

AMERICAN UNIVERSITY OF BEIRUT

WORK AND FAMILY CONFLICTS AMONG LEBANESE
WOMEN WORKING IN THE HOSPITALITY AND TOURISM
INDUSTRIES

by
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AN ABSTRACT OF THE THESIS

Farah Fawaz Itawi

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Title: Work and family conflicts among Lebanese women working in the hospitality and tourism industries

With the current social and economic situation, work is now perceived as a must for surviving and preventing necessity in light of the “sluggish economic activity, public deficit, increasing unemployment rate, inflation, and corruption”. Previous research examined extensively work and family conflicts that were defined as having duties or tasks not met because of responsibilities in one or the other domain. Personal characteristics were found to be antecedents to work and family conflicts. Work environmental factors were taken into consideration in previous literature related to women working mostly in healthcare. To the best of our knowledge, little is known about the impact of shifts and time spent at work on work and family conflicts especially in the hospitality and tourism industries in Lebanon.

A qualitative approach was used for the purpose of this study in order to explore the bi-directional work and family conflicts among Lebanese working women in the hospitality and tourism industries in light of the demanding shifts and working hours in order to increase our understanding and help us conceive appropriate policies to deal with this problem.

Six in-depth semi-structured interviews were conducted with single and married women having managerial positions in hotels located in Beirut. Content analysis through template analysis approach conducted over verbatim transcripts permitted to retrieve six emergent themes that were: 1) Reasons for experiencing work-family conflict, 2) negative outcomes, 3) positive outcomes, 4) Social support, 5) quality of life and 6) measures to alleviate conflict. Future research is still needed to assess the situation from the spouse’s and the children’s points of views. Nevertheless, flexible work arrangement programs might be suitable solutions to improve the current conditions of working women.

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CHAPTER 1

INTRODUCTION

The Lebanese economy was previously torn for many years by the civil war. By 1990, economic and political reforms started to be launched by all the successive governments hampered though by numerous internal and external repetitive shocks (Mehanna & Haykal, 2016). As if the global financial crisis and the unstable political situation were not enough problems, the Lebanese economic situation had to face an additional burden related to hosting Syrian refugees (Mehanna & Haykal, 2016). With the beginning of the Syrian war in 2011, the flow of refugees to Lebanon never stopped leading to what was called by the Economist Magazine “a gathering storm” that complicated the already vulnerable economic situation (Mehanna & Haykal, 2016). Since the Lebanese government maintained the borders opened, allowing refugees to settle and work wherever it was possible, “sudden expansion of the labor pool has pushed down wages for Lebanese and Syrians alike” (Loveless, 2013).

It was previously demonstrated that exposure to work-related stressors including physical, cognitive, as well as social and emotional factors will have an extra negative effect on the mental health of citizens (Bleich, Gelkopf, Melamed, & Solomon, 2006 ; Liverant, Hofman, & Litz, 2004 cited in Biron, & Link, 2014). However, some demographic characteristics were found to be moderating these stressors like personality traits, resilience and social support (Bleich, Gelkopf, Melamed, & Solomon, 2006 cited in Biron, & Link, 2014). Additionally, work has also been documented to have a moderating effect. Martin and Doka (1999 cited in Biron, & Link, 2014) found that

work routine had a positive impact when individuals were facing stressful circumstances. In this line of research, Biron and Link (2014) established a positive relationship between work routine and appraising the situation when it came to war exposure among a sample of 2072 Lebanese civilians.

Despite this positive impact of work on individuals, particularly on women - usually more vulnerable to stressful situations than men - work perception is nowadays revolving around other substantial issues. Unlike the previous perception of work being a source of personal satisfaction and personal growth (Charbaji El-Kassem, 2015), work is now perceived as a must for surviving and preventing necessity in light of the “sluggish economic activity, public deficit, increasing unemployment rate, inflation, and corruption” (Mehanna & Haykal, 2016, p. 390).

In a recent popular article published in Business Today, it is possible to read that “the latest World Economic Forum Gender Gap Report shows the Middle East and North Africa region closing its overall gender gap by 60 per cent in 2014, marking the largest absolute improvement globally with 93 per cent of the educational gender gap closed. Yet the region continues to rank last on the economic participation and opportunity sub index, with only 42 per cent of the economic gender gap closed”. According to Dr. Shereen El Feki (academic author and PhD holder) who was interviewed in the same article “the bottom line is that Arab world has a paradox in employment. One reason is that women, in general, prefer public sector jobs, which are seen as more suitable for women. But most growth is coming from the private sector. That can be difficult place for them - in part because of prevailing notions of what constitutes ‘appropriate woman’s work’”¹.

¹ Article found on the following link: <http://www.businessstoday.co.om/Issues/Holding-Fort/Closing-gender-gap-in-the-Arab-World>

This latter issue related to appropriateness of work according to gender can refer to a compromised concept created by Arab societies to prevent work and family conflicts among working women.

Previous research examined extensively work and family conflicts that were defined as having duties or tasks not met because of responsibilities in one or the other domain (Unruh, & Fottler, 2016). Greenhaus and Beutell (1985) initially defined work-family conflict as “a form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respect”. Furthermore, three main sources or manifestations of conflicts were identified: 1) time-based conflict when time is spent more in one domain than in the other, 2) strain-based conflict where responsibilities in one domain make it difficult to satisfy the remaining duties and 3) behavior-based conflict when the role behavior in one domain becomes inappropriate in the other domain (Greenhaus & Beutell, 1985).

Additionally, conceptual differences were made between Work-Family Conflict [WFC] and Family-Work Conflict [FWC] since the conflicts were bi-directional. The first concept relates to interference of work in private family life whereas in the second, private life interferes with professional life (Unruh, & Fottler, 2016). Nevertheless, the combination of WFC and FWC will ultimately result in the overall level of conflict that a person can experience (Greenhaus & Beutell, 1985). These conflicts were found to be linked with both personal and work environmental factors.

Personal characteristics found to be antecedents to work and family conflicts comprise marital status, number of children, childcare responsibilities, having preschool children and lack of social support especially lack of support at home from the spouse (Unruh, & Fottler, 2016).

As for work environmental factors, lack of participation in decision making, long shifts and demanding work schedules, the need for overtime work and lack of flexibility in work arrangements, lack of qualified personnel, excessive workload, role conflicts, lack of managerial support and burden were found to be also incriminated (Unruh, & Fottler, 2016).

Despite the type of antecedent incriminated, these conflicts shall induce negative outcomes among working individuals. On one hand, job dissatisfaction will be felt, leading afterward to the intention to quit the job and increased turnover (Unruh, & Fottler, 2016). On the other hand, negative health related outcomes were also reported including mainly anxiety, depression, musculoskeletal problems (Bethge & Borngraber, 2015) and unhealthy related behaviors such as fatty food consumption and lower physical activity levels (Allen & Armstrong, 2006).

Moreover, work absenteeism has also been reported (Unruh, & Fottler, 2016). Additionally, it was demonstrated that “satisfaction from one life domain tends to spill over to the other life domain” especially among working women (Kang & Deepak, 2014).

This condition might be complicated in the Lebanese context since many jobs are offered under the term of employment-at-will that “refers to the notion of employment for an unlimited duration that may be terminated by the employer or employee for a legitimate cause, illegitimate cause, or no cause at all” (El Zahr, Fakh, & El-Khalil, 2016). While some might support employment-at-will since it increases productivity to perform correctly and prevent being fired, some others might highlight the fact that terminating such an employment might have negative financial, moral, and social consequences on employees and their families (El Zahr, Fakh, & El-Khalil,

2016). This situation can also be more dramatic if “new employment cannot immediately be found” (El Zahr, Fakih, & El-Khalil, 2016). Moreover, it was reported that unlike the prevailing idea in Lebanon, single women just like married women, suffered from WFC as well because of work-related attitudes in this developing country; they had lower job satisfaction and higher intentions to leave their current jobs (Sidani, & Al Hakim, 2012).

Given the fact that extensive literature demonstrated that women are more frequently confronted with work and family conflicts than men, and given the fact that documentation showed that both married and single women are affected by different types of strains, however, little is known about the impact of shifts and time spent at work on work and family conflicts especially in the hospitality and tourism industries in Lebanon.

It was previously demonstrated that there is a rise of alternative cheaper Mediterranean destinations for tourists (Ubbeda-Garcia et al., 2013) and the Tourism sector constitutes an important field of the Lebanese economy and is one of the most significant income generators nationally (Mehanna & Rahal, 2016). It has been demonstrated that in some work domains, time spent at work can exceed 70 % of people’s time (Ozkan, Esitti, & Koleoglu, 2015). This is true for the hospitality industry since employees are asked to work for long hours and to be on duty during week-ends and vacation periods. Such demanding jobs shall definitely lead to psychological exhaustion which will impact negatively - yet differently - single and married women.

Previous research documented work and family conflicts among Lebanese women. Differences were made between single and married ones. Moreover, Lebanese

women make themselves responsible for house care and husbands are usually unwilling to help in these duties.

To the best of our knowledge, literature dealt only with WFC without taking into account FWC, especially from a human resources management perspective.

Therefore, the aim of the present study is to explore the bi-directional work and family conflicts among Lebanese working women in the hospitality and tourism industries in light of the demanding shifts and working hours in order to increase our understanding and help us conceive appropriate policies to deal with this problem.

CHAPTER 2

LITERATURE REVIEW

In fact, in human resource management, work and family conflicts are permanently relevant issues across professions and times. This was beautifully portrayed by Friedman, Christensen and DeGroot (1998) in the introduction of their article. They wrote:

“The conflicting demands of work and personal life have always been with us. People have always had children and elderly parents to care for; they have always pursued hobbies and devoted time to community activities. In the past, many managers dealt with such personal needs summarily: “What you do in the office is our business. What you do outside is your own”. It was assumed, too, that employees would put the company’s interests first. Work versus personal life, after all, was a zero-sum game. Have times changed? Yes and no. On one hand, striking demographic shifts, such as the increasing number of women in the workforce, have put more mothers on the job, heightening awareness of work-life issues. New economic forces, such as global competitions, have also changed the landscape, creating an unprecedented need for committed employees at a time when loyalty is low in the wake of corporate downsizings. On the other hand, most executives still believe that every time an employee’s personal interests “win”, the organization pays the price at its bottom line. They consign work-life issues to the human resources department, where the problems are often dealt with piecemeal, through programs such as flextime and paternity leave. Such programs, however, rarely help more than a few employees strike a meaningful, sustainable balance between work and personal life because they do not permeate a company’s culture or fundamentally change managers’ behavior” (Friedman, Christensen & DeGroot, 1998, p. 119)

Nevertheless, some professions, especially women’s occupations, are more likely to be affected by such conflicts as it was reported that women dedicate additional time and energy to their roles as a spouse or a parent, while men were found to be more oriented towards the “leisure role” (Knezevic, Gregov, & Simunic, 2016).

In the last decade, abundant literature related to such conflicts among registered nurses. In their study, Unruh and Fottler (2016) found that the demanding nursing profession led to WFC whereas age, health status, and familial duties were drivers for FWC. Furthermore, FWC created difficulties among newly licensed registered nurses leading to decreased job satisfaction that was linked to higher intentions to leave the job. This situation can be considered as problematic since shortage in the nursing profession has become a world crisis nowadays especially if freshly graduated nurses consider leaving the profession at an early stage (Unruh & Fottler, 2016).

Health managers should create policies to help reduce work and family conflicts in a way to improve retention of experimented staff.

In fact, social support was studied as a moderator between work demands, WFC and satisfaction with job and life among Turkish nurses (Yildirim, & Aycan, 2008). Work demands included work overload, irregular work schedules, long hours of work and overtime work. It was found that work overload and irregular work schedules were significant predictors of WFC which led to lower job and life satisfaction. However, supervisor's social support did not moderate the previous link. Therefore, efforts should be made to rearrange nurses' work conditions in order to decrease their workload and provide regular shifts especially that it was also demonstrated that shiftwork was a predictor for poor sleep, poor ability to work and sustained job dissatisfaction among a sample of 1842 Italian healthcare workers (Conway, Campanini, Sartori, Dotti & Costa, 2008). Additionally, the stressful work in hospitals increased the risk of having poor health with lower physical health among older healthcare workers (Conway et al., 2008).

Not only psychological behaviors were studied among shift workers but also physical behaviors. Researchers assessed the eating style patterns of nurses working on a full-time basis in a major hospital in Hong Kong. Female Nurses completed 91.5% of the returned survey questionnaires. Statistics showed that 81.9% had at least four shift duties per month. That highlighted the fact that nurses having four or more shift duties per month were more likely to have abnormal emotions leading to restraint eating behavior (Wong, Wong, Wong & Lee, 2010).

In line with the aforementioned findings, Hoge's (2009) analysis of 576 female home care nurses explored a significant relationship between time pressure at work and psychosomatic complaints through a mediating factor which was WFC. It is possible to say that time pressure at work exerts cognitive and emotional irritation which leads to WFC that will be physically lived by the worker in psychosomatic complaints (Hoge, 2009).

To control the effect of culture on previous findings, a multinational study was conducted on healthcare professionals living in Australia, Brazil, Croatia and United States of America (Barnes-Farell et al., 2008). This survey, entitled Survey of Work and Time, reported that shift characteristics, including shift length and working on Sundays, were significant factors influencing WFC, physical, and mental well-being. Additionally, shift characteristics weighted differently upon WFC and well-being. In other words, "higher weekly work hours and shift arrangements that include frequent Sunday work were each associated with increased levels of WFC" (Barnes-Farell et al., 2008, p. 594). Demographics were differently linked to shift characteristics making the situation context-specific (Barnes-Farell et al., 2008).

In line with this research among health professions, WFC was investigated among veterinary doctors in relation to Quality of Work Life (QWL) which means that a satisfying work experience offers the opportunity of personal growth while freely exercising talent in activities that lead to a sense of accomplishment (Kang & Deepak, 2014). In regard to the importance of agriculture in India, the study was done on veterinarians who work in difficult conditions such as unhygienic conditions of clothing and exposition to infections and physical risks while providing vaccination and treatment. Results showed that a large number of doctors experienced WFC rather than FWC. Additionally, only WFC negatively influenced QWL. Finally, the researchers stated that “the spill-over between work and personal life has serious implications on QWL” (Kang & Deepak, 2014, p. 716).

Hence, the type of effect of WFC on burnout was examined among a sample of 2235 workers in eight different occupations including lawyers, bus drivers, IT employees, physicians, teachers, church ministers, advertisement employees and nurses living in Norway. Effects were tested for a period of two years. Statistical analysis demonstrated an evident relationship between WFC and burnout. However, it was found that distancing from the job led to lower levels of WFC. This suggests the need to reorganize work schedule and vacation length for different types of workers (Innstrand, Langballe, Espnes, Falkum & Aasland, 2008).

On a larger work scale, after acknowledging the impact of shiftwork over physiological disturbances, a Canadian study on Canadians living with a spouse and having at least one child living at home demonstrated that shiftwork might lead to depression through a mediating factor which was WFC. There were similar experiences

for men and women when it came to experiencing negative effects of shiftwork (Haines, Marchand, Rousseau, & Demers, 2008).

Child care support was examined in a Japanese study on nurses who were mothers of preschool children in order to determine if such support can hinder WFC among female nurses in Japan. The survey results demonstrated that working night shift does not create WFC, but having more than three-shift duties per month increased the conflict. Additionally, it was found that when duties were reduced for mothers working night shifts, conflict levels decreased significantly (Fujimoto, Kotani & Suzuki, 2008)

These findings driven from Western societies can offer guidance for our understanding of the problematic situation. Nevertheless, conclusive assumptions cannot be made since work and family conflicts are context-specific.

Few studies have been conducted in the Arab countries related to this topic. Moreover, fewer researchers examined the Lebanese situation and focused on a small sample of work domains.

Studies related to nursing in Lebanon revolve around factors associated with the retention of working Lebanese nurses. The research of El Jardali et al. (2013) examined the abovementioned factors in 103 healthcare facilities in underserved areas in Lebanon. A total of 857 nurses participated in the study. Surprisingly, only 35.1% of nurses intended to stay one to three more years in their jobs. Furthermore, findings revealed that younger, unmarried, and less educated and experienced nurses had higher intention rate to leave the profession.

These findings corroborate with the findings of Choudhary, Ojha and Singh (2015) conducted in India, another developing country, who found that even though age, work experience, and marital status were not related to WFC and FWC, the

spouse's employment status and children responsibility were related to both types of conflicts. Additionally, having a managerial position was significantly linked to an increased WFC.

Back to the Lebanese context, Tlaiss and Mendelson (2014) conducted a study among 346 Lebanese women in managerial industry positions in Lebanon. The initial objective of their study was to assess personal demographics and their contribution to objective and subjective job satisfaction among these women managers. The researchers examined the influence of age, educational level, marital status, tenure, and religion over levels of objective and subjective job satisfaction. Tlaiss and Mendelson (2014) hypothesized that older, less educated, tenured, married, and Christian Lebanese managers will be more likely to be satisfied with their jobs. Results first showed that 70% of the respondents were between 31 and 50 years old and married. Despite the fact that 49.7% had a bachelor's degree and 43.6% had a postgraduate degree, the majority of women were junior managers (48.6%), "therefore, the increased educational attainment levels, years of experience and participation in the labor force did little to help them move to middle and senior management positions" (p. 44.3). Tlaiss and Mendelson (2014) argued that Lebanese women managers not only face a thick glass ceiling but rather what is called a "Plexiglas Ceiling" limiting their access to middle and top positions. Second, results indicated that age, religion, and tenure track were found to be related to job satisfaction unlike marital status and education. The researchers emphasized the need for more contextual research for improving our understanding when it comes to human resources management especially that they supported the previous statement of Sidani and Al Hakim (2012) about the inadequacy of considering

Arab Middle Eastern countries as a uniform entity since major societal, religious, and cultural disparities are found.

Another previous research documented work life balance among commercial banks workers in Lebanon. El-Kassem (2015) surveyed 224 bank workers out of which 133 replied. Findings demonstrated that work tension negatively impacted work life balance which influenced the overall quality of life. Therefore, it can be hypothesized that increased tension at work – which is the case in some occupations – might have negative consequences upon the employee's quality of life.

Despite the increasing interest in work and family conflicts in developing countries and especially in the Lebanese context, there are still questions to be answered related to existing conflicts and their determinants in demanding occupations such as the hospitality and tourism industries. Lebanon is well known for being a center of attraction and its tourism industry is exponentially expanding by offering additional availability to tourists which can be highly demanding on workers in this particular sector.

In light of the general declined situation in the world, the tourism industry is facing a major challenge in order to develop and sustain competitive advantages. Knowledge and skills of the organization's workforce is becoming crucial to keep a certain level of performance competitiveness especially within hotels (Ubeda-Garcia, Marco-Lajara, Sabater-Sempere & Garcia-Lillo, 2013). In service sector firms such as hotels, it is argued that sustainable competitive advantage related to the ever-changing needs and expectations of customers relies on human capital (Altinay & Altinay, 2006 cited in Ubeda-Garcia et al., 2013), and "it is impossible to offer superior guest experiences to customers without well-trained, knowledgeable employees" (p.2851).

Therefore, the present study seeks to answer the following questions:

- What are the levels of WFC and FWC among women working in the Lebanese hospitality and tourism industries?
- Do these levels change according to demographic factors (such as age, education level, marital status, number of children, husband's employment)?
- Do these levels vary depending on work environment factors (such as position, work experience, working hours, shifts, need for working overtime and on week-ends)?

CHAPTER 3

METHODOLOGY

The purpose of this study is to explore the bi-directional work and family conflicts among Lebanese working women in the hospitality and tourism industries in light of demanding shifts and working hours in order to increase our understanding and help us conceive appropriate policies to deal with this problem.

More specifically, this research tends to answer the following questions:

- What are the levels of Work-Family Conflict (WFC) and Family Work Conflict (FWC) among women working in the Lebanese hospitality and tourism industries?
- Do these levels change according to demographic factors (such as age, education level, marital status, number of children, husband's employment status)?
- Do these levels vary depending on work environment factors (such as position, work experience, working hours, shifts, need for working overtime and on week-ends)?

In order to answer these research questions and to examine the complexities of these conflicts in light of many demographic and environmental work factors, an up-close, in-depth qualitative method approach was used for engaging dialogue with participants.

To guarantee the validity of findings, the study focused on engaging dialogue with professionals and leaders having a successful reputation in their field of practice. To achieve maximum variation, the attempt was to choose cases from different hotel departments and positions. It was fundamental to obtain diverse viewpoints and

perspectives for the study through different hotel managerial positions in order to reach saturation of data.

A. Design

Additionally, Content analysis (Strauss & Corbin, 1990) was applied to evaluate qualitative data using Template analysis approach (Strauss & Corbin, 1990).

B. Population

The population of interest was the Lebanese working women within the hospitality and tourism industries. Accessible population was targeted in the capital city of Beirut where major activities take place.

C. Sample

A purposive sample was included and depended on the willingness of employees to voluntarily participate in the study for the qualitative process of the analysis comprising six (6) working women (mainly in managerial positions).

D. Recruitment of research participants

A recruitment letter was addressed to different organizations in the hospitality and tourism industries in Beirut (mainly hotels) asking to grant us access to their employees by distributing the Participant Information letter and a Flyer among their staff. To avoid any instance of undue influence or coercion, it was ensured that an employee at a low administrative level handled the distribution of the recruitment letters and flyers within the organizations.

Organizations and participants were assured that participation is anonymous and voluntary. Participants could refuse to answer the questions they deemed inappropriate or sensitive and could withdraw or discontinue participation at any time from the study by informing the investigator (s) without being held responsible of any harm. A sample of 6 women was collected from different hospitality and tourism organizations operating in Beirut. Six audio-taped interviews were conducted with working women (in managerial positions) so to complete the qualitative data collection. They were asked to complete anonymous socio-demographic questionnaire. Participants - mainly female employees - received an information letter in order to encourage adherence and to explain the purpose of the investigation, when consent was given by the organizations to access their staff. Full contact information was also given in order to schedule a meeting with the investigator according to the availability of the employee. Recruitment material, Information letters, invitation scripts are provided in appendix.

E. Protection of participants' privacy and data confidentiality

Participation in the study was entirely voluntary. Before deciding to take part in this study, the participant was given time to read the information letter in order to be aware of what the research involved. Questions arising from the eligible participants were directly answered by the investigator. Full contact information was provided and explanation was given personally about participation, possible risks, discomforts and benefits. The participant was told that her participation was fully anonymous and that data collected from the questionnaires or audio-taped interviews shall be kept confidential in a locked place at the principal investigator's office. A copy of the consent form was also given to the participant for her personal need and reference.

Additionally, participants were told that they could withdraw whenever they felt the need to without having to provide any reasons justifying their decisions. They were also told that if they decided to withdraw from the study, that will involve no penalty, and will not affect their relationship with their workplace, AUB and/or AUBMC.

F. Procedures

A sample of 6 female Lebanese employees working in the hospitality and tourism industries in Beirut (mainly hotels) were approached to complete a socio-demographic questionnaire related to personal factors such as age, education level, marital status, number of children, husband's employment status and work environment factors such as position, work experience, working hours, work shifts, need for working overtime and on week-ends.

Additionally, six interviews were conducted and audio-taped with six working women (in managerial positions) to collect in-depth information. The interview protocol collected information about their current work situation, work duties, hours, overtime, work during week-ends, current family situation, responsibilities, and husband's employment status. Furthermore, subjective information was collected related to the existence of conflicts between work and family duties and vice-versa. Quality of life was also investigated in order to have more insights about the current situation of the employee and her future employment plans and intention to quit. Participants were told that they were free not to answer any question considered inappropriate or sensitive.

Upon inclusion in the study after obtaining formal consent, open-ended interviews were conducted during which the participants filled questionnaires including demographic characteristics and shared their work and family experiences.

G. Data collection method

The socio-demographic questionnaires relate to personal factors such as age, education level, marital status, number of children, husband's employment and work environment factors such as position, work experience, working hours, work shifts, need for working overtime and on week-ends. These factors were inspired from the literature review.

Additionally, an interview protocol was outlined to tackle the qualitative method of the study (available in appendix). After informed consent, interviews were recorded to complete verbatim transcription. Participants were provided with a copy of the consent form.

H. Ethical considerations

This study received the approval of the Institutional Review Board of AUB before being conducted. Names of participants will not appear in the thesis or reports resulting from this research. Participation in the study was entirely voluntary. Before deciding to take part in this study, the participant was given time to read the information letter in order to be aware of what this research involves. Questions arising from the eligible participants were directly answered by the investigator(s). Full contact information was provided and explanation was given personally about participation, possible risks, discomforts and benefits.

Hence, all paper field notes collected will be retained locked in the principal researcher's office, and audio-taped interviews will be confidentially destroyed after five years of the study. Additionally, only the student-investigator and the principal investigator at AUB will have access to these materials. Records will be monitored and might be audited by the IRB while assuring confidentiality. There are no known or anticipated risks to participants in this study.

I. Data Analysis

Content analysis was applied to evaluate the qualitative data using grounded theory approach (Strauss & Corbin, 1990). Particularly, a template analysis approach was used in this study in order to analyze the in-depth interviews conducted with the women working in the hospitality and tourism industries in Lebanon. Every audio-taped interview was transcribed and verbatims were prepared for it. It took approximately two hours to transcribe each verbatim and two other hours to translate the verbatim into English in order to conduct content analysis. Further readings were made for each verbatim. Hence, all the transcripts were read many times again to assess the general feeling for each one of them. Then a list of codes (the template) was produced by identifying the themes covered during the interviews. Those themes were the important categories that covered the topic of our interest which was the conflict between work and family or vice versa. While reading and re-reading each transcript, significant sentences pertaining to the topic of interest were identified and initial codes were generated. Then a search for frequencies and repetitive patterns was undertaken. The use of "a priori" themes from the literature review also advances the analysis as it was recommended by Brooks and King (2012). The formulated statements from each

transcript were clustered in themes that were reduced to common themes across all the transcripts in order to highlight similarities and disparities across the whole data set and produce unanticipated insights.

Six elements emerged as significant themes across the data collected and were identified as “a priori” themes. As it was recommended by Patton (1990), all the emerging themes were assessed for homogeneity to ensure that it was possible to make clear distinction between them in a meaningful manner.

These themes will be presented in the following section pertaining to results.

CHAPTER 4

RESULTS

The data collection was done through less than one week after obtaining the approval of the IRB during the month of March 2017.

Having worked in the hospitality industry for 11 years with many connections has helped in quickly scheduling the semi-structured interviews. The first three interviews were instantly conducted in a nearby place to the hospitality companies according to the participants' preference. Data collection was quite easy during all the interviews. The fourth interview was conducted after one day, and later on we had to wait for four days to carry out further interviews. The remaining two interviews were conducted during a single day consecutively.

Though the study targets Lebanese working women in hospitality and tourism enterprises – mostly hotels and restaurants—the only focal group whom we were able to conduct meetings with was the hoteliers.

Searching for a female restaurant manager was the hardest endeavor. It was practically an impossible mission and around twenty five (25) restaurants in the capital Beirut were contacted, all of which had only males working as “restaurant managers”. It seems that most managerial positions in restaurants in Beirut are occupied by males and not females – even in restaurants located within hotels. As a matter of fact, after random conversations with a female manager who is tenured in one of the most prestigious and outstanding catering companies in Beirut and who is well experienced and versed in terms of the restaurant business and various Food and Beverage (F&B) businesses, the lady testified that female managers can rarely be found working in restaurants in

operations positions. They rarely exist in such managerial positions and it's a societal phenomenon. It is possible to find waitresses, hostesses, accountants, or even public relations managers but not females working in operations managerial positions.

However, we were able to finally find three operations manager ladies, though none of them was actually part of the sample of this study. Paradoxically, two of these ladies were the actual owners of the restaurants and the third lady was a partner in the restaurant.

One lady was an owner of two restaurants. She could be described as the kind of manager who handles all operations at the restaurant scene. It was understood that when she was physically at the restaurant, she did things herself and took charge of all functions. However, and unfortunately, during every time we had contacted the restaurant management to set a meeting with her, she was continually out of the country. After so many attempts, we finally gave up and stopped seeking to meet with her as we knew it was an impossible attempt.

The second lady, who was also interested in participating in the research, was the owner of a snack restaurant in Beirut. Unfortunately, when we contacted her to schedule an appointment after sending her the invitation, we were informed that she hasn't been appearing at work lately due to a critical health condition of a member in her family.

We managed to schedule an appointment with a third restaurant manager who was very positive when we first contacted her and promised to assist with the study; however, it appeared that she was a very busy executive managing two restaurants in two different areas, and apart from her restaurant career; she also had another personal career and duties. In view of that, on the day we were supposed to meet with her, she

informed us that she was behind schedule and asked to postpone the meeting for an hour later. Then she eventually called again and asked to postpone it to two more days. We later sensed she was overloaded and asked her if it was fine to disregard our request as we became aware of her hectic schedule. She was appreciative.

For the factual interviews conducted, most participants were very cooperative and informative. The interviews did not feature any “skip” for any question. We could restfully state that all interviews went on smoothly and successfully. There were no complaints about the subject or about any of the questions. On the contrary, the participants were very honest and flexible. None of them hesitated to share her experience – whether on the career or familial level. They have all affirmed that the research subject was very interesting to them and expressed their admiration toward the questions asked and the way they were formulated. They equally expressed their delight with the research focus because it targets Lebanese women working in the hospitality and tourism industry in particular. Moreover, all the interviews were ended with appreciation and a smile. We even had some participants offering to further assist us in case we needed to conduct more interviews with different people at their workplace.

To finalize, it is important to highlight the fact that all the data collection was done according to the proposed and approved methodology. No contacts were done before obtaining the organization’s permission. We mainly collaborated with the HR heads of each hotel for that purpose. And most of the permissions were provided by the HR managements except for one approval which was given by the learning department of one of the hotels.

Participants were assured that the verbatim transcriptions of the audio-taped interview shall be slightly edited to secrete the names of the executives, hotel

companies, and other companies that were unintentionally pointed out by some participants during the meetings.

Apart from the audio-taped interviews, we could really see the stress and anxiety that some of those women endured and which was registered on our field notes. They all hoped to have some kind of flexible work arrangements.

To portray the sample of this study, participants' age ranged between 30 years and 50 years with an average of 36.8 years. All participants had a college education or a higher level of education. Four ladies were married and had one to 4 children whereas, two ladies were still single. From the married ones, only the spouse of one lady was currently unemployed, and they all stated that their household income was between "average" to "very good". All the participants had managerial positions and their tenure ranged between 6 to 30 years of experience with an average of 13.5 years for the whole sample. They all stated working during day shifts for 9 hours a day with 45 hours a week except for one person who stated working 54 hours a week. From the whole sample, five worked overtime without being paid for this overtime in order to prevent keeping unfinished tasks or to make sure that the work has been properly fulfilled. Additionally, four ladies work on week-ends because of a rotation policy set by the hotel company and one works on week-ends according to her own pace in order to finish all her duties. Two married ladies don't work on week-ends.

To sum up, the following table summarizes the descriptive information related to participants.

Table 4.1.Demographic data

<i>VARIABLE</i>	<i>CATEGORIES</i>	<i>RESULT</i>
<i>Age</i>		Range: 30 - 50 Average 36.8
<i>Educational level:</i>	Some college/ technical school	3
	College graduate or higher	3
<i>Marital status:</i>	Married	4
	Single	2
<i>Number of children :</i>	1 – 3	3
	4 – 6	1
<i>Spouse Employment status:</i>	Not employed	1
	Employed	3
<i>Household income</i>	Average	3
	Good	2
	Very good	1
<i>Position</i>		Sales Manager Executive Assistant Manager Groups-Meetings and Events Sales Manager Communications Manager (PR & Marketing) Spa Manager Cluster Housekeeping Manager
<i>Work experience/years</i>		Range: 6 - 30 Average 13.5
<i>Working hours/day</i>		9 hours
<i>Working hours/week</i>		Range: 45 - 54 Average 46.5
<i>Work shifts:</i>	Day	6
<i>Do you work overtime?</i>	No	1
	Yes	5
	If yes, the reason:	Not to keep anything pending (3) To make sure everything is OK (2)
<i>Do you work on week-ends?</i>	No	2
	Yes	4
	If yes, the reason:	Rotation policy (3) To fulfill all duties

The semi-structured interviews were conducted according to the participants' time and location preferences according to a convenient request set by the participant. Each interview lasted approximately 45 minutes and aside from the semi-structured interview guide, the participant had the opportunity to further talk about her experience related to the topic of interest which is the work-family and family-work conflicts in an effort to uncover attitudes, beliefs or values compatible with our target topic. Recordings and verbatims helped maintaining the quality of data during the review and labeling process. The information obtained was categorized and clustered afterward into themes by following the responses provided for each question on the interview guide. This data was then broken into separate units for coding purposes and then organized by identifying repetitive patterns for additional investigation.

The recurrent analysis process generated from the specific and broad codes, six elements sorted into six general themes. The six general themes which emerged as significant over the course of data collection and analysis were as follows: 1) Reasons for experiencing work-family conflict, 2) negative outcomes, 3) positive outcomes, 4) Social support, 5) quality of life and 6) measures to alleviate conflict.

The following presentation of the results shall include a table in which themes are generated from broad and specific codes. Direct quotes from the participants shall be afterwards presented in the following discussion section in order to provide examples demonstrating the results that were obtained.

Table 4.2. Template analysis

THEME	BROAD CATEGORY	SPECIFIC CATEGORY
Reasons for experiencing work-family conflict	<i>Work pressure</i>	Lots of requirements Unexpected demands Long hours
	<i>Lack of Flexibility</i>	Need for additional time with family
	<i>Child care problems</i>	Lack in answering maternal demands
Negative outcomes	<i>Lack of time for self</i>	Denial of self needs
	<i>Lack of time for children</i>	Lack of active presence and active listening
	<i>Tiredness</i>	Fatigue and exhaustion
	<i>Negative emotions</i>	Stress Anger
	<i>Distractions</i>	Lack of attention and interferences
	<i>Guilt</i>	Blame and remorse
Positive outcomes	<i>Happiness and success</i>	Joy
	<i>Provision of support in household</i>	Participation in the expenses of the family
	<i>Independence in spending</i>	Possibility of spending on additional personal needs
	<i>Positive role model</i>	Possibility to achieve control and be a multitasker
	<i>Personal value, growth and motivation</i>	Entertainment of self and enhancement of personal competencies
Social support	<i>Reception of support from family</i>	Positive use of the social network for assistance
	<i>Support from partner</i>	Dyadic understanding
	<i>Support from paid helpers</i>	Use of professional assistance for support
	<i>Support from administration and colleagues</i>	Appreciation from superiors and mutual coverage from peers
Quality of life	<i>Quality time with siblings</i>	Negative impact on family relationships
	<i>Future ambitions and plans</i>	Promotions Commitments
	<i>Social relationships</i>	Isolation and lack of connections to others
Measures to alleviate conflict	<i>Provision of childcare</i>	Assistance with daily duties
	<i>Provision of incentives</i>	Bonuses Trips Special arrangements
	<i>Time management</i>	Planning
	<i>Flexible policies</i>	Flexible shifts Less working hours

CHAPTER 5

DISCUSSION

The aim of this project was to explore the working experience of Lebanese women in the hospitality and tourism sectors and the conflicts they experience especially when they have managerial positions.

During our face-to-face interviews we tried to start by searching the existence of WFC by examining the factors related to these conflicts.

A. Reasons for experiencing work-family conflict

Content analysis showed mainly three broad categories pertaining to 1) work pressure, 2) lack of flexibility within the industry and 3) issues related to child care problems when it came to married women.

1. Work pressure

Since we wanted to obtain more insights about emerging WFC, we deeply assessed the factors related to work pressure.

All the participants complained from the existence of enormous requirements at work. This was related to the nature of the work itself within the tourism and hospitality sectors since gigantic efforts are requested from employees to be able to satisfy guests and maintain the competitive advantage. One of the participants said:

“You put your deadlines, your day to day tasks, you have deadlines, sometimes you have notes, to do lists, and you will have something coming, you will be having a meeting... something happens, a skype call, so I delay. But I always have things, that no

matter what happens; these things should be finished during this day. I have 5 to 6 things which should be finished during the day, no matter what, even if I have to stay at night because they will be very critical.”

Tasks are diverse and the person occupying a managerial position is supposed to contribute more in order to keep up with the flow of the already abundant work demands. This was explicitly formulated by another participant who declared:

“I have targets that I want to achieve, I have work that I need to do. I have things that I have to finish; I have deadlines to meet on some issues. I can’t leave anything pending. So between contacts with clients, contacts between colleagues, trainings to do for the staff, these are the things that take time to be done, and 9 hours a day are not enough to finish these tasks. That’s why I am obliged to stay longer at work.”

Along with the daily activities and duties, requirements might arise suddenly from unexpected demands at work. This situation is quite normal within the hospitality industry that is dynamic and should follow all the trends to maintain a competitive position in the sector. One of the working women stated that:

“You wouldn’t have expected it, so you get a promotion, you receive an email about this promotion and you have to launch it, and you have to prepare this and that. While you are working concurrently on something else. I have a coordinator who is helping me but I don’t have an assistant as an assistant to help me.”

Aside from the work pressure and the unexpected demands, the participants complained from long working hours. We heard this sentence from practically all the participants:

“What stresses me is the time at work, the long working hours are the most stressing.”

In fact, working in the hospitality and tourism industry is different from working in a different field since employees are not asked to provide a certain amount of working hours daily and then continue their unfinished duties the next day. In hospitality and tourism industries, job demands should be sorted immediately otherwise catastrophes might happen: an unsatisfied guest arriving at night would not wait to the coming morning to change his room or a peaky customer would not finish his dish if he has special tasting issues. Therefore, employees are implicitly called to be present during the whole day and sometimes work extra hours. Participants called this situation a 24 hours position. This situation was well explained by one of the women:

“In a hotel, you live in a hotel and you don’t work in a hotel. When you start, when you are in a junior position, I used to stay here overtime and work hard because I needed to prove myself but even in a managerial position; you live in a hotel because in hospitality, it is a 24 hours position.”

Another participant stated:

“I work on week-ends, usually in hotels it is half days on Saturdays, sometimes I have some pending issues, some follow up to do. There won’t be any stress, and even if I have pressure and I don’t have work on Saturdays I pass by the office for a couple of hours to check or send e-mails. Nobody is obliging me, but once you are in a managerial position you don’t need someone, once you arrive to this position, to have someone telling you to come and finish your work. You have to lead by example, you have to come and finish your work because on Monday you will be having things, so to ease it on yourself and to prevent being in awkward positions, not because you are obliged.”

In fact, the nature of the job demands is huge. To be able to sort an issue related to work, the employee should invest lots of efforts. Many tasks are required: sometimes a physical presence is needed and sometimes phone conversations are vital to deal with a problem, but most of the time both are mandatory. We learned more about this when we heard one of the ladies saying:

“I am OK on the phone, I am sending an offer, they signed it and it is finished but there is the process in between that is very long and very time consuming. For example, a meeting with a guest might take an hour with you just to..., it is a meeting for one day but it takes so long.”

2. Lack of flexibility in order to have additional time with family

This demanding situation was experienced differently between single and married women. Single women did not have child or familial responsibilities whereas married women had responsibilities related to house and child care. Married women would come to work having already their familial concerns. Even though, it is recommended to separate one's life at home from the one at work, but married women would come to work carrying their concerns from home. If that won't be the case, they had at least their emotions interfering with their work capacities. Despite the fact that working in the hospitality and tourism sectors is acquiring full focus on work around the clock, but working mothers were not able to completely separate themselves from their initial context. A participant emotionally declared the following when she was asked about the influence of her work upon her family life:

“This influences my family a lot, sometimes I miss my son a lot, sometimes, I wish I can leave earlier to be able to play with him.” Then she continued to talk about

her children: “So even if I am here (at work) I am calling them in these 3 hours till I go there; maybe 20 times.”

Another participant tried to stress over the fact that long working hours were not obstructing her way to answer the needs of her family; she said: “after here I go home and cook on daily basis, I teach my kids on daily basis and I give them their showers.”

Family demands are always present in the minds of married employees. It is as if they are working double shifts; one at work and one at home. One mother declared that: “I am fine at work, but a little bit stressed, hectic, sometimes because I want to achieve more family demands.” According to these mothers, the current trend of life is also adding to their stressful experience. Children nowadays are becoming more difficult to please comparatively speaking to older generations. This is what was said by one participant: “when it comes to children, you will have priorities. You might want something for yourself but you will get something for your kid. Your kid will become the priority, even before yourself. So it becomes harder and during this time children are getting more demanding, so you can’t.” This interesting statement about self-denial in materialistic needs had a spillover effect on basic physiological needs more particularly among married women who had to run back home to take care of their spouses and children during the remaining time of the day whereas single women had their basic needs provided by their mothers. They returned home and found a hot dish, clean clothes and a neat environment. Some of them were also spared from doing interactions with the remaining members of their family. The time they had at home was their own. Nevertheless, it was enough time to relax and boost their energy again to be able to face another hectic day at work. Working in hospitality was a real challenge and had a negative influence upon their well-being.

B. Negative outcomes

When we wanted to delve deeper in the participants' experiences, we found major negative outcomes as a consequence from working in the hospitality and tourism sector.

1. Lack of time for self

Regarding the time for self, all the participants declared lacking of time to answering basic needs. Some of the participants even highlighted the fact that they deliberately deny their right for self needs since they are unable to spare some time from their jobs. This situation was not an exceptional situation. In hospitality sector, this situation was the common one encountered by practically all the participants. A participant highlighted this fact by saying: "Sometimes, no not sometimes, most of the time, I don't have time for me, as for ME. But I create this time, sometimes I get selfish and I create this "I time", and I do it, because if you don't create this space you, you won't be able to give them."

The need for a time for self-care was associated with guilt among married women whereas it was created by single women over their sentimental and social life. "My work is taking all my time, so I don't have time for my private life. So that's it. I work all the time, if you have to go out, to meet someone, you don't have enough time to do so." She continued and said:

"We sometimes find ourselves not wanting to go out during feasts; we want to spend the night at home."

It would have been interesting to know on the long run if these single women would stay single similarly to what was noted in Japan a few years ago when the

government took an initiative to pay women when they got married and when they delivered babies since the majority of working women strived for success and neglected the question of getting married and procreating.

This lack of time for self was a consequence of lacking time for family especially for children.

2. Lack of time for children

Despite the fact that working mothers struggled to insure time for family needs, nevertheless, their presence was lacking of the authentic presence to their loved ones.

“Work used to influence my family, I didn’t have the time for them, I couldn’t spend time, sitting with them.” The guilt felt from the absence during the week days was driving women to sacrifice their week-ends to make it up for their children. The majority of working mothers repeated the following sentence: “But week-ends are for them and all my days off are for the kids.”

Although an effort was made to provide a respectful time for children, however work interfered rapidly since immediate actions are needed from a managerial level when it came to sorting out a certain issue in hospitality and tourism industries. A participant even explained that during week-ends the work/family conflicts were clear. She declared:

“I don’t mind answering my phone as long as they like, I am used to receive phone calls until 22:00 at night, I have missed to mention something, my children complain about the phone calls I receive after my working hours, because I won’t be able to fully answer them, kids don’t understand that you have work now and that you

are trying to concentrate to see what the guest is telling you and that you have to fully retain an appointment because you don't have a paper and a pencil to write it down.”

3. *Tiredness*

This demanding situation was burdensome and all the participants complained from fatigue and exhaustion. The nature of work in hospitality was different from other positions: “It is definitely without any doubt that our work in hotels is really very tiring, I am still better than those working in operation since they don't have a timing, they don't have regular shifts – they work during days, during nights - , they don't have week-ends ... we are still easier than what they have.”

This was also portrayed by another participant as follows: “The most important thing is the working hours, I don't mind doing morning shifts or in the afternoon, shifts are not important what is really influencing is that you have a certain amount of time for work and you will have the rest of the time for yourself, not like having all the time for your work, and when you finish you go to sleep and you only have 2 -3 hours for yourself. Those hours are also spent on the road”. The current road situation in Lebanon is also incremented in the tiredness of those employees. One participant compared our situation to the one in France where she used to live during her studies. She said: “I used to study in France previously, I always heard the French saying: “Metro – Boulot – Dodo”. Now we don't have a metro (subway in Lebanon) but the distance from my place to work – from Beirut to Kaslik- takes all my time, this is what stresses me a lot.”

To the fatigue related to long working hours and traffic on the roads, one has to add the “saturation” from human interactions. Employees in the hospitality and tourism industries are working around the clock to meet the expectations of clients and satisfy

their requests. This situation can increase their tiredness by adding to it the need for isolation and calm. One employee stated: “The work is tiring because you leave here ... you have seen so many people during the day, you had many meetings, you would have had many deadlines, many Emails, multitask, you have to be multitask, and this is the thing that is really tiring. You feel your head overworked so when you are about to leave you wouldn’t want to hear any more stuff, you don’t want to talk or think, you just want to relax.”

Unfortunately, for working mothers time for relaxing is an impossible endeavor. A participant declared: “Sometimes there are definitely times during which I came back tired, and not feeling like giving my child a bath or taking him to in bed. But mainly I do these duties. There are certain things to be done with my kid, the time for a story, the time to sleep, the time to play; I try to do it even if I am exhausted because this is quality time. So I won’t compromise this quality time, even if I am deadly exhausted, I won’t stop them.” This situation was described in previous research as the strain-based conflicts.

4. Negative emotions

Since this situation is a chronic situation in the tourism sector, the accumulation of tiredness over the days, months and years shall lead to the emergence of negative emotions mainly pertaining to stress and sometimes anger. All the participants talked about the stress they were facing at work: “We have lots of stress in our work, there is a lot of... euuuu...You should be a lot patient with the clients.” Trying to please different types of client is indeed stressful but the pressure arises when tasks should be done perfectly and unqualified employees are doing it.

In fact, the persons in managerial positions are blamed for their mistakes but also for the mistakes of those under their command. This fact was described by the participant who said: “We have lots of pressure especially that we deal with different nationalities, we deal with uneducated persons.”

Another factor contributing to the rise of negative emotions is the nature of the work itself within the hospitality and tourism industries. Employees in these sectors are required to work while usual people have days off or vacation. Their lives are constructed in an opposite fashion to what is commonly lived by regular normal people which can be quite stressful. A participant sadly stated: “During holidays, we are obliged to work, usually people are happy and we are obliged to work, to offer our service.”

5. Distractions

The fact that the trend of life of those working in hospitality is reversed of those that surround them can lead sometimes to distraction since their full attention to details at work is required while others are enjoying national vacations for instance. During these times interferences are well experienced by employees in the tourism industry. A mother declared: “Sometimes, your brain is with your kids and sometimes you are at home and your brain is here. Like now I am in a renovation period here so my head is not sleeping the whole night. I wake up at 3 o’clock in the morning thinking about the duties I have to do, because we are doing some renovations.”

6. Guilt

Because of this continuous need of reflection and concentration, many working women are experiencing guilt towards their loved ones. This guilt was only felt by married women. A participant wanted to generalize this effect by attributing the guilt to the work itself without adding the demands of work specifically related to tourism and hospitality. She said: “Usually, as mothers, for working mothers, working moms, we feel guilty because we are not with our children anymore.”

Another participant described her coping strategies to overcome the guilt she was experiencing towards her children: “I try to distract my children with other things, I try to send them their grandmother to be with them -my mom- they love her. I try to get them gifts during week-ends, I spend week-ends with them, when I work for long days during the week, I try to make up for them during week-ends, to spend the whole week-end with them, as much as I can. I try to listen to them, to see what their needs are, the problem for me is that I miss them and they miss me, and I don’t get to see them, this is the problem.”

Despite the fact that all the working women who were interviewed were working in a very stressful sector, and answering very demanding jobs and schedules, yet, there is an enjoyment part that could be traced as “work rewards’ that compensated the negative outcomes and brought back to those employees their well-being balance.

C. Positive outcomes

The well-being of employees is not only judged by the conflicts they experience, the stress or the guilt, but also by the rewards they get from their jobs which were also

highlighted in previous research. In fact, rewards can be of twofold: material ones and psychological ones.

1. Happiness and success

Despite the fact that complains were unanimously heard from all working women in the hospitality and tourism industries, nevertheless they all eloquently spoke of the feeling of joy they experience while working. The following quotes highlight the intense feeling of happiness that they have resulting from their success in the field.

From the quotes of: “I am in love in with what I do,” “I love what I am doing...this is why I am staying,” “but because I love this work, I love it... this is why I succeeded in it,” it is possible to conclude that these women had established physical bonds with their work. They use verbs usually used to express feelings towards human like “*love*”. The connectedness with their work and their satisfaction compensate all the negative outcomes they experience. The work that they were doing was adding to their self-confidence and self-worth. One participant said: “Now I am very happy where I am, I am extremely happy, I feel myself the queen of the house here, and I love the team. I love the company. I am well treated.” Additionally, these participants were ready to invest all their energy in their work because they loved what they were doing and they were good at it: “My work situation is very good, first I chose a work that I love and when someone works in something that he likes, no matter how much tiring it is, the person will endure. You cannot work in something you dislike and say that you are happy, this will never happen, the person will be a liar.” Although they were exhausted, they were proud of their achievements: “When you love what you are doing you become good at it, you will see the outcomes and you will feel proud, this will give

you satisfaction so you become happy regardless of the hard work.” This enjoyment was also increased by the satisfaction related to provision of support in household.

2. Provision of support in household

In fact, the possibility of participating in the expenses of the family created a certain satisfaction as an outcome despite the stress and the exhaustion especially because that this provision of income for familial support was valuable in light of the tight economic situation in Lebanon. One participant said: “And we are living in a time where a woman should have a high income to be able to help her husband so there isn’t any more this type of argument that you are working long hours.”

A single participant declared that she strives to maintain a certain level: “We need to stay in one level, we cannot go beneath it because frankly we consider that our parents made us achieve a certain level and we cannot allow ourselves to make them go beneath it because they are not working now”- as if this working woman is repaying her parents their previous support. Could this be the case of other single working women around the globe? Or is it an issue related to the familial environment and expectations we nurture within our citizens?

Another single participant also declared that: “We have to take care of my mother and father, pay the rent and all these stuff , we divided them between my sister, my brother and myself,” “ “Thanks God, as a family we are good, our expenses are covered, not up and not down, we are doing ok, I don’t want to hide things from you, I help my parents, yes...I have responsibilities regarding them, we divided the situation, everyone has a share to pay in order to get through the whole month.”

Another positive outcome was felt in association with the provision of support in household: it was the independence of spending the earned money.

3. Independence in spending

Concerning spending money, women were satisfied with the possibility being independent in spending without needing to ask for the support of others but mainly in relation to being able to afford additional personal needs and luxurious items. This feeling of being financially independent increased their satisfaction and dampened their exhaustion from work. One participant explained: “And when you are economically independent, this will influence a lot ... when you are comfortable economically, I mean when you need something you are capable of getting it... or you can buy it...this will influence a lot your psychological domain, your well-being and it will ease the pressure.” Another participant said: “I can buy whatever I want and my kids are fine and healthy.”

This was true regardless of the economic situation of the family: “I am married to someone, who has his own business, and he takes care of the family. I don’t have to participate. But however, not the whole salary is for me. Inno..., it is the usual. When I want to take the kids out, to buy them things, but I don’t pay the necessary, I don’t pay their schooling, I don’t pay their initial needs.”

Obviously, the fact that the women were financially independent boosted their freedom to choose doing whatever they desired; they had an excuse and a justification for their actions: “I can’t tell you that my life is uncomfortable. Because I go out to the place I want, I buy the stuff that I want, I wear what I like, if I want to travel I will travel.” Their income gave them a certain power despite all the efforts they had to

provide at work. And they were unwilling to give up this advantage. In fact, this advantage led to another advantage; they had the possibility to become role models.

4. Positive role model

When these working women were able to provide their needs by themselves, they achieved a level of self-control over their situation and their lives. They were multitaskers and they amazed the persons around them. They even became role models for their children. A participant declared: “I asked my kid the other day: do you prefer your mom to be a working mom or to be here with you at home, because sometimes they tell me we wish that you take us to school and bring us from school. No, my eldest told me: No, I prefer to have a productive mom, than having a mom being at home; I can see that you are taking care of us.”

5. Personal value, growth and motivation

This reinforced their self-confidence and control, and boosted their personal competencies by inducing growth and motivation to continue what was already started. A participant admitted:

“I don’t imagine myself being able to stay at home... because staying at home makes your brain stop, your brain won’t work, maybe you don’t even take care of yourself, you don’t get dressed, you don’t do your hair, you don’t take care of yourself.”

Work created a self-value among these working women: “Instead of sitting and do nothing ... this is it... you will feel yourself valuable...that you are a productive person in the society and not feeling as if you were a put aside....and believe me...this is what makes you feel young, happy.”

Additionally, working was a protecting factor against aging and decline: “If you stay home... there are many people I know, first of all they started forgetting and losing their memory, they started having depression, they feel they are nothing, no, I don’t love this feeling, I don’t like it that way.”

It was also seen as a mediator for enhancement and development: “My personality changed a lot since I started working in sales. I used to be someone, very shy, my personality got stronger... with people, I understand the market more. This position improved me a lot.”

These positive outcomes of work were enhanced by the existence of social support which was an important determinant to ease work-family conflicts.

D. Social support

All the participants experienced a certain amount of support from their environment.

1. Reception of support from family

The majority of the participants in this study had the privilege of having assistance from their social network and they made of positive use of the existing network support. The Lebanese context and the presence of tight social bonds and connectedness eased the demands that came from the familial side. A participant explained the nature of support she received related to helping the children with home works: “I was lucky to have their aunt living with us for a long period of time. So she used to take care of the cooking, and when they come back from school they would find someone at home.” A lady even was pleased with the educational level of her relatives

and the support that they were offering: “The fact that I live next to my mother-in-law helped me a lot. She used to be a teacher and all our relatives in the family are PhD’s – thanks God- hahaha.”

Another participant described the presence of the grandmother to fill in the gap for the children: “I can’t help them with their school work, I can’t teach them or help them with their home works, their grand-mother does that, my mother in law comes and does this after they have lunch.”

2. Support from the partner

It has been shown previously that the most valuable support that a woman can receive is the one received from her partner since it will be the most determinant one. In fact, all the participants admitted that their partners really understood the nature of their work and provided psychological support. One participant said: “There is, you know...an understanding, this helps a lot when the husband knows the nature of your work. This will help.”

3. Support from paid helpers

Aside from the previous support, the Lebanese context is well known for the provision of services in comparison to western societies.

Paid labors are frequently found and Lebanese working women rely heavily on professional assistance and support.

One participant portrayed the number of professional she hires for support: “I used to always get a teacher for them to help them study,” “And I also had a maid who helped me.” Another one said: “I have a maid at home who assists me in the cleansing

of the house, and that takes care of the kids while, because they come at 3 o'clock, until I reach home at 6 o'clock," she continues by saying: "I am now thinking about the next step, when they get older, if they shall be needing a teacher I should enroll them in an Afterschool, this is the new trend nowadays."

4. Support from administration and colleagues

Since working in the hospitality and tourism industry has its own fragrance, working women had also the support colleagues provided and they received appreciation from superiors.

Participants stated that: "It is like here I can be with my family, because they know me. It has been years here so I can give more time to my family. I can leave whenever I want if I have an emergency," "From the management point of view, haram, they do see it, and they appreciate what I am doing, and nobody says anything about not doing overtime."

Furthermore, peers cover for their partners because they have all the same issues and the same constraints: "Sometimes, I have something, something urgent on week-ends., let's say I have a wedding to attend, or I don't know, a funeral or something important. I can ask a colleague to take over my place, we can rotate our shifts. There is no problem. We can exchange places; if someone is busy another person takes his place. There is no problem between us." These measures of assistance are indeed important to enhance quality of life.

E. Quality of life

Regarding quality of life, negative and positive aspects were interacting and highly impacting this dimension among working women.

1. Quality time with siblings

All participants admitted experiencing negative impact of work on family relationships. The restricted amount of time that they had to spend with their siblings was not a “*Quality time*” as they would have loved to have. This constrain was felt among single and married women invariably, nevertheless it was significantly higher among single women.

A single participant explained: “I am single, and with my family, I am living with my mother and father, and my sister, and we have our brother coming and leaving frequently, so life at home is very easy, very simple, nobody interferes in the life of another, so even sometimes, I go home, have a shower sleep and then leave and it is more like a hotel, more than it is a house and family issues...hahaha. Definitely we share all our concerns together, but frankly speaking, there is no stress at home.”

Similarly, another single participant said: “Now my work is influencing my family... in one way... I don’t have enough time to have a communication with my parents. These couple of hours that I spend with them, actually these couple of half of hours when I get to see them in the morning or at night, are not enough to sit and talk. This way the conversation is basically very superficial about the usual; there is no quality time with the family, that’s why it is bad frankly.”

This situation was previously described in the literature as the time-based conflicts.

2. Future ambitions and plans

From another point of view, quality of life was also impacted by the possibility of achieving promotions. A participant declared about this by saying: “When someone works in a place, if he is happy or unhappy, his aim is to get promoted. He aims to get higher in his position and achieve a better place.”

To be able to achieve higher positions, certain sacrifices should be made. And this negatively impacted quality of life again. Social life was the only remaining thing to sacrifice and this was only possible for single women: “Because even I can’t commit to go to the gym every week, because I will stay at work and I will not attend my appointments at the gym.”

3. Social relationships

As a consequence, social isolation and lack of connections to others was frequently experienced.

A single participant explained what she was confronting after a usual day of work: “I work all the time, if you have to go out, to meet someone, you don’t have enough time to do so, because by the time you finish working, you will be so exhausted that you will leave directly and go home. You go directly to sleep. And this is not easy because all your time is consumed.”

F. Measures to alleviate conflict

In order to deepen our understanding of the lived experience of those working women in the hospitality and tourism industries in respect to work-family conflicts, we asked the participants to name few measures for alleviating these conflicts.

1. Provision of childcare

All the participants named modalities in relation to the work place. The first recommended measures pertaining to the fact that assistance with daily duties related to childcare should be provided.

A participant affirmed: “I can recommend for every company with more than 100 employees, to create a nursery for its employees ... because in that case, the female employee comes and brings her child with her and if she is breast feeding, we have here a room if the lady has a child.”

2. Provision of incentives

Additionally, provision of incentives was welcomed by all the participants. These incentives might be bonuses, trips or special arrangements in order to ease the burden that these working women were experiencing.

The following quotes highlight their suggestions:

- “I don’t know what might be recommended, or what solutions can be offered other than to increase the salaries and to be flexible.”
- “We have to, we have to facilitate everything for the working lady, now, they established a law that extended her maternity leave, so to make it longer, it is 72 days, so this is very important.”

One participant shared the measure she was personally using to alleviate the conflicts: “Every couple of months, I leave the country; I go and take vacations to change the mood, to relax because you need an escape after the stress of work.”

3. Time management

Moreover, working women expressed the need to practice proper time management approaches in order to plan their tight agenda and orchestrate their daily life activities.

A participant shared her experience: “Time management is everything; sometimes people ask me how I manage my time. I wake up at 6 o’clock, sometimes 5:30. I used to come to the gym and do the gym, work out, and then start my day, plan the whole day as I told you. By 8 o’clock, 8:30 it is ... my full reports are set and my target of the day is set for me.”

4. Flexible policies

From the managerial side, working women were striving for flexible policies. They first called for decreasing the amount of working hours: “Concerning work hours, they could be reduced; they can be 8 hours instead of 9, if someone starts at 8:30 instead of leaving 5:30, and she can leave at 4:30. This will really make a difference. It is better for the lady; this half an hour can make a difference back home.”

But since they already knew the nature of their demanding jobs in the hospitality and tourism sectors, they called for flexible shifts instead:

- “I definitely prefer not be working on Saturdays and Sundays, not during week-ends, I prefer less working hours. Yes, I would love to,”
- “I just want them to be flexible if I have some event concerning my children at school. This is it,”
- “In case I got married or not, I love not to be forced to work every day, to wake up - let’s say - at 8:30 to 9:30.”

To sum up, the results from the qualitative content analysis showed a greater effect of work over family especially when it comes to married women. This finding is consistent with previous research that demonstrated the occurrence of more work-family conflict rather than family-work conflict.

Template analysis demonstrated that the situation in the hospitality and tourism sectors is more complicated by the demanding nature of the work itself in these sectors. Work is characterized by long working hours, to which should be added the distance that the working woman is putting to arrive to work since all hospitality companies are mainly located in the central district of Beirut where all the activities take place and which is known for the everlasting traffic on the roads.

Furthermore, usually, week-ends are reserved for distraction and for enjoyment within families. Unlike all women, employees in hospitality companies are personally driven to work more on week-ends even though from their homes in order to fulfill their duties and prevent any problems at work; or even to prevent having pending issues not sorted that would accumulate for the coming weeks.

Although women admitted the lack of time for themselves and their families, they also expressed their satisfaction towards what they are experiencing. All the participants did not express their urgent need for changing jobs, or career. This option was mainly related to the incentives or benefits that were available. Hence, they were unanimously satisfied since they are providing income to support in household expenses, but also in their personal needs which created a certain independence and acceptance of the demanding request of work. As if the economic situation alleviated their tiredness and suffering and provided pride and a sense of closure.

This was also nourished by the support they were receiving from their social network, first at work and then from their families, mainly spouses, children and also relatives. The fact that paid assistance was available, daily duties were eased and women were able to manage and balance their activities.

However, it should be noted that social bonds are starting to lack within families. For the single ladies, their relationships with their parents were decreased to the basics, whereas for married women, the demands of life obliged them to work more, to be distant further from their children and spouses, which will most probably influence familial bonds on the long run.

G. Relating results to research questions

This paper aims to answer three major questions related to the levels of WFC and FWC, the influence of demographic factors (such as age, education, marital status, children's care and husband's employment status) on the prevalence of conflicts, along with the influence of environmental factors upon conflicts (such as position, work experience, working hours, shifts, overtime, and work during week-ends).

In fact, since qualitative approaches can never be conclusive about the existence of relationships between variables, no causal assumptions can be made. Nevertheless, it is possible to examine the connectedness between these variables according to the in-depth information collected through content analysis. Since some of the abovementioned variables were roughly controlled (while having the same response category for all the participants such as having all the employees being college graduates, occupying managerial positions, having extensive experience at work, working practically the same amount of days and hours per week, having day shifts and

working overtime and week-ends), it is then possible to conduct comparisons among the remaining factors. Therefore and based on the findings, it is possible to say that female employees working in managerial positions within the hospitality and tourism sectors experience high levels of work-family conflicts. The conflicts are different in nature between married and singles employees. In time where married females suffer from time-based conflicts since they are lacking the time to spend with their spouses and mainly with their children, single women were suffering more from strain-based conflicts since their jobs were highly demanding due to their availability since no familial duties were requested from them.

Furthermore, based on the fact that personal factors (marital status, number of children, childcare responsibility, and lack of social support) were not relevant constrain factors in this study, work related factors were found important drivers for creating conflicts instead, especially when it came to long shifts, demanding work schedules, need to work overtime, lack of flexibility, lack of qualified personnel for support, and excessive workload. All the factors were identified by all the participants as drivers for increasing their burden at work.

However, since all the ladies were satisfied with their work position and the advantages they had, the findings of this study were aligned with those previously found in the literature about the Spillover effect. Although all the participants were exhausted from work demands, no one stated having serious intentions to quit the job.

Finally, it should be cautioned that for single employees, changes in the orientation of gender role were seen. These women were spending all their time in their professional role and neglecting their familial role to a certain extent that probably they are unable to find their way back.

CHAPTER 5

CONCLUSION

By the end of this research, it is interesting to emphasize the enriching experience that a qualitative research provides in having more insights about personal phenomena from the perspective of the person living the condition.

Valuable information can be driven from field notes and transcripts of verbatim that typically shed the light on detailed data that quantitative research will lack to demonstrate.

Future research should be directed in acquiring more information about the sense of commitment that women feel towards their jobs.

On one hand, all participants in this research were willing to continue working additional hours without being paid in order to make sure that all their duties were perfectly fulfilled. On the other hand, they were not willing to make use of this same process when it came to their family demands. As if their work was considered a priority and compromise was not allowed whereas, concerning family demands, women were permissive of lacking to answer needs of their siblings. This will stimulate more research in this area in the future with a recommendation to enlarge the sample number and to work on taking into consideration the spouse's and the children's points of views. Additionally, mixed methods techniques might also be useful in triangulation of the results.

Nevertheless and as a closing note, since all the participants complained from long working hours and the lack of flexible policies, companies ought to consider

proposing appropriate flexible work arrangement (FWA) programs to their valuable employees. It is not a common practice to find qualified and dedicated personnel who are similar to the participants of this study.

Flexibility at work allows employees to reach their work objectives while balancing personal obligations and FWA are usually of threefold: flex-time offering employees different options of flexible time like part-time work or staggered hours while having different start, finish, and break times, flex-day relating to schedules where the start and finish time is based on the employee's preference, and flex-place giving employees the opportunity to work outside the office (off-site work arrangement). It is assumed that such measures increase employee productivity in the short term in addition to corporate performance in the long term.

APPENDICES

APPENDIX I

RECRUITMENT MATERIAL

Dear Madam/Sir,

This letter is a request for your fine establishment's assistance with a project that I am conducting as part of my Masters degree in Human Resources Management at the American University of Beirut under the supervision of Dr. Yusuf Sidani.

The title of my research project is "Work and Family Conflicts among Lebanese women working in the hospitality and tourism industries". I would like to provide you with more information about this project that explores Work and Family Conflicts among working Lebanese women in relation to demographic and work environmental factors.

Knowledge and information generated from this study may help me tackle the problematic situation and recommend future steps to resolve this problem both on the familial level and within the working environment.

It is my hope to connect with female employees who are working in your fine establishment for more than one year so to invite them to participate in this research project via participation in a face to face interview.

During the course of this study, I will be conducting a questionnaire for 10 minutes and a short interview of 20 minutes to collect the employees' experiences.

At the end of this study the thesis will share the knowledge from this study with other researchers.

For my recruitment methodology, and to respect the privacy and rights of your organization and its participants, I will not be contacting the employees directly. After your approval, what I intend to do is provide your organization with recruitment information letters and flyers to be distributed in your organization (Copy in appendix) encouraging participation. To avoid any instance of coercion or undue influence, please note that an employee at low administrative level must be assigned to distribute the recruitment letters/ flyers within your esteemed organization.

With your consent I shall be available to schedule a future meeting with few participants (according to their availability) to conduct face-to-face interviews. The interview will be conducted off-work premise to preserve privacy of participants and confidentiality of data.

Contact information related to the investigator, student-investigator and the AUB-IRB will be contained on the Participant Information letter.

Participation is completely anonymous and voluntary. Each employee will make her own independent decision as to whether or not to be involved.

All participants will be informed and reminded of their rights to participate or withdraw before any interview, or at any time in the study. They shall receive the Participation Information letter including detailed information about this study, as well as a copy of the Informed consent form.

Names of participants will not appear in the thesis or reports resulting from this study. Participants will not be identifiable.

Your fine establishment's identity will remain confidential; it will not be cited in the thesis or any other report.

All paper field notes collected will be retained locked in the principal investigator's office, and audio-taped interviews will be confidentially destroyed after five years.

Finally, the principal investigator at AUB and the co-investigator will have access to these materials. Records will be monitored and might be audited by the IRB while assuring confidentiality. There are no known or anticipated risks to participants in this study.

I would like to assure you that this study has been reviewed and received ethics clearance through an AUB – IRB procedure.

However, the final decision about participation belongs to your fine establishment.

If you have any questions or clarification regarding this study or would like additional information to assist you in reaching a decision about participation, please contact the principal investigator or the co-investigator of this study at the following:

Dr. Yusuf Sidani/ Principal Investigator

E-mail: ys01@aub.edu.lb; Office Phone n# +961 1 350 000 Extension: 3952

Farah Itawi/ co-investigator

E-mail: ffi02@mail.aub.edu

Mobile: 961 3 92 93 07

If you agree to grant me access to your employees, please complete the following Permission form.

I look forward to speaking with you and thank you in advance for your assistance with this project.

Yours sincerely,

Farah Itawi

Master Student

American university of Beirut

*If you have concerns about the study or questions about your rights as a participant, you can contact the AUB IRB Office at <http://www.aub.edu.lb/irb/Pages>
IRB Contact Information*

American University of Beirut

PO BOX: 11-0236 F15

Riad El Solh, Beirut 1107 2020 Lebanon.

Tel: 00961 1 374374, ext: 5445

Fax: 000961 1 738025

Email: irb@aub.edu.lb

APPENDIX II

ORGANIZATION PERMISSION FORM

We have read the information presented in the information letter about the study being conducted by Farah Itawi at the American University of Beirut. We have had the opportunity to ask any questions related to this study, to receive satisfactory answers to our questions, and any additional details we wanted. We are aware that the name of our organization will not be used in the thesis or any publications that comes from the research. We were informed that the study participants may withdraw from participation at any time without penalty by advising the researcher. We have been informed that this project has been reviewed by, and received ethics clearance through an AUB – IRB procedure. We were informed that if we have any comments or concerns with in this study, we may also contact the *AUB IRB Office* at <http://www.aub.edu.lb/irb/Pages>
IRB Contact Information

American University of Beirut
PO BOX: 11-0236 F15
Riad El Solh, Beirut 1107 2020 Lebanon.

Tel: 00961 1 374374, ext: 5445
Fax: 000961 1 738025
Email: irb@aub.edu.lb

We agree to help the researcher recruit participants for this study from among women employees who are working for more than one year at our organization.

Director Signature: _____

Investigator Signature _____

Date: _____

APPENDIX III

PARTICIPANT INFORMATION LETTER

Principal investigator: Dr. Yusuf Sidani
E-mail: ys01@aub.edu.lb
Primary Office
Office: Olayan School of Business 305
Extension: 3952

Student-investigator: Farah Itawi
E-mail: ffi02@mail.aub.edu
Mobile: 961 3 92 93 07

It is not an Official Message from AUB

Introduction and Background

Previous studies examined extensively work and family conflicts that result in the overall level of conflict that a person can experience (Greenhaus & Beutell, 1985) when duties or tasks are not met because of responsibilities in one or the other domain (Unruh, & Fottler, 2016).

These conflicts were found to be linked with both personal and work environmental factors and were context-specific. Despite the extensive literature about these concepts in western societies, little is known about the impact of shifts and time spent at work on work and family conflicts especially in the hospitality and tourism industries in Lebanon.

You are being invited to take part in this study entitled "Work and Family Conflicts among Lebanese women working in the hospitality and tourism industries" because you are an adult female working in the hospitality and tourism industries in Beirut. The purpose of this study is to explore Work and Family Conflicts among working Lebanese women in relation to demographic and work environmental factors. The conduct of this study will adhere to the IRB approved protocol.

Participation

Your participation is entirely voluntary. Before deciding to take part in this study, please take some time to read this information letter in order to be aware of what the research involves. This document shall provide you with information related to participation, risks, discomforts and benefits. If you agree to participate, you will be asked to conduct a face-to-face interview for in-depth data collection (for around 30 minutes). The interview will be conducted off-work premise to preserve your privacy as a participant and the confidentiality of data. For the interview, you shall be provided with a copy of the consent form. If you accept to take part in the research, you can still be free to withdraw whenever you feel the need to without having to provide any reasons justifying your decision.

If you don't wish to participate, you won't be asked to provide any reason for your decision. Refusal to participate in the study will involve no penalty, and will not affect your relationship with your workplace, AUB and AUBMC.

Settings

The study shall be conducted in the field of hospitality and tourism industries in Lebanon. Targeted settings include: hotels, restaurants, malls, Potential participants that are female employees are given this information letter in order to encourage adherence and to explain

the purpose of the investigation. Contact information is given. Interviews can be done according to the availability and preference of the employee, after setting a meeting with the co-investigator.

Eligibility criteria: who can participate in the study?

Adult female employees are being invited to participate. This study aims to enroll 6 to 7 volunteers to complete a face-to-face interview.

You should not participate in the study if you have any of the following criteria:

- If you are not Lebanese
- If you have been working in hospitality and tourism industries in Beirut for less than one year

Stage of involvement

If you agree to take part in the face to face interview, you will be asked to complete an anonymous socio-demographic questionnaire that will need around 10 minutes to be completed.

Then a 20 minutes interview will be conducted with you and shall be audio-taped to facilitate content analysis afterward.

Possible harms and risks

The risks of this study are minimal. The self-administered instrument contains questions related to your socio-demographic background and to your work environment. Some questions might possibly raise emotions of distress or embarrassment related to your previous experiences. Nevertheless, your participation can never lead to an actual physical harm.

Possible benefits

You may not receive a direct incentive from your participation in this study. However, the information that you will be providing about your personal experience will be helpful in completing our understanding about the problematic situation, enabling us to recommend improvements in the future.

Withdrawal

Your participation is entirely voluntary and anonymous. You may withdraw at any time from the research by notifying the investigator(s) of your decision without being held responsible of any damage occurring in the course of this study. You may also be able to decline answering questions if you so wish without consequences of any kind. Only the data you provide in the questionnaire will be collected and analyzed.

Deciding to withdraw from the study will involve no penalty, and will not affect your relationship with your workplace, AUB and AUBMC.

Dissemination of results

Upon completion of the study, the results are analyzed by the principal investigator and the co-investigator and his research collaborators and then published in a thesis available in printed form and electronically from AUB Libraries. A scientific journal publication might be prepared. All the information you provide is anonymous, and disclosure of your personal information is impossible since your identity can't be released. The study results are expected to be available in summer 2017. Furthermore, data collected during this research will be retained indefinitely in a locked office at the principal investigator's residence to which only research assistants have access.

Records will be monitored and might be audited by the IRB while assuring confidentiality. There are no known or anticipated risks to participants in this study.

If you have additional questions, clarification, or further information about this study please do not hesitate to contact the principal investigator or the co-investigator of the study at the following:

Dr. Yusuf Sidani/ Principal Investigator

E-mail: ys01@aub.edu.lb; Office Phone n# +961 1 350 000 Extension: 3952

Farah Itawi/ co-investigator

E-mail: ffi02@mail.aub.edu

Mobile: 961 3 92 93 07

If after reading this participant information letter, you voluntarily agree to participate in this research; please contact the investigator to set a future meeting and please read the consent form.

CONCERNS OR QUESTIONS ABOUT YOUR RIGHTS

*If you have concerns about the study or questions about your rights as a participant, you can contact the AUB IRB Office at <http://www.aub.edu.lb/irb/Pages>
IRB Contact Information*

American University of Beirut

PO BOX: 11-0236 F15

Riad El Solh, Beirut 1107 2020 Lebanon.

Tel: 00961 1 374374, ext: 5445

Fax: 000961 1 738025

Email: irb@aub.edu.lb

APPENDIX IV

POSTER

American University of Beirut

Participants needed for a study entitled

“Work and Family Conflicts among Lebanese women working in the hospitality and tourism industries”

We are looking for volunteers to take part in this study about conflicts arising from family and work demands.

You are eligible for this study if you are a female aged over 18, if you are Lebanese and have been working in the hospitality and tourism industries (hotels, restaurant ...) for more than one year.

As a participant in this study, you would be asked to fill in an anonymous questionnaire and take part in an individual face-to-face interview.

Your participation would involve approximately 20 to 30 minutes.

For more information or clarification about this study, or to volunteer for this study, please contact:

Dr. Yusuf Sidani/ Principal Investigator

E-mail: ys01@aub.edu.lb; Office Phone n# +961 1 350 000 Extension: 3952

or

Farah Itawi/ co-investigator

E-mail: ffi02@mail.aub.edu; Mobile n#: 961 3 92 93 07

**This study has been reviewed by, and received ethics clearance
through the American University of Beirut Research Ethics Committee.**

Thank you

APPENDIX V

INVITATION SCRIPT



AUB Social & Behavioral Sciences

INVITATION SCRIPT FOR COMPLETING A QUESTIONNAIRE And For PARTICIPATING IN AN INTERVIEW

Invitation to Participate in a Research Study

**This notice is for an AUB-IRB Approved Research Study
for Farah Itawi, Master Student at AUB.**

(E-mail: ffi02@mail.aub.edu; Mobile: 03 92 93 07)

Under the supervision of Dr. Yusuf Sidani, Professor at OSB- AUB

(E-mail: ys01@aub.edu.lb; Office phone n# +961 1 350 000 Extension: 3952

It is not an Official Message from AUB

Hello. I am inviting you to participate in a research study about Work and Family Conflicts among Lebanese women working in the hospitality and tourism industries (hotels, restaurants ...).

You will be asked to complete a short questionnaire with demographic information and participate in an interview to give your experience about Work and Family conflicts.

You are invited because we are targeting working Lebanese women that are employed in the hospitality and tourism industries. You are eligible for this study if you are aged over 18, if you are Lebanese and have been working in the hospitality and tourism industries (hotels, restaurant ...) for more than one year.

The estimated time is approximately 10 minutes for the socio-demographic questionnaire and 20 minutes for the interview.

The research is conducted face to face with the co-investigator according to your availability. You shall be provided with a copy of a consent form as a participant. The interview is going to be audio-

taped in order to facilitate content analysis afterward. If you do not wish to answer any particular question on the survey or in the interview, you may skip the question by saying “skip” during the interview. Five years after the end of the research study, the taped interviews will be destroyed.

If at any time and for any reason, you would prefer not to answer any questions, please feel free not to. If at any time you would like to stop participating, please tell me. We can take a break, stop and continue at a later date, or stop altogether. You will not be penalized in any way for deciding to stop participation at any time.

Please read the Participant information letter and consider whether you want to be involved in the study.

If you have any questions about this study, you may contact the principal investigator or the co-investigator of the study at the following:

(Dr. Yusuf Sidani/ Principal Investigator

E-mail: ys01@aub.edu.lb; office phone n# +961 1 350 000 Extension: 3952)

(Farah Itawi/ Co-investigator

E-mail: ffi02@mail.aub.edu; Mobile: 03- 92 93 07)

Thank you for your time and interest

APPENDIX VI

DATA COLLECTION FORM



AUB Social & Behavioral Sciences

DATA COLLECTION FORM

This notice is for an AUB-IRB Approved Research Study
for Farah Itawi, Master Student at AUB.

(E-mail: ffi02@mail.aub.edu; Mobile: 03 92 93 07)

Under the supervision of Dr. Yusuf Sidani, Professor at OSB- AUB

(E-mail: ys01@aub.edu.lb; Office phone n# +961 1 350 000 Extension: 3952

It is not an Official Message from AUB

Background

The purpose of this study is to explore the bi-directional work and family conflicts among Lebanese working women in the hospitality and tourism industries in light of demanding shifts and working hours in order to increase our understanding and help us conceive appropriate policies to deal with this problem.

Introduction and guidelines

You have read the Participant Information letter and took a copy of the Consent Form related to the face-to-face interview. Please take some time to read and answer the questions below. Completing this questionnaire will take approximately 10 minutes. Try to think about your previous experience and answer the following questions honestly. There is no right or wrong answer. We just want to understand your personal experience.

Participant ID n#:

Socio-demographic questionnaire

Age (please precise your age in years): _____

Educational level:

- Less than high school graduate
- High school graduate
- Some college/ technical school
- College graduate or higher

Marital status:

- Cohabitation
- Married
- Remarried
- Separated
- Divorced
- Widowed
- Single

Number of children in home:

- No children
- 1 – 3
- 4 – 6
- More than 6

Spouse Employment status:

- Not employed
- Employed

If employed, please qualify his monthly income:

- Very low
- Low
- Average
- Good
- Very good
- Excellent

How can you describe your Household income?

- Very low
- Low
- Average
- Good
- Very good
- Excellent

About your environment factors, please specify your:

Position: _____

Work experience in years: _____

Working hours/day: _____

Working hours/week: _____

Work shifts:

- Day
- Night
- Rotation

Do you work overtime?

- No
- Yes if yes, give the reason why: _____

Do you work on week-ends?

- No
- Yes if yes, give the reason why: _____

Now, please take some time to read and answer the questions below. Completing this questionnaire will take approximately 20 minutes. Try to think about your experience and answer the following questions honestly. We just want to understand your personal experience.

Interview protocol

- 1- Can you portray your current work situation?
- 2- Please describe your usual working day:
 - Duties
 - Shifts
 - Overtime
 - Work on week-ends
 - Why do you work overtime? And on week-ends? Do you need to do so? If you can't, what happens? Are there any consequences: on your position, on your family?
- 3- Can you describe your current family situation? (Are you married? For how long?)
- 4- Please tell me about your:
 - Children if you have any
 - Responsibilities
 - Husband's employment status
 - Your economic situation (household income)
 - Any other duties that you have...
- 5- Can you please tell me how your current work affects your family?
- 6- Can you please tell me, how on the other hand your family affects your work?
- 7- How do you describe your current quality of life?
- 8- How do you imagine yourself in the coming three years?
Do you have intentions to leave your work?
What will impact your decision for leaving or not your current work?
What kind of work would you search for?
 - Conditions?
 - Shifts?
 - Position?

Thank you for your time and participation

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