Relation Research on Job Demand-Control-Support, Work-Leisure Conflict, Quality of Life in Tourism Employee’s

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Abstract

Background/Objectives: The purpose of this research is to provide a way of improving the quality of life for workers in tourism field by finding out the effect relation among job demand, job control, leisure activities and work-leisure conflict and between work-leisure conflict and quality of life. Methods/Statistical Analysis: This research investigates workers in hotel, tourism, aviation and food-service fields. Plus, for corroborative evidence analysis, SPSS for win 20.0 is utilized and frequency, reliance, a cause and recurrence analysis are conducted so as to support this research. Findings: At first, the fact that there are few researches penetrating into work-leisure conflict and even it is never dealt in Korea gives a great significance. Further, it can be more worthy in that this research is performed apposite to domestic circumstance in Korea. At second fundamental with the previous research, as the verification result of work-leisure validity, 3 factors such as time conflict, strain conflict and fatigue conflict can be extracted. In the case of fatigue conflict, though the other factors are dealt in the previous researches, but it is unique one extracted in this research. It can demonstrate that it is necessary to distinguish fatigue conflict in the work-leisure conflict. At third, as researched, it is true that job environment affects work-leisure conflict. At, fourth, it is shown that strain conflict and fatigue conflict of work-leisure conflict affect the quality of life. Application/Improvements: The author expects that the concept of work-leisure conflict focused on this study can be cited in many fields of the social sciences such as women's studies, human rights, management, sociology and psychology.

Keywords: Job Demand-Control-Support, Quality of Life, Tourism Employee’s, Work-Leisure Conflict

1. Introduction

It is regarded that the balance of work and life is a significant condition in their place of work and a company also considers the balance as a tactical issue to attract promising workers¹. As the alternative for successful organization control, the number of companies supporting the trend that admits the importance of leisure activity and backs up has been gradually increased, since awareness regarding the importance of employee management got to be spreaded out². In tourism industry making great contributions to Korea economy, human resources are considered more important in comparing with other industries. Furthermore, human resources are spotlighted as a main factor for industry development in that activities for human resources management play a centered-role in company activity³.

However, workers in tourism field encounter conflicts caused by service stress more frequently than other fields do in terms of the situation that more chances to face customers are given⁴. Among various types of stress and conflict, conflict occurring because of balance between work and leisure will be gradually increased, following the current flow which pursues the importance of leisure.

Therefore, companies in tourism field should not only enhance employees’ leisure satisfaction, but also be aware of how important improving the quality of the workers’ life is. Management for workers engaged in this field is a
certain factor to raise productivity of company. It also can be helpful to reduce an expense related to the workers by continuously hiring capable workers.

Despite the trend known to the general public, it is true that research, which gives integral consideration to job, leisure and a variable regarding quality of life, is not enough. Especially, research regarding conflict caused by work-leisure has never been dealt with in domestic tourism and other fields. Accordingly, the aim of this research is to find out whether conflict by work-leisure can be affected by job demand, job control and leisure support. Additionally, the study about whether factors connected to work-leisure conflict have real effects on their quality of life will also be performed so as to draw a variety of insights about ways of improving the quality of life in the enterprising side.

2. Theoretical Background

2.1 Tourism Employee’s Job Demand, Control and Support

In the hospitality service industry, better job than customer’s expectation is required due to the situation that workers in service field frequently establish a direct link with customers. Though the job demand does not take negative aspects, however excessive job demand causes job-stress, resulting in negative phenomena such as the worker’s depression, strain and exhaustion.

Job Demand-Control model by is regarded as one of the most effective research models in exhaustion and job stress field in that it has provided core theoretical framework to empirical researches related to job strain, exhaustion and stress. In order to amend the model, a number of researches have progressed to find the third test valve. As the supporting model, Job Demand-Control-Support Model by, including social effect like senior or colleague’s support, appeared.

On this wise, researches with regard to job demand, control and support as variables to explain exhaustion and stress have been significantly conducted. They are judged as very appropriate previous studies for the research regarding stress and conflict of tourism employee. Thus, this research will be developed, based on the previous researches and centering of job demand, control and support variables of and.

2.2. Work-Leisure Conflict

Play-conflict between work and off-the-job domain, which is a sort of mutual play-conflict, jobs play when each role cannot be incompatible. It becomes important attribute of human life and appears when balance between work and role in life is upset. Especially, demand from job and conflict of society of leisure make workers encounter mutually exclusive dilemma. Also, the conflict gets to be bigger when time for personal business, family and leisure is not appropriately distributed. Spending too much time in work can reduce personal time, energy, leisure opportunity for individual and with family so that conflict between work and leisure become worse with accumulated stress. Namely, work-leisure conflict caused by work-related factors gives mental pressure by pushing employees to keep their balance between work and life. The conflict will be much grown in proportion to increase of leisure time. Therefore, the research for the conflict can be shown as important one.

Defined that work-leisure conflict happens when higher priority to work role is given rather than other roles in life and work demand infringes on workers’ personal time, energy and leisure opportunity. According to, work-leisure conflict can be meant as role conflict which role pressures from role and leisure cannot be compatible conflict.

In this research, with the definition that work-leisure conflict is a type of conflict when pressure appearing in areas of work have a negative effect on individual leisure activity, this research will progress, centering on BI-WLCS and previous researches. It will be modified for domestic circumstance in Korea.

2.3 Quality of Life

It is true that quality of life should be comprehensive, including various aspects of individual and community life. So, there are diverse ideas about concept of quality of life. It means that it is the relative notion, which can be changed according to development level of economy, politics and society and values of member of society, but not absolute notion.

The quality of life has been differently called by many scholars as terms such as well-being, psychological well-being, subjective well-being, happiness, life-satisfaction, morale and positive/negative emotion, etc. It is also used as a super ordinate concept of similar terms.
This research defines the quality of life as overall satisfaction, happiness, subjective well-being which the individual is aware of and single factor of 6 articles about the quality of life will be studied based on the previous researches by 17,18.

1. Investigation Design and Analysis Method

3.1 Research Model

To analyze and establish influencing relationship how job demand, job control and leisure support affects work-leisure conflict and how work-leisure conflict affects the quality of life, this research builds research model based on relation between the notions and variables suggested in the previous researches as following. The research model is shown in Figure 1.

![Research Model Diagram](image)

**Figure 1.** Research model.

3.2 Research Hypothesis

In the research conducted on workers in service field, long working hours demand, low control and low social support cause work-leisure conflict and in contrast, job control, social support, proper amount of work reduce work-leisure conflict. In the research about job stress of fire fighters, three factors unfold. Firstly, job demand, job control, social support and family support have an influence on the quality of life. Secondly, excessive job and out-of-control schedule provoke work-leisure conflict of fire fighter. At last, social support and family support have a negative effect on work-leisure conflict. So, based on these previous researches, the following hypothesis is made.

H1: Job demand-control- leisure support could affect work-leisure conflict.

H1-1: Job demand-control- leisure support could affect Strain conflict.

H1-2: Job demand-control- leisure support could affect Time conflict.

H1-3: Job demand-control- leisure support could affect Fatigue conflict.

Conducted the research targeting employees in hotel, resort, tour attraction and reception desk of aviation industry. The result shows that work-leisure conflict has a negative influence on the quality of life. Furthermore, leisure convenience satisfaction has a positive effect on leisure satisfaction and job satisfaction. According to the research related to the relation between work-leisure conflict and well-being for workers in hospitality and tourism industry fields, work-leisure conflict affects attitudes in both job and personal life. Additionally, it is also shown that these situations are manipulated by well-being. In this respect, the fourth hypothesis could be established.

H2: Work-leisure conflict could affect the quality of life.

3.3 Investigation Design

The investigation was largely divided into 2 phases and the targets are workers engaged in hotel, tourism, aviation, food-service industries. In the first investigation, reliability and validity regarding work-leisure conflict was analyzed in detail through the survey of retrieved 182 sheets. After going through the process of modifying some parts of attribute dimension and articles, in the second investigation, total 335 survey sheets were lastly utilized for analysis.

Statistical process for actual analysis was performed by SPSS for win 20.0. As analysis methods, to grasp demographic feature of the research subjects, analysis of frequency was utilized and to grasp statistical propriety of entire actual investigation, reliability analysis for examination of reliability and validity of statistical data with Cronbach’s @ and factorial analysis to collect variables as the factor and regression analysis for hypothesis verification were enforced respectively.

4. Results

4.1 Features of Research Participants

155 males (46.3%) and 180 females (53.7%) participated in this research. There are 8 participants (2.4%) under 20 years old, 108 participants (32.2%) in 20’s, 94 participants (28.1%) in 30’s, 82 participants (24.5%) in 40’s, 41 par-
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cipants (12.2%) in 50's and 2 participants (0.6%) over
60's. Among the total numbers, 194 participants (57.9%)
are singles and 141 participants (42.1%) are married. In
the case of an income level, 46 participants (13.8%) earn
under 10 million won, 109 participants (32.5%) earn 10
million to 20 million, 109 participants (32.5%) earn 10
million to 20 million, 44 participants (13.1%) earn 30 mil-
lion to 40 million, 12 participants (3.6%) earn 40 million
to 50 million, at last, 15 participants (4.6%) earn over 50
million.

The educational level consists of 41 participants
(12.2%) less high school, 84 participants (25.7%) two-year
college graduates, 143 participants (49.0%) university
graduates, 46 participants (13.7%) graduate school or
higher.

4.2 Reliability and Factorial Analysis Result

Firstly, each of job demand, job control, leisure support is
explained with 7 articles, 7 articles and 6 articles respect-
ively. The result of reliability is high as much as over 0.8.
Secondly, in the result of validity for work-leisure conflict,
3 factors, called strain conflict, time conflict, fatigue con-
flict, are deducted. The result is the same with the result
of factorial analysis in the first investigation. Thus, this
research progresses with fatigue conflict newly included
instead of behavior based conflict of BI-WLCS scale of86.
Thirdly, in the result of factorial analysis for the quality
of life, 6 articles-single factor is revealed. Reliability is as
high as 0.897. The results are shown in Table 1.

<table>
<thead>
<tr>
<th>Article</th>
<th>Factorial Analysis</th>
<th>Cronbach’s α if deletion</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anxiety and Restlessness by work</td>
<td>.811</td>
<td>.227</td>
<td>.210</td>
</tr>
<tr>
<td>Concern about work</td>
<td>.798</td>
<td>.225</td>
<td>.207</td>
</tr>
<tr>
<td>Pressure for work</td>
<td>.790</td>
<td>.199</td>
<td>.289</td>
</tr>
<tr>
<td>Stress for work</td>
<td>.755</td>
<td>.206</td>
<td>.282</td>
</tr>
<tr>
<td>Anger by work stress</td>
<td>.656</td>
<td>.145</td>
<td>.226</td>
</tr>
<tr>
<td>Invasion on leisure time</td>
<td>.585</td>
<td>.429</td>
<td>.366</td>
</tr>
<tr>
<td>Worry for work</td>
<td>.512</td>
<td>.474</td>
<td>.126</td>
</tr>
<tr>
<td>Leisure-Plan change caused by work</td>
<td>.195</td>
<td>.832</td>
<td>.124</td>
</tr>
<tr>
<td>Difficulty about group leisure activity</td>
<td>.160</td>
<td>.804</td>
<td>.123</td>
</tr>
<tr>
<td>Business activity on holidays</td>
<td>.199</td>
<td>.741</td>
<td>.131</td>
</tr>
<tr>
<td>Leisure activity absence due to excessive</td>
<td>.246</td>
<td>.672</td>
<td>.407</td>
</tr>
<tr>
<td>Leisure activity impossibility due to work</td>
<td>.348</td>
<td>.621</td>
<td>.420</td>
</tr>
<tr>
<td>Lack of leisure activity time due to work</td>
<td>.313</td>
<td>.599</td>
<td>.476</td>
</tr>
<tr>
<td>Lack of leisure activity energy due</td>
<td>.244</td>
<td>.313</td>
<td>.812</td>
</tr>
<tr>
<td>Leisure activity fatigue caused by work</td>
<td>.301</td>
<td>.180</td>
<td>.810</td>
</tr>
<tr>
<td>Leisure activity fatigue after work</td>
<td>.245</td>
<td>.218</td>
<td>.803</td>
</tr>
<tr>
<td>Leisure activity encumbrance due to fatigue</td>
<td>.353</td>
<td>.260</td>
<td>.798</td>
</tr>
<tr>
<td>Eigen-value</td>
<td>9.042</td>
<td>1.540</td>
<td>1.307</td>
</tr>
<tr>
<td>Variance explanation power (%)</td>
<td>24.951</td>
<td>23.193</td>
<td>21.791</td>
</tr>
<tr>
<td>Accumulation explanation power (%)</td>
<td>24.951</td>
<td>48.144</td>
<td>69.935</td>
</tr>
</tbody>
</table>

Table 1. Work-leisure conflict factor analysis result

KMO (.931)/ Bartlett test (4269.845)
4.3 Hypothesis Verification

Firstly, with the result of H1-1 hypothesis verification that job demand-control-support could affect strain conflict, it comes out that strain conflict is affected by job demand and leisure support, but job control does not affect. The results are shown in Table 2.

Table 2. Job demand-control-leisure support and strain conflict influencing relationships

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strain conflict</td>
<td>Job control</td>
<td>2.447</td>
<td>.015**</td>
</tr>
<tr>
<td>Strain conflict</td>
<td>Job demand</td>
<td>5.640</td>
<td>.000***</td>
</tr>
<tr>
<td>Strain conflict</td>
<td>Leisure support</td>
<td>-2.627</td>
<td>.009***</td>
</tr>
</tbody>
</table>

R2 (adj. R2) = .119 (.111). F = 14.900
footnote) * : p<0.1, ** : p<0.05, *** : p<0.001

Secondly, with the result of H1-2 hypothesis verification that job demand-control-support could affect Time conflict, it is shown that all of job demand, job control and leisure support affect time conflict. The results are shown in Table 3.

Table 3. Job demand-control-leisure support and time conflict influencing relationships

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time conflict</td>
<td>Job control</td>
<td>-2.91</td>
<td>.772</td>
</tr>
<tr>
<td>Time conflict</td>
<td>Job demand</td>
<td>5.773</td>
<td>.000***</td>
</tr>
<tr>
<td>Time conflict</td>
<td>Leisure support</td>
<td>-2.816</td>
<td>.005**</td>
</tr>
</tbody>
</table>

R2 (adj. R2) = .111 (.103). F = 13.780
footnote) * : p<0.1, ** : p<0.05, *** : p<0.001

Thirdly, with the result of H1-3 hypothesis verification that job demand-control-support could affect Fatigue conflict, it is shown that job demand, all of job control and leisure support affect fatigue conflict. The results are shown in Table 4.

Table 4. Job demand-control-leisure support and fatigue conflict influencing relationships

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatigue conflict</td>
<td>Job control</td>
<td>5.269</td>
<td>.000***</td>
</tr>
<tr>
<td>Fatigue conflict</td>
<td>Job demand</td>
<td>9.756</td>
<td>.000***</td>
</tr>
<tr>
<td>Fatigue conflict</td>
<td>Leisure support</td>
<td>-4.995</td>
<td>.000***</td>
</tr>
</tbody>
</table>

R2 (adj. R2) = .309 (.303). F = 49.300
footnote) * : p<0.1, ** : p<0.05, *** : p<0.001

Lastly, with the result of H2 hypothesis verification that work-leisure conflict could affect the quality of life, it comes out that though the quality of life is affected by strain conflict and fatigue conflict, but time conflict does not affect. The results are shown in Table 5.

Table 5. Work-leisure conflict and quality of life influencing relationships

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of life</td>
<td>Strain conflict</td>
<td>-4.346</td>
<td>.000***</td>
</tr>
<tr>
<td>Quality of life</td>
<td>Time conflict</td>
<td>-1.564</td>
<td>.119</td>
</tr>
<tr>
<td>Quality of life</td>
<td>Fatigue conflict</td>
<td>-7.229</td>
<td>.000***</td>
</tr>
</tbody>
</table>

R2 (adj. R2) = .182 (.174). F = 24.532
footnote) * : p<0.1, ** : p<0.05, *** : p<0.001

5. Discussion

This research focuses on whether tourism employee’s job demand, job control and leisure activity have an influence on work-leisure conflict or not. Plus, to find out whether work-leisure conflict have a positive effect on the quality of life, actual analysis is implemented with limited target field workers in tourism (hotel, trip, aviation and food-service). Through the analysis, the following 4 aspects can be shown,

At first, the fact that there are few researches penetrating into work-leisure conflict and even it is never dealt in Korea gives a great significance. Further, it can be more worthy in that this research is performed apposite to domestic circumstance in Korea.

At second fundamental with the previous research, as the verification result of work-leisure validity, 3 factors such as time conflict, strain conflict and fatigue conflict can be extracted. In the case of fatigue conflict, though the other factors are dealt in the previous researches, but it is unique one extracted in this research. It can demonstrate that it is necessary to distinguish fatigue conflict in the work-leisure conflict.

At third, as researched, it is true that job environment affects work-leisure conflict. It is judged that better leisure support is needed to employees by providing better authority regarding work time, amount of work and work discretion. Additionally, by bringing out the advantage of tourism company, the company needs to support its facility, product and program to the employees.
At fourth, it is shown that strain conflict and fatigue conflict of work-leisure conflict affect the quality of life. It is also judged that the quality of life of the employees can be improved by expanding leisure facility and supporting leisure education and activity.

6. References


