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Investigation of Work-Family, Family-Work Conflict, Job Satisfaction and Life Satisfaction of Kitchen Staff According to Some Socio-Demographic Characteristics

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Abstract

This study aims to investigate the correlation between conflict and satisfaction among kitchen workers. The study examines 610 kitchen staff in 5-star hotels in Manavgat, Antalya, Turkey, using personal information form and subject-specific scales for data collection. The study found that employees experience work-family conflict more frequently than family-work conflict. Furthermore, a positive correlation was observed between work-family and family-work conflict, whereas a negative correlation was identified between both types of conflict and job and life satisfaction. Interestingly, family-work conflict was positively correlated with job satisfaction but had no significant impact on life satisfaction. The study found that individuals who worked longer hours experienced higher levels of work-family and family-work conflict, leading to decreased job and life satisfaction. In contrast, those who enjoyed their job reported higher levels of job and life satisfaction and lower levels of work-family and family-work conflict. The study's findings will aid in developing comprehensive solutions to address the identified issues among employees and employers.

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INTRODUCTION

There are many roles and responsibilities to fulfill in family and work life. Roles and responsibilities at work and in the family are important and often challenging. Individuals are expected to be able to fulfill their roles and responsibilities in the family and at work, to gain status and maintain balance (Wayne et al., 2004; Oshagbemi, 2000; Veenhoven, 1996; Netemeyer et al.,1996) and to overcome difficulties. Work and family lives intermingle regarding place, time, and behavior (Frone et al., 1992). Consequently, deadlocks, problems, and conflicts may arise in work and family life (Gutek et al., 1991; Frone et al., 1992). As a result of conflicts (Frone & Rice, 1987; Greenhaus & Beutell, 1985) and dissatisfaction in work and family environment, working individuals face stress, unhappiness, inefficiency, health problems, dissatisfaction, and desire to quit their jobs. Increased conflict and dissatisfaction are among the most important sources of problems in work and family life (Folger et al., 2013; Lu, Huang & Kao, 2005; Greenhaus et al., 2003; Parasuraman & Simmers, 2001).

As people's needs and expectations in life continue to increase, living conditions are becoming increasingly challenging. Individuals are often obligated to prioritize the welfare of themselves, their family, their work, and their immediate environment. This can lead individuals to push themselves to their limits or perceive their efforts as inadequate, which can cause additional stress and difficulty in meeting their obligations (Edwards & Rothbard, 2000; Hennessy, 2005; Veenhoven, 1996). Maintaining harmony in life is often viewed as a necessary component of overall well-being. However, achieving such balance can be influenced by a variety of factors, including the personal characteristics of the individual and the demands of their job (Sageer et al., 2012; Oshagbemi, 2000). These include many factors such as gender, age, marital status, spouse's employment status, spouse's occupation, and factors such as working hours, workload, and wages (Spector, 1996). The concepts of family and work are expected to be harmonious and balanced regarding their positions in ensuring quality living conditions. Conflict arises due to the individual's efforts to exhibit the status, role and responsibility of both concepts simultaneously (Carlson &Kacmar, 2000; Greenhaus & Beutell, 1985; Frone & Rice, 1987). It is important for work and life satisfaction that work, and living conditions are highly efficient in human, social, environmental, institutional, and public terms and have superior qualities. Positive inner reactions and feelings towards work and life are evidence of satisfaction in work and life (Guest, 2001; Spector, 1996; Frone et al., 1992; Wang & Peng, 2017).

Conflict and work-life satisfaction, which are key concepts in work-family research, are frequently studied in various business sectors and areas (Anju & Punia, 2022; Karaköse et al., 2021; Soomro et al.,2018; Taşdelen-Karçkay & Bakalım, 2017; Afzal & Farooqi, 2014; Erdamar & Demirel, 2014; Rupert et al. 2012; Kinnunen et al., 2010; Demirel & Koç Erdamar, 2009; Rode et al., 2007; Judge et al., 2006; Karatepe et al., 2003; Greenhaus et al., 2003; Netemeyer et al., 1996; Frone et al., 1992).

The tourism sector is a significant industry that attracts many individuals seeking employment opportunities. Among the essential roles within the tourism sector are kitchen staff, who play a crucial role in food production and service for guests. Today, kitchen staff work in communication and interaction with guests, highlighting the importance of their role in the hospitality industry. Depending on the size and type of hotel establishment, kitchen departments are responsible for performing various tasks related to food production, such as preparation, cooking, service preparation, purchasing, control, storage, cleaning, hygiene, and training (Sökmen, 2003; Knight & Kostchevar, 2000). In addition, there are also tasks such as introducing and presenting products to customers, which

involve communication and relationship with customers (Koçak, 2012; Türksoy, 2007). The personnel who generally work in the kitchen departments of hotel establishments and carry out these works are listed as a chef, assistant chef, section chef, section cook, assistant cook, assistant cook, assistant, busboy, intern, and dishwashers (Denizer, 2005; Gökdemir, 2003). Since production and consumption are simultaneous in the tourism sector and customers are involved in the process, kitchen workers experience intense stress during work. In addition, working hours, wages, a layoff of personnel during winter seasons, and limited vacations create stress on employees (Konrad & Mangel, 2000; Siegel et al., 2005; Ahmad, 2008). Excessive workload and stressful events arising from the work environment (Cartwright & Pappas, 2008; Ganster & Perrewé, 2011) can exhaust the employee physically and emotionally, leading to work-family conflict (Frone et al., 1997; Baeriswyl et al., 2016) or perfect harmony between family and work can create a high sense of achievement at work because it motivates individuals (Baeriswyl et al., 2016). Work-family and family-work conflict mean a lack of work-life balance. Efforts to balance family and work roles are associated with job dissatisfaction (Carlson & Kacmar, 2000; Kossek & Ozeki, 1998) and life dissatisfaction (Gore & Mangione, 1983; Bedian et al., 1988; Coverman, 1989; Frone et al., 1992; Barnett, 1994; Leiter & Durup, 1996; Grzywacz & Marks, 2000; Schieman et al., 2003; Cohen & Liani, 2009; Singh & Nayak, 2015). This situation affects both the individual himself (Johnson et al., 2005; Fitzpatrick et al., 2012), both workplace (Greenhaus & Beutell, 1985) and the family (Obrenovic et al., 2020) in a negative way. For this reason, it is important to examine the work-family and family-work conflict of kitchen staff working in the tourism sector and their reflection on job satisfaction and life satisfaction. For this reason, this study was conducted to determine the relationship between work-family, family-work conflict, job satisfaction and life satisfaction of kitchen staff and to reveal the effect of some socio-demographic characteristics on these variables.

Literature review

Work-Family and Family-Work Conflict

Work and family are two crucial areas in human life. The family serves as the smallest unit of society where individuals first learn to socialize, acquire knowledge, and meet their needs. In contrast, work is an essential means for individuals to earn a living and fulfill their vital needs (TDK, 2023; Akat, 1984). Since each individual has a family and often a job, these two domains are interconnected, interactive, and even intertwined. A positive or negative situation in one domain can easily affect the other, highlighting the impact of family life on work and work life on family (Frone & Cooper, 1992).

Work-family conflict is explained by Goode's (1960) role tension hypothesis from role theory (Merton, 1957). According to the role conflict theory developed by Kahn and his colleagues in the 1960s (Kahn et al.,1964; Katz & Khan, 1966), it is based on the interference between expectations and demands from various roles, which the individual cannot face. According to the theory stating that both life domains (work and family) interact, the main reason for experiencing conflict is based on the assumption that they have difficulties in fulfilling the requirements of these roles, not because they assume different roles in both life domains (Greenhaus and Beutell, 1985; Greenhaus and Parasuraman, 1986; Hesketh and Shouksmith, 1986; Bedeian et al.,1988; Thomas & Ganster, 1995).

In fulfilling the duties, roles, and responsibilities expected to be performed due to the structure of the job and the family, conflicts may arise depending on the social, physical, mental, and emotional conditions in which the person finds himself/herself. The conflict is two-way. (Work → Family; Family → Work) Therefore, two types of conflict

are mentioned in the literature: work-family conflict and family-work conflict (Frone et al., 1992; Netemeyer et al., 1996; Keleş, 2018). Conflict arises when the distinction between the work and family spheres is not demarcated, incompatibilities arise, and the pressure of roles and responsibilities increases. Conflict is the perception of a negative relationship, the resistance between related fields/parties, and the inability to communicate as desired (Parasuraman & Simmers, 2001; Greenhaus et al., 2003).

Family-work conflict occurs when the roles and responsibilities of the working individual in the family interfere with those at work. In other words, it is the negative interference between family and work roles and responsibilities (Wayne et al., 2004; Özdevecioğlu & Doruk, 2009; Turgut, 2011). Family issues and problems are at the root of the conflict. These issues and problems include situations and issues related to the spouse and children that are relevant to family role performance. Employees have difficulty in their roles and responsibilities or cannot fulfill them (Cinamon, 2006; Wang & Peng, 2017). Work-family conflict is when work-related problems interfere with those in the family. These include wages, managerial attitudes and behaviors, role ambiguity, intensive/inflexible working hours, colleagues, and job advancement (Öztürk et al., 2021; Parasuraman & Simmers, 2001; Pilar et al., 2004).

The reasons for the emergence of conflict can be individual, family, and work-related. Gender, age, marital status, and personality traits of the individual are among the causes of individual conflict. Family-related reasons may include the fact that the individual spends less time with his/her family, the status of domestic work, the number and age of children, and the support of spouses for each other. Work-related reasons include long working hours, role conflict in the workplace, role ambiguity, role overload, excessive workload, lack of job security, lack of time allocated to work, and inflexibility of working hours (Ünal, 2019; Kaya, 2008).

When the related literature is examined, it is possible to encounter many studies on work-family, family-work conflict in different fields (Anju & Punia, 2022; Karakose et al., 2021; Soomro et al., 2018; Taşdelen-Karçkay & Bakalım, 2017; Afzal & Farooqi, 2014; Erdamar & Demirel, 2014; Erdamar & Demirel, 2016; Rupert et al., 2012; Kinnunen et al., 2010; Ilies et al., 2009; Demirel & Koc Erdamar, 2009; Rode et al., 2007; Judge et al., 2006; Karatepe et al., 2003; Greenhaus et al., 2003; Netemeyer et al., 1996; Frone et al., 1992). The direction of conflict can be asymmetric or reciprocal.

Negativities, incompatibilities in the work and family spheres, and the intertwining and poor management of both spheres can lead to physical and mental problems (Siegel et al., 2005; Greenhaus & Beutell, 1985; Lu et al., 2005).

In contrast to conflict, work, and family should be in harmony, that is, in balance. Work and family balance meets the material, emotional and behavioral demands of paid work and family responsibilities (Sun et al., 2020). This means that the expectations (duties, roles, responsibilities) of work and family structure and culture meet organizational and individual needs. In other words, it is to ensure job and life satisfaction. The conflict has an impact on both job satisfaction and life satisfaction. In addition to providing satisfaction, it means increasing performance and ensuring social, mental, and physical well-being (Guest, 2001; Efeoğlu & Özgen, 2007; Gürel, 2018).

In this regard, the following hypotheses were determined.

H1. Work-family conflict is experienced at a higher level than family-work conflict.

H2. There is a positive relationship between work-family conflict and family-work conflict.

H3. Among the demographic characteristics, there is a positive relationship between age, years of marriage, years of employment, and family-work conflict and work-family conflict, while there is a negative relationship with daily working hours.

H4. There are differences between work-family and family-work conflict according to gender and marital status among demographic characteristics.

H5. Working more than 8 hours increases work-family and family-work conflict.

H6. Loving one's job reduces work-family, family-work conflict.

Job Satisfaction

Job satisfaction can be defined as an individual's happy and positive mood based on his/her experiences at work or work as an employee (Locke, 1976); the pleasure he/she feels from work that varies according to the values he/she has (Spector, 1996); the harmony between his/her expectations from his/her job and the feelings he/she gets from his/her job (Telman & Ünsal, 2004; Yılmaz et al., 2010). In a broader sense, job satisfaction is a general result of individuals' positive attitudes and behaviors towards their work and is the physical and mental well-being of the employee (Oshagbemi, 2000).

Job satisfaction results from the individual's job evaluation, and many factors affect the result. Some of these are related to the employee himself/herself, while others are related to the work environment and surroundings (Demirel & Özçınar, 2009). As a result of the intertwining of work and family areas and poor management, the individual is likely to experience negative situations and emotions such as stress, boredom, loss of self-confidence, dissatisfaction, loss of performance, decreased dedication and commitment (Greenhaus & Beutell, 1985; Lu et al., 2005; Folger et al., 2013). Conflicts experienced by the individual can affect the individual himself/herself, his/her family, and the organization in which he/she works, regardless of the field in which they occur. Reducing or eliminating conflict is a positive individual, family, and organizational situation. With the increase in positive employee behaviors, it becomes easier to increase productivity in the workplace, personal and family responsibilities of the individual, and the things that the individual needs to fulfill about life (Çetinceli & Çarıkçı, 2020). In this case, although it can be said that there is a negative relationship between work-family, family-work conflict, and job satisfaction (Allen et al., 2000; Ghiselli et al., 2001), there are also studies showing that there is a positive relationship (O'Driscoll, Ilgen, & Hildreth, 1992) and even no relationship (Aryee et al., 1999; Thompson & Blau, 1993; Wiley, 1987). In this study, it is assumed that there is a negative relationship between work-family, family-work conflict, and job satisfaction. In addition, it is thought that some personal characteristics such as gender, marital status, working hours, and liking the job impact job satisfaction. In this direction, the following hypotheses were determined.

H7. There is a negative relationship between work-family conflict and job satisfaction.

H8. There is a negative relationship between family-work conflict and job satisfaction.

H9. As income increases, job satisfaction increases.

H10. Among demographic information, gender, and marital status affect job satisfaction.

H11. Increasing working hours negatively affects job satisfaction.

H12. Loving one's job affects job satisfaction positively.

Life Satisfaction

The concept of life is defined as the duration between birth and death, encompassing both work and non-work time. Life satisfaction, in turn, refers to an individual's positive and affirmative assessment of their life and overall lifestyle. Negative experiences and their repercussions are seen as diminishing this sense of satisfaction (Veenhoven, 1996). This evaluation of life is based on the cognitive and judgmental assessment of the individual's current situation in relation to their desired state, and is influenced by their expectations and standards (Diener et al., 1985).

Life satisfaction is having healthy and good relationships, being happy with life, finding life meaningful, achieving goals and ideals, being self-confident, and being physically, mentally, and economically adequate. In other words, life satisfaction refers to the individual's satisfaction with work and nonwork life. Satisfaction is reached when the individual's vital activities, social relations, and events and situations in his/her life meet his/her needs by approaching the standards (Tümkaya et al., 2008; Özdevecioğlu & Aktaş, 2007; Keser, 2005, 2003; Diener, 1984).

Today, changes in many fields disrupt the balance between individuals' work and family lives and cause dissatisfaction with the emergence of conflicts in their living spaces. As a matter of fact, studies conducted in various sectors and different cultures have tried to examine the issue of conflict and its impact on the areas in which it is reflected (Frone et al., 1992; Allen et al., 2000; Geurts et al., 2003; Lu et al., 2005; Wang & Peng, 2017). It is seen that the majority of the studies focus on unidirectional work-family conflict. However, the family-work conflict has not been researched as much as the work-family conflict, despite the views that the characteristics of the individual's family situations affect work-related behaviors, motivation, job commitment, attendance, and performance.

Low life satisfaction has been found to be significantly associated with high inter-role conflict and low job satisfaction (Ghiselli et al., 2001; Higgins et al., 1992). In fact, there are three traditional views about the relationship between job and life satisfaction: (1) diffusion model - work and life are positively related; (2) compensatory model - work and life satisfaction are negatively related; and (3) compartmentalization model - work and life satisfaction are not related (Bamundo & Kopelman, 1980). Research findings consistently supported a positive spillover from job satisfaction to life satisfaction.

In this direction, it is assumed that there is a negative relationship between work-family and family-work conflict and life satisfaction and a positive relationship between job satisfaction and life satisfaction. The following hypotheses are formed by assuming that some demographic characteristics affect life satisfaction.

H13. There is a negative relationship between work-family conflict and life satisfaction.

H14. There is a negative relationship between family-work conflict and life satisfaction.

H15. There is a positive relationship between job satisfaction and life satisfaction.

H16. Among demographic characteristics, gender, and marital status affect life satisfaction.

H17. Increasing working hours negatively affects life satisfaction.

H18. Loving one's job positively affects life satisfaction.

Methodology

Relational screening model was used in this study.

Sample and Data Collection

The study sample consists of kitchen staff working in 5-star hotels in Manavgat. While deciding on the sample size, the table prepared for "appropriate sample size for different deviation amounts in discontinuous variables" at 0.95, and 0.99 confidence levels was used (Büyüköztürk et al., 2019). According to the number of rooms occupied in a 5-star hotel, the number of staff and the number of staff can be estimated on the basis of departments (Aktaş, 2011). There are 144 5-star hotels in Manavgat (MATSO 2021). According to the legislation and the organizational management style of the business, the possible number in the kitchen department was calculated. According to the estimated population size (7100 kitchen staff), for a deviation of 0.05, 384 kitchen staff at a 0.5 significance level and 665 kitchen staff at a 0.1 significance level would be sufficient for the sample size. In light of this information, 610 kitchen staff who agreed to participate in the study constituted the study sample. Scales in the literature were used to measure job and life satisfaction, and work-family and family-work conflict of the kitchen staff. Data were collected through face-to-face interviews with participants over a 2-month period between July and August in 2022. Demographic information about the kitchen staff participating in the study is given in Table 1.

Table 1. Demographic information on the kitchen staff

	N	%
Gender		
Female	258	42.3
Male	352	57.7
Marital Status		
Married	343	56.2
Single	267	43.8
Role in the kitchen		
Server	107	17.5
Demi chef	151	24.8
Assistant	161	26.4
Section Chief	108	17.7
Sous Chef	26	4.3
Executive Chef	10	1.6
Junior Chef	19	3.1
Stewart Assistant	3	.5
Stewart	23	3.8
Stewart Chef	1	0.2
Hot Chef	1	0.2

Questionnaire Design

The data were collected using personal information form, work-family, family-work conflict scale, job satisfaction scale, and life satisfaction scale. The personal information form included preliminary questions for kitchen staff (age, gender, marital status), including working time (years), monthly income, daily working hours, and job satisfaction.

Work-Family, Family-Work Conflict Scale

It is a scale comprising 20 items developed by Erdamar and Demirel (2014). The first nine items in the scale reflect work-family conflict, and items 10-20 reflect the family-work conflict. The total variance explained by the two factors is 53.679. The Pearson reliability coefficient of the first sub-dimension, work-family conflict, was .90, and the reliability of the second sub-dimension, family-work conflict, was .89. The items in the scale are in five-point

Likert type. The scale options are never (1), rarely (2), occasionally (3), frequently (4), and always (5). A high score on the scale means that conflicts in the family and workplace are also high. The maximum score for work-family conflict is 45. A score of 9-21 on this scale indicates a low level of work-family conflict; a score of 21.1-33 indicates a moderate level; and a score of 33.1-45 indicates a high level of work-family conflict. The maximum score for family-work conflict is 55. A score of 11-25.6 on this scale indicates a low level of family-work conflict; a score of 25.7-40.3 indicates a moderate level; and a score of 40.4-55 indicates a high level of family-work conflict. In this study, the Cronbach-Alpha internal consistency coefficient of the scale was .94 (work-family conflict) and .96 (family-work conflict).

Job Satisfaction Scale

The job satisfaction scale is based on a generally accepted and widely used scale whose reliability and validity have been demonstrated in numerous studies. The Minnesota Job Satisfaction Scale was developed by Weiss, David, England and Lofguist in 1967. It is a 5-point Likert-type scale of 20 items to determine job satisfaction. I am not satisfied at all (1 point), I am not satisfied (2 points), I am undecided whether I am satisfied or not (3 points), I am satisfied (4 points), and I am very satisfied (5 points) (Özdayı, 1990). The scores obtained in the evaluation of the scale are summed. The maximum score that can be obtained from the scale is 100, and the minimum score is 20. As the scores decrease toward 20, satisfaction decreases, and as the scores increase toward 100, satisfaction increases. A score of 20-46.6 on this scale means a low level of job satisfaction; 46.7-73.3 points means a medium level; 73.4-100 points mean a high level of job satisfaction. In some studies, the Cronbach-Alpha internal consistency coefficient of the scale was found to be 0.90 and 0.89 (Yıldırım, 1996; Demirel & Koç Erdamar, 2009). In this study, the Cronbach-Alpha internal consistency coefficient of the scale was found to be .97.

Satisfaction with Life Scale

The Satisfaction with Life Scale developed by Deiner, Larsen, Emmons and Griffin (1985) was translated and adapted into Turkish by Köker (1991). The scale has five statements and is a five-point Likert scale. Strongly disagree 1 point, Disagree 2 points, Undecided 3 points, Agree 4 points, Strongly agree 5 points. The maximum score that can be obtained from the scale is 35, and the minimum score is 5. Low scores indicate low life satisfaction (Demirel & Canat, 2004). A score of 5-11.6 on this scale indicates a low level of life satisfaction; a score of 11.7-18.3 indicates a moderate level; a score of 18.4-25 indicates a high level of life satisfaction. As a result of the scale's reliability studies, test-retest reliability r=.85 and item-test correlations were calculated between .71 and .80 (Avşaroğlu et al., 2005). In this study, the Cronbach-Alpha internal consistency coefficient was found to be .90.

Data Analysis

Correlation analysis was conducted between work-family conflict, family-work conflict, job satisfaction, and life satisfaction. The t-test and one-way anova was used to compare work-family, family-work conflict, job satisfaction, and life satisfaction according to some demographic variables.

Results

It was determined that the average age of the kitchen staff was 34.01±9.66 years, they had been doing this job for an average of 9.99 ≅ 10 years, their average daily working time was 8.47≅8.5 hours, and their average monthly income was 7,644 TL (July-August 2022) (Table 2).

Table 2. Descriptive analysis of kitchen staff's age range, marital status, employment duration and income

	Min	Max	$\bar{X}$	S
Age	17	78	34.01	9.66
Employment duration (years)	1	51	9.99	8.34
Daily working time (hours)	6	16	8.47	1.33
Income (TL)	5000	25000	7644.38	2147.11

When the descriptive analysis of the scores of kitchen staff from work-family, family-work conflict, job satisfaction, and life satisfaction scales were examined (Table 3), it was determined that they experienced work-family conflict at a moderate level, family-work conflict at a low level, and job satisfaction and life satisfaction at a moderate level. The "H1. Work-family conflict is experienced at a higher level than family-work conflict" hypothesis was confirmed from these findings.

Table 3. Descriptive analysis of the scales on work-family and family-work conflict, job satisfaction and life satisfaction among kitchen staff

	Minimum and maximum scores that can be obtained from the scales		$\bar{X}$	S
	Min	Max		
Work-family conflict	9	45	23.69	9.25
Family-work conflict	11	55	24.82	11.52
Job satisfaction	20	100	68.76	18.53
Life satisfaction	5	25	15.40	5.32

When the relationship between work-family, family-work conflict, and job satisfaction, life satisfaction is examined (Table 4).

While there is a positive relationship between work-family and family-work conflict ($p<.01$), there is a negative relationship between work-family conflict and job satisfaction ($p<.01$) and life satisfaction ($p<.05$). H2, H7, and H13 are confirmed. While there was a negative relationship between family-work conflict and job satisfaction ($p<.01$), there was no relationship between family-work conflict and life satisfaction. H8 was confirmed, while H14 was not confirmed. A positive relationship exists between job and life satisfaction ($p<.01$). H15 is confirmed.

The relationship between work-family, family-work conflict, life satisfaction and some demographic characteristics were also examined in the same table. While no relationship was found between work-family conflict and age, years of marriage, employment, and monthly income, a positive relationship was found with daily working hours (H3).

There is a negative relationship between family-work conflict and age, years of marriage, and years of employment ($p<.01$); however, there is a positive relationship between daily working hours ($p<.01$) (H3). There is a positive relationship between job satisfaction and monthly income ($p<.01$) (H9).

Table 4. The relationship between work-family, family-work conflict and job satisfaction, life satisfaction, and some demographic information of kitchen staff

	Work-family conflict	Family-work conflict	Job satisfaction	Life satisfaction	Age	Marriage year(s)	Working year(s)	Monthly income
Work-family conflict	-	.682**	-167**	-.095*	-.060	-.061	-.037	.069
Family-work conflict		-	-.134**	.048	-.120**	-.110**	-.108**	.059
Job satisfaction			-	.465**	.038	.044	.006	.118**

*= p<0.05 **= p<0.01

Work-family, family-work conflict of kitchen staff according to some variables is analyzed in Table 5. While gender and marital status were not effective in work-family conflict (p>.05) (H4), daily working hours and liking the job were found to be effective (H5, H6), and the difference between the groups was significant (p<.001).

Gender was not effective in family-work conflict, marital status, daily working hours (H4), and like the job (H5, H6) were found to be effective, but the difference between the groups was significant (p<.05, p<.001, p<.01).

Table 5. Comparison of work-family, family-work conflict experienced by kitchen staff based on some variables

Variables		Work-Family Conflict					Family-Work Conflict				
		N	X̄	S	t	p	N	X̄	S	t	p
Gender	Female	258	24.16	8.70	9.957	.305	258	24.57	11.38	3.262	.629
	Male	352	23.37	9.63			352	25.02	11.63		
Marital Status	Married	345	23.63	8.99	-.201	.840	345	23.92	11.11	-2.214	.027
	Singe	265	23.78	9.58			265	25.99	11.94		
Working hours per day	8 hours	508	22.80	8.99	-5.451	.000	508	23.92	11.11	-4.430	.000
	More than 8 hours	102	28.15	9.58			102	29.37	11.94		
Loving job	Yes	567	23.23	9.01	-4.608	.000	567	24.50	11.35	-2.570	.010
	No	43	29.86	10.26			43	29.16	12.99		

Job satisfaction and life satisfaction of kitchen staff were compared with some variables (Table 6). While gender, marital status (H10), and daily working hours (H11) did not cause a difference in job satisfaction of kitchen staff, it was found that loving the job was effective in job satisfaction, and the difference between the groups was significant (p<.001) (H12). While it was determined that the life satisfaction of female kitchen staff was higher than that of males (p<.05), it was not determined that marital status did not affect life satisfaction (H16). It was found that daily working hours and job satisfaction affected life satisfaction (H17, H18), and the difference between the groups was significant (p<.01, p<.001).

Table 6. Comparison of job satisfaction and life satisfaction of kitchen staff based on some variables

Variables			Job Satisfaction					Life Satisfaction				
		N	$\bar{X}$	S	t	p	N	$\bar{X}$	S	t	p
Gender	Female	258	70.20	18.07	3.262	.101	258	16.02	5.17	3.262	.050
	Male	352	67.70	18.82			352	14.97	5.40		
Marital Status	Married	345	69.40	18.81	.973	.331	345	15.53	5.10	.665	.507
	Singe	265	67.93	18.17			265	15.24	5.61		
Working hours per day	8 hours	508	69.25	18.81	1.468	.143	508	15.68	5.10	2.780	.006
	More than 8 hours	102	66.30	18.17			102	14.09	5.61		
Loving job	Yes	567	69.90	18.01	5.685	.000	567	15.81	5.15	7.151	.000
	No	43	53.65	19.01			43	10.02	4.73		

Discussion and Conclusions

Based on the findings of this study, which aimed to investigate the work-family and family-work conflict of kitchen staff in the tourism sector and their correlation with job satisfaction and life satisfaction, it can be concluded that kitchen staff encounter a greater degree of work-family conflict as compared to family-work conflict. This implies that they tend to bring their job-related roles and issues back home, leading to more conflicts in their personal lives. Some other studies have also revealed that work-family conflict is experienced more than family-work conflict. In general, individuals prefer to fulfill the responsibilities of their jobs and give up their responsibilities at home (Büyükyılmaz & Akyüz, 2015, Erdamar & Demirel, 2016; Anafarta, 2011; Geurts et al., 2005; Kinnunen et al., 2004, Aryee et al., 1999; Netemeyer et al., 1996).

As in this study, other studies have also found that family-work conflict increases as work-family conflict increases (Erdamar & Demirel, 2016; Tekingündüz et al., 2015, Büyükyılmaz & Akyüz, 2015; Trachtenberg et al., 2009; Namasivayam & Zhao, 2007; Grandey et al., 2005; Hammer et al., 2003).

Individuals tend to give back in proportion to what they receive (Siegel et al., 2005). When strong work-family and family-work conflict is perceived, employees' satisfaction with work or family life and life, in general, can be significantly reduced (Siegel et al., 2005; Jackson et al., 1985). This study determined that work-family conflict negatively affected job satisfaction and life satisfaction, while family-work conflict negatively affected job satisfaction but not life satisfaction. Just like in this study, the effect of employees' roles at work on family life (work-family conflict) on job satisfaction (Rode et al., 2007; Netemeyer et al., 2004; Kossek & Ozeki, 1998; Bedeian et al., 1988; Allen et al., 2000; Ghiselli et al., 2001) and life satisfaction (Bedeian et al., 1988; Goh et al., 2015). Likewise, the negative impact of employees' family roles on their work roles (family-work conflict) on job satisfaction (Rode et al., 2007; Kossek & Ozeki, 1998; Zhao & Namasivayam, 2012; Allen et al., 2000; Ghiselli et al.,) and life satisfaction (Gore & Mangione, 1983; Bedian et al., 1988; Coverman, 1989; Frone et al., 1992; Barnett, 1994; Leiter & Durup, 1996; Grzywacz & Marks, 2000; Schieman et al., 2003; Cohen & Liani, 2009; Singh & Nayak, 2015) has also been found in some studies. However, in this study, it was found that there was no relationship between family-work conflict and life satisfaction. This may be because employees experience family-work conflict less than work-family conflict. It may also suggest that they do not want to reflect their roles and responsibilities at home in their work. When individuals lack the skills and resources to balance work and family, they tend to adapt to their home life first (Frone et al., 1992).

As the job satisfaction of kitchen workers increases, their life satisfaction also increases (Amissah et al., 2020).

Similar results were obtained in the studies conducted by Demirel and Koc Erdamar (2016), Ghiselli et al. (2001), and Higgins et al. (1992).

The study also examined whether the levels of work-family/family-work conflict and job and life satisfaction of kitchen staff are related and different according to certain demographic variables. According to the results obtained, while there was no relationship between work-family conflict and age, years of marriage, and years of employment, there was a relationship between the same variables and family-work conflict. It was found that family-work conflict decreased as age, years of marriage, and years of employment increased. Thus, as individuals get older and gain experience both in marriage and business life, they can control to a certain extent the negative impact of their roles in the family on their roles at work.

It was determined that gender and marital status did not cause any difference in work-family conflict. The study conducted by Erdamar and Demirel found that gender caused a difference in work-family conflict, while marital status did not cause a difference as in this study. Spending more time at work can affect family roles at home, leading to work-family conflict (White et al., 2003; Rotondo & Kincaid, 2008; Cohen & Liani, 2009; Goh et al., 2015). In this study, it was determined that as the daily working hours of the employees increased, work-family conflict increased, and those who liked their jobs experienced less work-family conflict.

It was found that gender did not cause a difference in family-work conflict, but marital status caused a difference. It was determined that single women were exposed to family-work conflict at a higher rate than married women. Increasing the number of working hours per day leads to a lack of time at home, which increases family-work conflict by causing family roles and responsibilities to affect work. Likewise, it was found that those who love their jobs experience family-work satisfaction.

The study revealed that there is a positive correlation between salary and job satisfaction, indicating that individuals who receive higher pay for their work tend to report higher levels of job satisfaction. Conversely, lower wages were found to reduce employees' job satisfaction. In addition, the study also investigated the impact of other demographic factors on job satisfaction, and found that gender and marital status did not significantly affect job satisfaction levels. However, it was discovered that working more than eight hours a day had a negative impact on job satisfaction.

While marital status did not cause a difference in the life satisfaction of the employees, it was found that women had higher life satisfaction than men; those who worked eight hours a day had higher life satisfaction than those who worked more than eight hours a day; and those who liked their jobs had higher life satisfaction than those who disliked their jobs. Erdamar and Demirel (2016) found that women had higher life satisfaction than men, just like in this study, while Amissah et al. (2020) found that gender was not an effective variable in job satisfaction.

Jackson et al. (1985) mentioned that an individual's commitment to his/her job is an important determinant of work-family, family-work, job satisfaction, and life satisfaction. This study found that liking one's job decreased work-family conflict and family-work conflict and increased job satisfaction and life satisfaction.

As a result, it was found that work-family and family-work conflicts of kitchen staff decreased job satisfaction, the work-family conflict also decreased life satisfaction, while life satisfaction increased as job satisfaction increased.

Practical Implications

In order to increase job satisfaction and life satisfaction of kitchen staff, who fulfill an important task in terms of human health and nutrition, it is important for both the employee and the employer to ensure work-life balance by providing appropriate working conditions. Especially in this study, due to the mediating role of working hours and enjoyment of work in work-family, family-work conflict, job satisfaction, and life satisfaction, it is very important for both the employee and the employer to regulate working hours and to consider the criterion of enjoyment of work when hiring. Employees with a high job and life satisfaction will also increase their compliance with professional ethical principles regarding work efficiency, nutrition, and health. In practice, this is very important for hotels. Therefore, it is indisputable that this and similar studies will provide hotels with a different perspective on human resources management.

Considering the individual, family, and organizational consequences of conflict, employers can establish a social support system for their employees to help them overcome the difficulties of life and make life easier. In this way, employees can be supported with emotional, material, and instrumental aids and information services to increase job and life satisfaction. A tolerant, innovative, and empathetic manager is important in ensuring peace and efficiency in the work environment.

Theoretical Implications

Although this study, which focuses on work-family conflict, family-work conflict, life satisfaction, and life satisfaction, has been researched for individuals in many occupational groups, it has been little researched on the kitchen staff. In particular, the lack of studies examining the relationship between job satisfaction and life satisfaction of kitchen staff and work-family and family-work conflict will significantly contribute to the literature in this field. While the direction of the relationship differs in many occupational groups, in this study, similar findings were found in other occupational groups, while different findings were also found. For this reason, it has been revealed that work-life balance is an important variable in explaining job and life satisfaction for this occupational group. However, kitchen staff work does not have the feature of continuing at home as in some professions, long working hours and tiring work tempo, and continuous standing work cause work-family conflict to be experienced more. In other words, responsibilities and roles at work can interfere with roles and responsibilities in the family. However, the fact that employees see their jobs as their most important role in life negatively affects individuals' job satisfaction and life satisfaction. Since individuals place the work they do for a living in a very important place in their lives, they can control the impact of family responsibilities on work to a certain extent. In this respect, the employer needs to organize in-service training programs to inform the employee, raise awareness and provide training on time management and stress management in order for the employee to achieve a work-life balance. By investing in human capital, the qualifications of employees, one of the most important inputs of the workplace, are also increased.

Limitations and Future Research

This study is limited to Antalya-Manavgat, Türkiye. Since Manavgat is a touristic region, hotels are usually closed during winter. Therefore, more comprehensive studies can be conducted with kitchen staff in different regions working all season. This study examined the relationship between employees' work-life balance, job satisfaction and life satisfaction and the effect of some demographic characteristics. Studies examining the effect of these variables on work productivity can be recommended. In addition, independent variables can be determined, and different studies can be conducted to determine which other characteristics of employees may be effective in job satisfaction

and life satisfaction. Workload, organizational commitment, role ambiguity, organizational goals, organizational culture, organizational structure, job descriptions, job requirements, and standards can also be predictors of job conflict. Likewise, variables such as the family's life stage, expectations, needs, and well-being, which may be predictors of family conflict, can also be considered.

Declaration

All authors of the article contributed equally to the article process. There is no conflict of interest to be declared by the authors. In order to ensure that the research complies with ethical principles, approval was obtained from Akdeniz University, Social and Human Sciences Scientific Research and Publication Ethics Committee (04.08.2022 / Meeting Number: 14 - Decision Number: 283).

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Appendix 1. Ethics Committee Permission

Evrak Tarih ve Sayısı: 04.08.2022-420522

T.C
AKDENİZ ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal ve Beşeri Bilimler Bilimsel Araştırma ve Yayın Etiği Kurulu
KURUL KARARI

TOPLANTI TARİHİ   : 04.08.2022
TOPLANTI SAYISI   : 14
KARAR SAYISI   : 283

Üniversitemiz Manavgat Turizm Fakültesi Gastronomi ve Mutfak Sanatları Bölümü **Dr. Öğr. Üyesi Neslihan ONUR**'un yürütücülüğünü üstlendiği, *"Mutfak Personelinin Yaşam Becerileri, Aile Rol Performansı, İş ve Yaşam Doyumunun İş-Aile, Aile-İş Çatışmasına Etkisi"* konulu çalışmanın, fikri hukuki ve telif hakları bakımından metot ve ölçeğine ilişkin sorumluluğun başvurucuya ait olmak üzere, proje süresince uygulanmasının etik olarak **uygun olduğuna** oy birliği ile karar verilmiştir.

Prof. Dr. Hilmi DEMİRKAYA
Kurul Başkanı

Başkan	Başkan Yrd.	Üye
Prof. Dr.	Prof. Dr.	Prof. Dr.
Hilmi DEMİRKAYA	Sibel MEHTER AYKIN	Ebru İÇİGEN
Üye	Üye	Üye
Prof. Dr.	Prof. Dr.	Prof. Dr.
Nurşen ADAK	Sibel PAŞAOĞLU YÖNDEM	Taner KORKUT
	(İzinli)	(Görevli/İzinli)
Üye		
Prof. Dr.		
Gökhan AKYÜZ		