception of their overall life satisfaction. Life satisfaction is also referred to as life satisfaction in the literature and is defined as "the emotional response a person shows to life defined as work, leisure, and non-work time" (Hong and Giannakopoulos, 1994 as cited in Lapa et al., 2012:54). Leisure included in this definition is interpreted as "free time outside of basic needs and work time" (Karakoc and Taidas, 2013:35).

Therefore, it is important for an individual to have free time and to be able to freely engage in activities during this time in order to enjoy life. When workers' working hours around the world, which were 60 hours per week in the early 20th century, gradually decreased to 40 hours; There has been a decrease in work-related social pressures and, consequently, an improvement in the levels of individuals' participation in leisure activities (Applebaum, 1992 as cited in Saatçioğlu, 1997: 48).

All these improvements, which have the character of increasing employees' leisure time, have probably shown that efforts to reduce the intensity of the conflict between work and free time will continue. When considered in the context of job requirements, this structure of the tourism sector is seen to be particularly valid in the hotel sector. In this stressful and labor-intensive environment, do hotel employees have the energy, mood, and time to engage in leisure activities?

Accordingly, do individuals experience leisure-time conflict at work? Then, does this conflict affect the job satisfaction and life satisfaction of hotel employees? This study aims to explain the relationship between hotel employees' perceptions of job stress and leisure-time conflict at work and their job satisfaction and life satisfaction. In this context, the studies of Karasik (1979) and Wong and Lin (2007) were examined; job demands are considered as factors that may be effective in the work-leisure conflict of hotel employees, and job control variables are considered as factors that may reduce the impact of conflict. This study focused on employees in the hotel sector in Iraq, specifically at Rotana Hotel in Baghdad.

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CONCEPTUAL FRAMEWORK

Job Pressure (Job Demands and Control over the Job)

Job demands and control over the job are two elements that explain the job pressure model⁷ discussed in Karasek's (1979) study. Job demands consist of elements such as working fast, overwork, too much work to be done, excessive workload, insufficient time to finish the job, and not being able to spare time for oneself (Karasek, 1979). Control over the job, on the other hand, explains the potential control and freedom in decision-making; in other words, the authority over the employee's work hours, schedule, days off, non-work activities such as breaks, and similar issues.

Stress symptoms are observed when situations that the employee cannot control occur in the face of job demands. Inadequate control over the job in the face of the demands of the job can also cause cardiovascular disorders in the individual (Karasek et al., 1988; Schwartz et al., 1988). Other outcomes of this situation are that employees in jobs that require high pressure experience psychological problems, have lower levels of job satisfaction, and exhibit more burnout (Van der Goef & Maes, 1999). A suitable example of this is the waiters' display of some stress symptoms in the face of intense demands from restaurant customers (Karasek, 1979). Therefore, individual control over the job is important in terms of keeping the stress experienced in balance, and it also has a mitigating effect on the negative outcomes (stress, etc.) of the demands of the job (Van der Goef & Maes, 1999). Due to the labor-intensive structure of the tourism sector, situations such as long working hours, intensive labor, and working in shifts that prevent socialization are encountered (Law et al., 1995; Tsaur & Tang, 2012). For example, in a study conducted by McFillen et al. (1986), the reasons for restaurant managers leaving their jobs were explained as wages, management pressure, working hours, and work pressure (Law et al., 1995). In addition, it is possible to state that both employees and managers experience intense stress in hotels that provide activities such as accommodation, entertainment, rest, food and beverage (Law et al., 1995). Some of the stress sources that can be considered as obstacles to fulfilling the requirements of the job in the tourism sector are; tourist demands exceeding the employee's capacity, communication difficulties due to insufficient foreign language knowledge, and irregular working periods (Sarışık, 2008). On the other hand, Ross (1993) considers the sources of stress affecting hotel employees as co-workers, pressure, working conditions and customer-employee relations. In the research conducted by Karatepe & Sökmen (2004) on employees working in 3, 4 and 5 star hotels in Turkey, it is emphasized that job satisfaction, role ambiguity, work-family conflict and family-work conflict will affect the intention to leave the job of hotel employees who interact with tourists. In this case, it is understood that the sources of stress encountered in the tourism sector (especially in the hotel sector) can also arise from situations that individuals cannot control while in the work environment.

Work-Free Time Conflict

In modern societies, work is among the most basic and important activities for people. Accordingly, work is at the center of human life and has an extremely important place (Snir & Harpaz, 2002). Due to this importance, while an individual's working life causes some socio-psychological outcomes (Kelly, 1972), there is also a significant increase in the importance people give to free time in the face of working life, which can have outcomes such as stress and cardiovascular disorders (Snir & Harpaz, 2002). For example, in a study conducted in England by Mulgan & Wilkinson (1995), it was determined that employees working more than 40 hours a week were not satisfied with this time and therefore wanted to work less (Snir & Harpaz, 2002). This situation experienced in England has also been evident in Ireland, France, Italy and the Netherlands, especially in the last 20 years. In a study conducted by Jamal (2004) on Canadian workers, it was concluded that employees who worked on the weekend experienced more burnout, job stress and some psychological disorders than those who did not work on the weekend. Similarly, studies proving that there is a positive relationship between free time and quality of life (Ngai, 2005), life satisfaction (Kovacs, 2007; Agyar, 2013) and job satisfaction (Pearson, 1998; 2008) are frequently encountered in the literature (Gökçe & Orhan, 2011).

Due to changing and improving living conditions, there have been improvements in individuals' income levels, education levels and free time. The serious developments in the transportation sector parallel to technology have also had an impact on the tourism sector and participation in recreational activities for the purpose of entertainment and rest, including tourism, has become a necessity for every individual (Serçek & Serçek, 2014). Therefore, when this sector is examined from the perspective of tourists; recreational activities based on free time such as entertainment, rest, participating in trips, discovering new places, shopping, etc. come to the fore. However, when



an evaluation is made from the perspective of employees due to the labor-intensive structure of the sector, as mentioned above, many situations such as long working hours, excessive workload and shifts that prevent socialization are encountered (Law et al., 1995). Due to the 24-hour accommodation service provided, working hours in hotel businesses are arranged as three shifts and eight-hour work periods are created (Taner & Tetik, 2010).

If the demands of the job become dominant in the individual's life; it is expected that the work-life balance will be disrupted, that is, work-life conflict will occur (Anderson et al., 2002). Wong & Lin (2007), who used Anderson et al.'s (2002) study to explain work-free time conflict in the tourism sector, stated that work-free time conflict will occur when the time allocated by the individual to fulfill the demands of the job decreases, their energy is exhausted and they cannot create opportunities to participate in free time activities accordingly (Wong & Lin, 2007).

Life Satisfaction

Life satisfaction is a subject based on the subjective well-being literature. Subjective well-being literature focuses on why people evaluate their own lives positively and includes concepts such as happiness, satisfaction, morale and positive emotions. The concept of life satisfaction emerged when social scientists asked what was effective in people evaluating their lives positively and individuals' judgments about their own lives began to be evaluated (Moles & Bilgin, 1985 as cited in Yetim, 1991).

Life satisfaction, also referred to as life satisfaction, is defined by Shin & Johnson (1978:478) as "a broad assessment of the quality of life within the context of criteria determined by the individual himself". According to Hong & Giannakopoulos (1994), life satisfaction is defined as "the emotional response of a person to life defined as work, free time and other non-work time" (Lapa et al., 2012:54). As can be understood from these definitions, as Tatkiewicz (1976) also stated, life satisfaction is considered as an important element for an individual to be happy in his/her life (Diener et al., 1985). There are many studies on life satisfaction in the literature.

Considering that the factors that determine life satisfaction are classified as marriage, health, work, living standards, friendship and leisure (Agyar, 2013), it is seen that there are many studies that specifically measure the relationship between leisure and life satisfaction among these factors. It is understood that the interest shown in the subject of life satisfaction has continued in recent years. Hosseinkhanzadeh & Taher (2013) examined the relationship between the personality traits and life satisfaction of female employees in higher education institutions. In this context, a negative relationship was found between the personality traits of extraversion, conscientiousness (devotion to work) and openness and life satisfaction, while a positive relationship was found between agreeableness and life satisfaction.

In this case, it was concluded that life satisfaction is affected by personality traits. In the same study, it was seen that income and education had no effect on life satisfaction (Hosseinkhanzadeh & Taher, 2013). In the study of Agyar (2013), an examination was made on physical education and sports school students and a positive relationship was found between life satisfaction, self-esteem level and perceived freedom in participation in leisure activities. In the study where no significant difference was observed in life satisfaction based on gender, it was observed that life satisfaction was higher in individuals who participated in more leisure time activities. In Lapa's (2013) study, individuals who went to parks for recreational activities were examined and a positive relationship was found between life satisfaction, leisure time satisfaction and perceived freedom.

RESEARCH HYPOTHESES

Based on the conceptual framework above, the hypotheses of the study were established:

H1: There is an association between job requirements and work-free time conflict.

H2: There is an association between job control and work-free time conflict.

H3: There is an association between job requirements and life satisfaction.

H4: There is an association between job requirements and life satisfaction.



- H5: There is an association between job control and life satisfaction.
H6: There is an association between job requirements and job satisfaction.
H7: There is an association between job control and job satisfaction.
H8: There is an association between work-free time conflict and job satisfaction.
H9: There is an association between job satisfaction and life satisfaction.

In the study, H10 and H11 were developed as sub-hypotheses in order to explain how there is an interaction between the working hours and income levels of hotel employees and the level of work-free time conflict:

- H10: There is an association between working hours and work-free time conflict.
H11: There is an association between income and work-free time conflict.

In this study conducted in rotana hotel operating in Baghdad destination, hotel employees in the region were determined as the universe of the research and data were collected from a sample group consisting of 300 participants. Since the relationships between the variables discussed in the study and the research model have not been tested for the universe in question before, it is thought that the results obtained will provide important outputs for hotel managers, practitioners and researchers.

METHOD

A quantitative research method was adopted in this study. A questionnaire form was used as a data collection tool. The questionnaire form used consists of three sections. The first section includes statements measuring the participants' perceptions of the requirements of the job and control variables on the job and their perceptions of work-free time conflict. These statements were measured with a seven-step (1- Completely disagree, 7- Completely agree) rating system. The statements in the first section were adapted by Wong & Lin (2007) from Karasek's (1979) study; and the work-free time conflict was adapted from Anderson et al.'s (2002) study by the same researchers and used in their own studies. In the last section of the survey, in addition to demographic questions such as age and gender, descriptive questions such as hours worked per day, title, etc., and a question about the level of satisfaction with the profession (ranging from "1-Not satisfied at all, 7-Very satisfied") were included.

Table 1. Reliability Coefficients of the Scales Used in the Study

Scales	reliability Coefficients	Statement Number
Work Pressure	0.784	11
Work-Free Time Conflict	0.754	5
Life Satisfaction	0.785	5
General	0.772	21

Through the analysis of the Cronbach's alpha reliability, it was found that the values of the Cronbach's alpha coefficient are greater than 70%, which are good values indicating high reliability of the study tool.

The universe of the study consists of employees in hotel businesses operating in Baghdad especially rotana hotel. Since there is no clear information about the numerical status of the research universe, purposive sampling, which is a non-probability sampling technique, was used. In this context, a survey was conducted in a total of 12 hotel businesses that showed interest in the study. Due to the difficulty of reaching employees during the high season, the survey forms were sent to department managers or human resources units. In this case, responses were received



from 350 of the 500 distributed survey forms, and a total of 300 surveys were analyzed after the surveys with missing data were removed.

Of the scales used in the study, only the life satisfaction scale was used verbatim, and the others were translated from English to Arabic by obtaining the opinions of three faculty members and a doctoral class consisting of ten people. The reliability coefficients for the scales are shown in Table 1 (48.9%). It is possible to state that a significant portion of the participants are at a low income level (54.8%). When the departments where the participants work are examined, it is understood that there are more employees in the food and beverage department (32.6%). A very significant portion of the participants are employed as employees (67.6%). When the working hours are examined, it is striking that there is a high rate of those working more than 8 hours (60%). Finally, it is seen that the general satisfaction level of the participants with their jobs is 5.14 out of 7 points.

In this study conducted in the context of hotel employees, when the scores related to the level of work-free time conflict experienced by the employees and their life satisfaction are examined (see Table 3); it is seen that the average of each statement slightly exceeds 4 points on a 7-point scale. In this case, it is understood that hotel employees experience work-leisure conflict, albeit at low levels, and have a moderate level of life satisfaction.

Table 4 examines the relationship between the changes in the income levels and working hours of hotel employees and work-leisure conflict. Spearman rank correlation was used to explain the relationships between the variables. The values indicated with an asterisk (**) in the table mean that there is a relationship between the variables at a 1% significance level (Kalaycı, 2010: 123-124). Accordingly, when there is an increase in the annual income level, a decrease in work-leisure conflict is observed ($r=-0.195$); and when there is an increase in working hours, an increase in work-leisure conflict is also observed ($r=0.326$).

Spearman rank correlation was used to explain the relationships between the variables considered in the study. When Table 5 is examined; It was found that there was a low level positive relationship ($r=0.243$) between job demands and work-leisure conflict, that is, as job demands increased, work-leisure conflict also increased.

Table 2. General Findings Regarding Participants

Gender	n	%
Male	113	0.38
Woman	187	0.62
Age		
18 And six	50	0.16
19–29	165	0.55
30–40	70	0.23
41 And above	15	0.05
Marital status		
Single	200	0.67
Married	100	0.33
Education Level		
Primary school	29	0.096
Middle school	48	0.16
High school	50	0.166



associate degree	100	0.33
Licence	57	0.19
High Licence	10	0.033
Doctorate	6	0.02
Annual Income (TL)		
10,000 from TL little	167	0.55
10,000 – 19,999	78	0.26
20,000 – 29,999	40	0.133
30,000 – 39,999	10	0.033
40,000 TL And above	5	0.016

There is a moderate positive relationship between control over work and life satisfaction ($r=0.556$). Thus, it is understood that with the increase in control over work, there is also an increase in the life satisfaction of hotel employees. There is a moderate positive relationship between control over work and job satisfaction ($r=0.389$) and a moderate relationship between job satisfaction and life satisfaction.

Table 3. Averages Regarding Work-Free Time Conflict and Life Satisfaction Statements

Work-Free Time conflict	—x	ss	Life Satisfaction*	—x	ss
Name because, free time to the events will separate sufficient my time Impossible.	4.44	2,13 3	Much A lot in terms of to my ideals close One my life there is.	4.44	1,757
Name because, with my family/friends unity– you free time to the events will attend sufficient my time Impossible.	4.53	2,10 9	Life my conditions It is perfect.	4.23	1,884
Name because, free time to the events will attend my energy Impossible.	4.34	2,13 4	my life Me satisfaction It does.	4.34	1,755
Name because, free time to the events	4.54	2,05 5	until now much, in life I want	4.24	1,7
General aspect I can't agree.			Important things get I did.		
Name because, free time to the events will attend suitable One spiritual case I can't be.	4.43	2,12	My life is a more legislative my luck be – counted, immediately immediately no thing change– I wouldn't.	3.88	2,007



	Work-Free Time Conflict	Income Level	Working Hours
r	1,000	-0,245**	0,354**
Spearman Rank Correlation Work-Free Time Conflict	p	0,000	0,000
n	300	300	318
** Korelasyon 0,01 düzeyinde anlamlıdır (2-üçlü).			

Positive relationship was found ($r=0.488$). Therefore, it is concluded that the increase in the level of control over the job also increases job satisfaction, and the increase in job satisfaction has a positive effect on life satisfaction. Finally, a low-level negative relationship was found between work-free time conflict and job satisfaction ($r= -0.365$). In this case, it is understood that the increase in work-free time conflict has a negative effect on job satisfaction.

With the interpretation of the findings, it is understood that 7 of the 11 hypotheses established are supported. In this context, it was concluded that there are positive relationships between the requirements of the job and work-free time conflict, between control over the job and life satisfaction and job satisfaction, and between job satisfaction and life satisfaction. A negative relationship was found between work-free time conflict and job satisfaction. A positive relationship was found between working hours and work-leisure conflict, while a negative relationship was found between income level and work-leisure conflict.

Table 5: Correlation Table for the Relationship Between Variables

		<i>r</i>	1,000				
	Job Requirements	<i>p</i>	–				
		<i>r</i>	0,055	1,000			
	Control Over Work	<i>p</i>	0,398	–			
<i>Spearman</i> <i>Correlation</i>		<i>r</i>	0,265* *	-0,10 8	1,00 0		
	Work-Free Time Conflict	<i>p</i>	0,000	0,076	–		
		<i>r</i>	-0,025	0,433* *	-0,36 5**	1,00 0	
	Job Satisfaction	<i>p</i>	0,340	0,000	0,00 0	–	
		<i>r</i>	0,055	0,556* *	-0,0 90	0,488 **	1,000
	Life Satisfaction	<i>p</i>	0,965	0,000	0,16 5	0,00 0	–



CONCLUSION AND EVALUATION

When the tourism sector is considered from the perspective of tourists; leisure-based recreational activities such as entertainment, resting, participating in trips, discovering new places, shopping, etc. come to the fore. However, when an evaluation is made from the perspective of employees due to the labor-intensive nature of the sector, long working hours, excessive workload, and shifts that prevent socialization are encountered (Law et al., 1995), while a high level of emotional labor is exhibited (Tsaur & Tang, 2012). Within this structure, it is important for employees to have free time and to be able to freely participate in activities during this time, in order to enjoy life.

In this study, it was tried to explain the relationship between hotel employees' perceptions of job pressure and work-free time conflict, their job satisfaction, and life satisfaction. In this direction, the requirements of the job and control variables on the job were discussed as factors that may cause work-free time conflict. Because if the balance cannot be established between these two variables; it is expected that the individual's work-life balance will be disrupted, that is, work-life conflict will occur (Guest, 2002). If the individual's time allocated to himself decreases in order to fulfill the requirements of the job, his energy is exhausted and accordingly he cannot create opportunities to participate in free time activities, it is expected that work-free time conflict will occur (Wong & Lin, 2007). Although at a low level, the result of the failure to establish the work-free time balance in question was also reached in this study and it was determined that the participants did not have enough energy to participate in free time activities due to work. In this case, it is understood that the participants could not spare enough time for themselves and their families.

When life satisfaction was examined based on the sum of the averages of the responses obtained from the participants, it was concluded that the participants generally had a medium level of life satisfaction. A moderate level of life satisfaction means that the participants are generally satisfied with their lives but want to make major changes or innovations in some areas. Therefore, in this study, the relationship between these variables and life satisfaction was examined in order to understand the level to which the participants can establish a balance between the demands of the job and control over the job. However, according to the results obtained from the correlation analysis, no significant relationship was found between the demands of the job (overwork, physical fatigue, etc.) and job satisfaction and life satisfaction, and H6 and H4 were rejected. A positive relationship was found between having control over the job (having a say in determining working hours, etc.) and life satisfaction. Therefore, hypothesis H5 was supported. In addition, a positive relationship was found between the work-free time conflict and the demands of the job, in other words, H1 was supported. In this case, it is concluded that when the tiringness of the job, working hours, etc. increase, the individual loses the balance between work and free time. On the other hand, when the control over the job increases, no decrease in work-free time conflict is observed, thus H2 is rejected. However, as the control over the job increases, there is an increase in job satisfaction, thus H7 is supported.

H3 was rejected. In this case, it was concluded that the participants experienced work-free time conflict due to not being able to spare enough time for themselves and their families, being deprived of the energy to participate in free time activities and not being in a suitable mental state, but there was no significant change in their level of satisfaction with life. However, when looked at in terms of job satisfaction, a different situation occurred and a decrease in the participants' job satisfaction level was observed with the increase in work-free time conflict. Due to this negative relationship, hypothesis H8 was supported.

According to another result reached in the relationship analysis, a significant relationship was also found between job satisfaction and life satisfaction, and H9 was supported.

Other issues that need to be addressed in addition to the main purpose of the study are long working hours and low income. In this study, when the relationship between working hours and work-free time conflict was questioned, a positive relationship was reached. Thus, it was concluded that the increase in working hours would also increase free time conflict, and H10 was supported. Therefore, the level of productivity of hotel employees who cannot spare time for themselves and their families due to their long working hours is also among the issues that need to be discussed. Therefore, hotel managers need to take into consideration the issue of long working hours and seek solutions. Because -as stated above- it has a negative effect on work-free time conflict. Another issue is that the majority of them have low income levels, and the increase experienced between income and work-free time conflict has led to the questioning of how the relationship between income and work-free time conflict is on the individual's job satisfaction; as the income level decreases, an increase in work-free time conflict is observed, and



H11 is supported. Therefore, the importance of income level as an effective factor in participating in free time activities is also emphasized. Finally, it should be noted that it is not possible to generalize the results obtained above to all hotel employees in Baghdad. The reason for this is that the sample quality that will represent all hotel businesses in Baghdad could not be reached within the scope of the research. However, since the data set does not exhibit normal distribution, the application of the nonparametric rank correlation test has been another factor that prevents the general interpretation of the results obtained. On the other hand, the fact that the relationships between the variables and the research model examined in the study have not been tested before in the Baghdad context contributes to the literature. Therefore, it is recommended that the hypotheses tested in this study be addressed within the framework of new research with a sample group that can better represent the research universe. Thus, it will be possible to generalize the results obtained in the Baghdad context and it will be possible to explain more clearly the level of work pressure and work-free time conflict experienced by hotel employees in this region and how these perceptions affect job satisfaction and life satisfaction. In this way, both a more comprehensive and valid contribution to the literature can be made and more reliable suggestions can be offered to hotel managers. As stated, this study could not reach the quality of offering suggestions for practitioners due to the low representativeness of the sample group for the research universe and the data set not exhibiting normal distribution. Therefore, in this study, a preliminary finding regarding the current situation in Baghdad was produced and some outputs were provided to hotel managers in the region.



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