

SELF-EFFICACY MODEL FOR BETTER JOB OUTCOMES: AN APPROACH TO PROMOTE FEMALE EMPLOYMENT IN TURKISH HOTEL CONTEXT

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ABSTRACT

The aim of this research is to develop and try a conceptual model that examines the impacts of work self-efficacy (SEFF) on female frontline employees' (FLEs) work-family conflict and perceived politics and at the same time a potential moderating role of tenure in a hospitality context in Turkey. In this research, a total number of 151 utilizable questionnaires were individually collected from a sample of full-time female FLEs in the survey premises. The proposed hypotheses were tested applying PLS-SEM. Findings, according to the hierarchical regression tests, reveal that SEFF made a significant negative influence on both work-family conflict and perceived politics. Findings also show that tenure buffers the effect of SEFF on these outcomes. This research procures implications for hotel organizations in terms of mitigating female FLEs' work-family conflict and politics perceptions. In addition, this research ensures effective guidelines to apply potential management practices and improve job results within a hotel job context. Theoretically, this study by exploring the untested effects and relationships such as the influence of work self-efficacy on female FLEs' work-family conflict and politics perceptions lends further contribution to the tourism and hospitality management literature. Also, the current study carried the Conservation of Resources theory to one step further.

Keywords: Work-Self Efficacy, Organizational Politics, Work-Family Conflict, Hotels, Female Employees, Structural Equation Modeling.

JEL Classification: M13, O10, D20

1. INTRODUCTION

The demanding service encounters of hotel jobs call for employees work at frontline areas to engage in more than one task simultaneously. Actually this is the expectation from frontline employees (FLEs) because they play a significant role to reflect the first impression while welcoming guests and also they are expected to manage guest demands and service problems just in time and provide unique service quality (Karatepe & Kilic, 2007). In hotel working environments, FLEs should be prepared to encounter unexpected service accessions such as complaining customers, service failures, private requests, and along with this professional service efforts (Bitner, Booms & Tetreault, 1990; Daskin & Kasim, 2016). Multitasking in a given timespan is a typical characteristic of hotel jobs that make working climate more demanding and complex. Thus this situation require hotel organizations to recognize the importance of generating a pool of FLEs who possess potential personality characteristic, beyond the job skills, to cope with challenges and display meticulous efforts (Cetinel, Yolal & Emeksiz, 2009). Specifically, this may be more challenging for female employees/managers

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who work in a hospitality work setting where they commonly face intentional obstacles that are proclaimed in gendered vertical and horizontal discrimination (Ramos, Rey-Maqueira & Tugores, 2002; Clevenger & Singh, 2013; Costa, Carvalho, Caçador & Breda, 2017; Mooney, Ryan & Harris, 2017). Mooney *et al.* (2017) and Wang (2013) state that career opportunities in the hotel industry seem concomitant to diligent people regardless of their demographic features such as ethnicity and are seen as mere demographic descriptors in hotel career studies. Ng and Pine (2003) reported that the role and performance expectations both from male and female are consistent regardless of their rank in the company. Both male and female employees are expected by hotel management to exhibit similar capabilities. If they have the required skills and exhibit quality service performance, then they should be successful in the organization without exception. Yet, in western countries, female employees are face to face segregation in terms of having less pay and job security, limited career development, and poor working conditions in the hospitality jobs (Skalpe, 2007; Santero-Sanchez, Segovia-Pérez, Castro-Núñez, Figueroa-Domecq & Talón-Ballester, 2015). An empirical study conducted by Costa, Carvalho, Caçador and Breda (2012) reported that though the number of female graduates is much in in Portugal tourism industry, the male workers are paid better and hold higher positions in the industry. Similarly, Thrane (2008) reported that male workers are paid better at around %20 in Norway; %12 in Spain (Munoz-Bullon, 2009); and %18 in Turkey (Uguz & Topbas, 2016). Female employee's promotion to higher level of managerial position gets harder due to the pervasive "traditional role" assumptions (Schaap, Stedham, & Yamamura, 2008). Furthermore, past surveys studied in the USA show that, even in America, unequal numbers of women executives hold managerial positions in the industry (e.g., Li & Leung, 2001; Clevenger & Singh, 2013). These circumstances, along with fear of interference with female employees' work and family lives, make them to stop their professional career in the hospitality and tourism sectors around the world (Kim, Murrmann & Lee, 2009; Okumus, Sariisik & Naipaul, 2010; Costa *et al.*, 2017). Kinsbock, Jennings, Bailey and Patiar (2013) found that housekeeping department employees were exposed to pressure and subjugation in their work environment in the form of less respect from other employees and authorized by supervisor power. The results of this study depicted that room attendants were gendered and segregated in a hotel application and slightly acknowledged as cohort of employees with knowledge. They were significantly ignored of being advised as an organizational member. Similarly, an empirical study conducted in a developing country by Okumus *et al.* (2010) reported that female employees having family interferences due to heavy work loads and irregular working hours and at the same time they are paid low wages and have difficulties in getting a promotion.

With this realization, due to FLEs' critical role in hotel firms, the current study aimed to add an essential personality feature (self-efficacy) of frontline employees in its research model. Employees with high self-efficacy (SEFF) beliefs are likely to be high performers in the workplace and they are likely to find their jobs more enjoyable (Hartline & Ferrell, 1996; Wang, 2007). Self-efficacious workers are more prone to engage in challenging work conditions (Bandura, 1994; Raghuram, Wiesenfeld & Garud, 2003). Perceived SEFF refers to "belief in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands" (Wood & Bandura, 1989: 408). This belief pushes individuals to start a specific behaviour and also affective response when facing challenges and clash (Bandura, 1994). Specifically, Kim *et al.* (2009) found that role stress (conflict) have more negative impact on female workers when compared to male counterparts. In this regard, those women with higher SEFF are expected to be able to exhibit more effort coping with role stress (conflict).

However, there is still paucity of empirical study regarding the female FLEs' characteristics in the hospitality management literature. Taking into account, more empirical studies needed

to examine the characteristics of female FLEs and their relationships with job outcomes and antecedents because of their unique role in the hotel organizations.

Against this backdrop, the present research purposes to explore the effect of SEFF on female FLEs' job outcomes such as work-family conflict and perceived organizational politics and the moderating role of tenure on these relationships in a hotel work setting in Turkey. The logic for choosing female frontline staff is their dual-work (work and home) responsibilities and position requires high and face to face interaction with visitors, which place them in an important frontline area to increase guest service quality and satisfaction, customer commitment and build a good image for the organization (Kusluvan, 2003). So this situation may require female FLEs to have internal resources such as work self-efficacy in order to strive with difficulties and overcome demanding situations. Furthermore, the present survey by being studied on female FLEs in a Turkish context seeks to extend the COR theory (Hobfoll, 2001) to one step further.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 The role of women in the tourism industry and research context

Presence of women in travel and tourism labour force is promising, such that, the tourism and hotel industry is the main employer of female workers in European Union (EU) countries. The accommodation sector accounts for 2.4 million jobs in the EU; travel agencies and tour operators account for nearly half a million. In EU, nearly 3.3 million people are employed in tourism industries such as accommodation, travel agencies/tour operators, and air transport; the accommodation industry accounts for the biggest rates – where female employment stands at 60 % (EUROSTAT, 2015).

Based on the World Travel and Tourism Council (WTTC, 2013) Economic Impact Report, Australia has one of the highest proportions of women working in travel and tourism (66%), which is over 10% points over the ratio for the workforce in the aggregate. On the other hand, a comparable difference was found in female employment rates in Turkey, such that this rate was highly low around 27.3% for Turkish females in travel and tourism jobs. According to this report and the United Nations World Tourism Organization (UNWTO), and UN Women report, it is relevant to keep in mind that females are not where they deserve in the travel and tourism. Thus, they should be more represented in the different sectors of travel and tourism. Given the crucial presence of females in workforce and challenges they encounter in the industry, it stays critical to examine the personality elements (potentials) for their success, particularly using a gendered perspective.

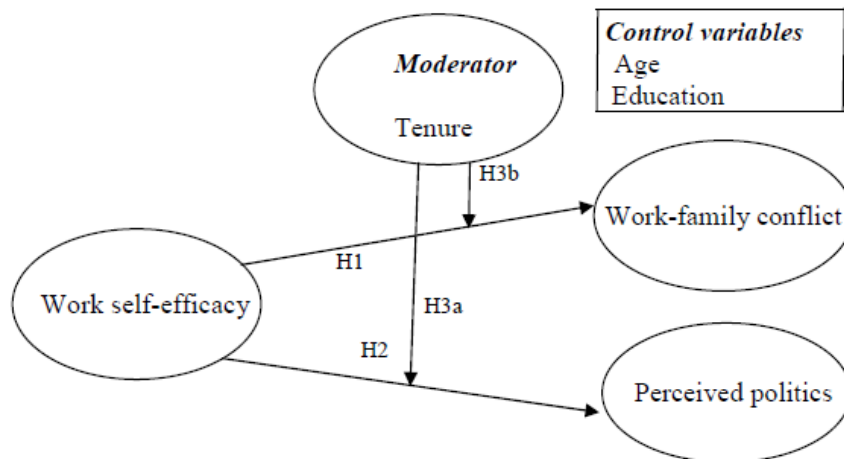
Travel and tourism industry is a rapidly developing industry with huge potential opportunities for nations such as Turkey which recently take place among the popular tourism destinations in the world. Nevertheless, the tourism surveys conducted in Turkey have shown the availability of some challenges such as the lack of union rights, organizational politics, role stressors, over work-loads, and job security, and also high turnover ratio (Karatepe & Sokmen, 2006; Burke, Koyuncu & Fiksenbaum, 2008a; Kusluvan, Kusluvan, Ilhan & Buyruk, 2010; Bute, 2011; Karatepe, Babakus & Yavas, 2011; Kaya, Bezirganb & Alamar, 2015; Aksu, Bahtiyar, Deveci & Koç, 2016). Although this, in the last decade, the rise was explored in involvement of females in the Turkish work force (Aycan & Eskin, 2004). The hospitality industry is a locomotive sector which employs 500,000 employees (Bengisu & Balta, 2010). While the female employment rate in tourism industry was over 50% across the globe in 2013, this rate in Turkey was 27.3% (WTTC, 2013); 29.0% (EUROSTAT, 2014). An empirical research conducted in Turkey by Uguz and Topbas (2016) reported that female employees' proportion is nearly 25 percent of the total employees who registered in

the tourism sector and this explains that women who are at a low rate of 25% in the study are not given equal employment opportunities. However, in Turkey, the employment rate of females in the workforce is rising quicker when compared to other nations. Representation of female staff is growing rapidly in the industry and estimated to raise by 9.2% to 36.5% in 2023. This is a good indicator indeed that the Turkish travel and tourism industry will compete that of the other nations surveyed with a better rate of females compared to the rest of their economy (WTTC, 2013).

In developing countries, including Turkey, female workers are actually less authorized to compete with male workers because of many obstacles such as segregation, stereotyping, marriage, childcaring and etc. These problems are expected to multiply since the hotel industry jobs call for employees to show multitasking effort (Pinar, McCuddy, Birkan & Kozak, 2011; Uguz & Topbas, 2016). Elmas (2007) has proven that, in Cappadocia, the housekeeping and restaurant service jobs are seen as an extension of women's housework and although there are a large number of female employees in these departments, only a few women are employed at the managerial positions. While female employees account for 30% of workforce in the travel and tourism, on the other hand, their career plans may be interrupted by a number of family and homemaking duties (cf. Aytac, 1999; Tucker, 2007; Pinar *et al.*, 2011). This expectation in Turkish culture may cause female to have clash among family and job role and as a result lose concentration or quit work. According to Cave and Kilic (2010), success, teamworking, risk taking, and aspiration needed in the industry without gender segregation. Kattara (2005) studies female employees in the Egyptian hotel industry and found some factors such as age, work experience, and work-family conflict that have potential preventing female employees to get higher level of managerial positions. Along with the work-family conflict as an internal factor in Turkey, the work-stereotype conflict as an external factor that means the social contempt of females' high placement in the industry was highlighted by Cave and Kilic (2010).

Specially, the above-mentioned challenges of the hotel sectors make the selection and employment of self-efficacious female frontline staff a more reasonable human resource strategy and also increasing sources of SEFF will lead to enhanced capabilities of female employees and will have a major impact on their organizational success. Because they are more expected to cope with these challenges and stay longer with an organization. Therefore, this study develops and tests a model that sheds light on the impact of SEFF as personality antecedent of work-family conflict and perceived organizational politics and the moderating role of tenure between these relationships (see Figure 1).

Figure 1. Conceptual model



Source: Own Elaboration

2.2 SEFF and work-family conflict relationship

Work-family conflict means a type of inter-role clash caused by the demands of job interfere with performing family-related responsibilities (Netemeyer, Boles & McMurrian, 1996; Willis, O'Conner & Smith, 2008; Ferri, Pedrini & Riva, 2018). According to Boles, Howard and Donofrio (2001), work-family conflict "primarily derives from an individual's attempts to perform an overabundance of demands emanating from the work domain in which the individual functions". Boles, Johnston, and Hair (1997) reported that energetic nature of the job life has potentially caused for clash between family and social work interferences.

Allen, Herst, Bruck, and Sutton (2000) have reported that employed parents voiced conflict between their work requirements and their wish to spend more time with their family members. Work-family conflict has significant negative impact on psychological wellbeing and satisfaction (Martins, Eddleston & Veiga, 2002; Sousa, Chambel & Carvalho, 2018). According to Frone (2002), a female's degree of SEFF related her work-family liabilities may decrease the role ambiguity and work overload perceptions she may incur. Therefore, the more a female employee believes in herself, the less the anticipation of the conflict between work and family domains exists. In addition, Cinamon's (2006) research found that self-efficacy was negatively correlated and related with anticipated work-family conflict for a sample of university students who stayed with their employed parents and 60 percent of them held work and study jobs but no remarkable differences occurred related the survey findings among employed and non-employed students. Heuven, Bakker, Schaufeli, and Huisman (2006) indicated that SEFF moderates the relationship between job requirements and the emotional dissonance experienced by employees.

Kim *et al.* (2009) stated that female employees are more prone to have dissatisfaction in their works than male counterparts unless job demands are specifically explained. However, female employees were found to be more interactive with others in the work environment. Also, the rate of overcoming stress is different between females and males. For instance, past research demonstrated that females reported lower levels of role stress and role conflict (Kim *et al.*, 2009) and they prone to spend more effort than males to cope with challenges (Fielden & Davidson, 2001). These empirical evidences show that females who exhibit higher SEFF are more likely to cope with work-family conflict.

Furthermore, previous researches have also depicted that people with less SEFF possess higher level of anxiety regarding work stressors (e.g. Semmer, 2003). According to Moura, Orgambidez-Ramos, and Neves de Jesus (2015), the absence of specific resources (e.g., SEFF) leading to negative results such as job dissatisfaction, job rotation, absenteeism, and so on. High SEFF may, therefore, alleviate the negative impacts of work-family conflict by adjusting employees' confidence and coping behaviours (Jex & Gudanowski, 1992; Schaubroeck & Merritt, 1997). Based on the Conservation of Resources (COR) theory (Hobfoll, 1989), "there are four types of resources, which are objects, personal characteristics, conditions, and energies". The possession of higher individual resources may preserve employees from tense conditions and strains in the work environment. An empirical study conducted by Raghuram *et al.* (2003) depicts that SEFF is probably to excite employees to achieve positive job results and organizational efficiency. SEFF is an excellent indicator of an individual's behaviour which is attained through employees' effort. On the other hand, the employees with low SEFF tend to have difficulty to engage in the working environment and to charge colleagues in case of failure (Luthans & Peterson, 2002). To the author's best knowledge, there is lack of empirical studies in the service management literature have examined the correlation between SEFF and work-family conflict using a sample of frontline employees. Based on the discussion above, the following hypothesis is therefore proposed;

Hypothesis 1: SEFF is negatively related to female FLEs' work-family conflict.

2.3 SEFF and perceived politics relationship

According to Mintzberg (1983: 172), “organizational politics is informal, parochial, typically divisive and illegitimate behaviour that is aimed at displacing legitimate power in different ways”. Poon (2004) defines it as: “those actions not officially approved by an organization taken to influence others to meet one’s personal goals”. While these types of behaviours are not welcomed by the management, they are commonly not definitely banned (Ferris, Adams, Kolodinsky, Hochwarter & Ammeter, 2002). A politically dominated workplace may be a descriptive example. When an organizational environment is politically charged, staff may perceive that their positions, earnings, and job security levels are lower than they really deserve in comparison to the others. Also, staff cannot be sure about their performance evaluations or secure that they will not be segregated due to the political behaviours of co-workers (e.g. the anxiety of losing an advancement opportunity). Thus, this kind of unfair and ambiguous workplace context may specifically raise the level of job strain such as work-family conflict in female frontline personnel who have dual-work responsibilities.

According to Eisenhardt and Bourgeois (1988), organizational politics results in lack of harmony, waste of time, coordination blocks, and so on. In addition, it can create unwelcome influences on employees. As such, previous researchers have suggested that perceptions of organizational politics cause job dissatisfaction (Arasli & Karadal, 2009) and higher levels of job stress, and burnout (Kacmar, Bozeman, Carlson & Anthony, 1999; Ferris *et al.*, 2002). These kinds of job outcomes are expected to be prevalent in complex and unsettled organizational workplaces, where unfair practices are prevalent (Lubbers, Loughlin & Zweig, 2005; Daskin & Tezer, 2012). So, self-efficacious female frontline employees are expected to cope with these types of organizational challenges. However, there is lack of empirical study regarding the effect of SEFF on perceived politics in the related literature. Thus, more research needed to fortify the availability of this relationship and the above-mentioned discussion generates a foundation to introduce the following hypotheses;

Hypothesis 2: There is a negative relationship between SEFF and perceived politics.

2.4 Moderating role of tenure

The related theoretical background does not present a potential foundation to propose hypotheses regarding the moderating role of tenure on relationship between work-family conflict and perceived politics. However, the COR theory (Hobfoll, 2001) presents useful guidelines to develop relevant hypotheses. The theory states, ‘... people must invest resources in order to protect against resource loss, recover from losses, and gain resources’ (Hobfoll, 2001: 349). This theory asserts that organizational tenure is an experimental resource which may be used as a potential to overcome the negative impacts of stress and strains.

In the current research, organizational tenure is described as the amount of service time passed in an organization. According to Hobfoll (1989), tenure might be an effective individual source to handle challenges in the job environment. Particularly, staff with more level of work experiences knows much how to overcome stress and strain derived from demanding job conditions (Daskin, 2013). Similarly, Norris and Niebuhr (1982) revealed that tenure plays an essential role on employees’ attitudes and performance outcomes such as job satisfaction. Employees with longer level of tenure spent better effort at concerning with controversy at work (Schwenk & Valacich, 1994).

Moreover, Jehn (1997) and Jehn, Northcraft, and Neale (1999) reported that workers in the same work environment exhibited changing efforts for task and relationship conflict, intragroup competition, workgroup performance, intention to stay, and attachment to the team due to their various job experiences and because of differences in their working

experience or specialization. In other words, the differences among employees in work experience play a key role in job performance and achievement, and tenure according to the difference in experience has significant effects on burnout, both being extremely personal, and subjective matters. An empirical study conducted by Karatepe (2009) shows that the moderator role of organizational tenure mitigates family-work conflict and turnover intentions. Similarly, Karatepe and Karatepe (2010) found that burnout of workers with longer tenure was probably to have less impact on turnover intention, because they were affordable of struggling with challenges associated to burnout and, as a result, tenure played a moderator role in the relationship between burnout and turnover intention.

The presence of more resources may save FLEs from organizational strain in the working environment (Hobfoll, 2001; Zellars, Perrewé, Hochwarter & Anderson, 2006). So, tenure can mitigate perceived politics and work-family conflict in the organization. Concordant with the COR theory, the current research contends that the interaction of tenure might support female FLEs to overcome challenges derive from organizational politics and work-family conflict domains. Consequently, the following hypotheses are presented;

Hypothesis 3a: Organizational tenure will moderate the effect of SEFF on perceived politics such that the negative effect of SEFF on perceived politics will be stronger among experienced female frontline employees.

Hypothesis 3b: Organizational tenure will moderate the effect of SEFF on work-family conflict such that the negative effect of SEFF on work-family conflict will be stronger among experienced female frontline employees.

3. METHODOLOGY

3.1 Sample and data collection

The recent statistical records exhibit that there are 23 hotels in İzmir city centre, counting five 3-, thirteen 4-, and five 5-star hotels (Hotel Guide Turkey, 2016). In the current study, female FLEs were selected as the sampling (e.g., reception staff, room attendants, food and beverage service staff, and concierges) in 4-, and 5-star hotels in İzmir/Turkey. Before starting to gather data, the research team contacted the executive of each hotel organization in order to pilot-test the survey questionnaire with 20 employees. Based on this test, the research team did not find any problem regarding its content and format and decided to use the original questionnaire. An informing letter regarding the purpose the research was sent to executives of all the 18 hotels. Subsequently, the research team visited the executives at their premises in order take permission to conduct the survey with their personnel. As a result, two hotel organizations could not take part in the current research study because of maintenance and other organizational reasons. The current study procured an overall 89% sampling ratio among 4-, and 5-star hotel establishments. Throughout the visit, the research team clarified the executives about the survey process and confidentiality assurance.

The research team received the number of full-time female FLEs (including supervisors) from the hotel organizations that totalled to 405 employees. The research team handed out survey questionnaires individually to 284 women FLEs who appeared willing to take part. The survey questionnaires were distributed together with notification about the respondents' confidentiality and anonymity that would be under guarantee during the survey period. The research team requested the respondents to fill-out the questionnaires and leave in the drop-boxes left by the research team. This procedure assured the employees that the hotel administration could not have any accessibility to the survey questionnaires. In the

following month, the all sealed-enveloped survey forms were gathered from the drop-boxes. In the current research, it was figured out that 152 questionnaires were collected in total but one was omitted for further step due to the high level of missing information. As a result, the utilizable questionnaire was 151 and the percentage was calculated as 53.2.

3.2 Instrument development and measures

For the current research, various kind of theoretical background were reviewed and utilized in designing the survey questionnaire. The survey item scales were organized in English at the beginning and after that interpreted into Turkish applying the back-translation technique (McGorry, 2000). The research questionnaire applied in the present study was consisted of two sections. The beginning section composed of 14 items that related to SEFF, POP, and W-CON. For the current study constructs, the existing scales were adopted from the comprehensive theoretical background review.

A four-item scale, developed by Daskin and Yilmaz (2015) was used to measure work SEFF. This scale provided highly satisfactory coefficient alphas of 0.88. Sample item from this scale is “I feel secure about my ability when unexpected problems occur in my job”. Higher scores demonstrated higher SEFF.

Six items, developed by Kacmar and Carlson (1997), were chosen to measure politics perceptions. Prior research studies demonstrated that this item scale has satisfactory psychometric properties (Arasli & Karadal, 2009; Daskin & Tezer, 2012). Sample item from this measure is “There has always been an influential group of staff in this hotel that no one ever crosses”. Higher scores demonstrated higher politics perceptions.

Work-family conflict was measured using five items derived from Netemeyer *et al.* (1996) and Boles *et al.* (2001). There is empirical evidence from the hotel industry that this scale had high Cronbach’s alpha (0.93) (Namasivayam & Mount, 2004). Sample item from this scale is “The demands of my work interfere with home, family and social life”. Higher scores demonstrated higher work family conflict.

All measurements used a 5-point Likert-type scale that ranged from ‘5’ = ‘strongly agree’ to ‘1’ = ‘strongly disagree’. The second part of the survey was composed of four demographic questions: age, gender, education, and organizational tenure. Age, education, and tenure were measured using a 5-point scale.

3.3 Data analysis

The measures were subjected to confirmatory factor analysis using Partial Least Squares Path Modeling (PLS-SEM) (Chin, 1998) to provide support for the issues of dimensionality, convergent and discriminant validity (Anderson & Gerbing, 1988). It works well with structural equation models that contain latent variables and a series of cause-and-effect relationships (Gustafsson & Johnson, 2004). The measures were also subjected to Cronbach alpha and Pearson product-moment correlation analyses through SPSS version 21 to provide support for the issues of internal consistency and discriminant validity. Once the measure was validated, PLS path modeling was used to test the validity of the proposed model and hypotheses.

4. RESULTS

4.1 Descriptive statistics of sample

As shown in table 1, only female FLEs were included in this study. More than half of the respondents (56%) tended to be reasonably young, under 34 years old. Education levels

of the respondents were 54% primary/secondary school graduates, 45% vocational school/ undergraduate graduates, and 1% master degree holders. Three quarters of the respondents (76%) had more than 4 years of organizational tenure. All the employees indicated that they spent the majority of their working time directly interacting with customers. In other words, all respondents would be described as frontline staff.

Table 1. Profile of the sample ($n = 151$)

Characteristics	n	Percentage
Gender		
Female	151	100
Age		
18-25	35	23
26-33 years	49	33
34-41 years	30	20
42-49 years	26	17
Over 50	11	7
Education		
Primary School	24	16
Secondary School	57	38
Vocational School	35	23
University degree	34	22
Masters degree	1	1
Tenure		
1-3 years	36	24
4-7 years	46	30
8-11 years	35	23
12-15 years	20	14
15+	14	9

Source: Own Elaboration

4.2 Psychometric properties of the measures

The adequacy of the measurement model was evaluated based on reliability, convergent validity, and discriminant validity. As shown in table 2, the composite reliability measures for the components were above the cut-off point of .70, which indicates that items are free from random error and internal consistency was adequate (Fornell and Larcker, 1981). Table 2 portrayed factor loadings for each variable, which were calculated using confirmatory factor analysis. As shown in table 2, all items loaded on respective the constructs. Factor loadings were greater than .60, which suggests satisfactory convergent validity. Additionally, average variances extracted (AVE) for all study variables were above the minimum threshold of .50 (Fornell & Larcker, 1981; Chin, 1998).

Table 2. Scale items, reliabilities, and confirmatory factor analysis results

Scale items	Standardized loadings	Alpha	AVE
Work self-efficacy		0.82	0.71
SEFF1 I feel secure about my ability when unexpected problems occur in my job.	0.77		
SEFF2 When I face unpleasant situations contrary to organizational harmony, I can handle them well.	0.81		
SEFF3 When trying to achieve an organizational goal, I never give up if I am not initially successful.	0.79		
SEFF4 I do not avoid facing difficulties in my job.	0.72		

Politics perceptions		0.78	0.66
POP5 There has always been an influential group of staff in this hotel that no one ever crosses.	0.73		
POP6 Management put their self-interest into the allocation of resources and uses my hotel's resources for their own purposes.	0.75		
POP7 Some groups in this hotel attempt to build themselves up by tearing others down.	0.62		
POP8 Since I have worked in this hotel, I have never seen the pay and promotion policies applied politically. (R)	0.64		
POP9 Management monopolizes the ideas, practices, activities and success of the staff performance in some instances.	0.73		
Work-family conflict		0.85	0.67
W-CON10 The demands of my work interfere with home, family and social life.	0.70		
W-CON11 Because of my job, I can't involve myself as much as I would like in maintaining close relations with my family, spouse, or friends.	0.67		
W-CON12 Things I want to do at home do not get done because of the demands my job puts on me.	0.76		
W-CON13 I often have to miss important family and social activities because of my Job.	0.73		
W-CON14 There is not a conflict between my job and the commitments and responsibilities I have to my family, spouse, or friends. (R)	0.72		

Notes: All items are measured on five-point Likert scales ranging from 1 = strongly disagree to 5 = strongly agree.

All loadings are significant at the 0.01 level or better. All internal reliability estimates are above the .070 cut off value.

Source: Own Elaboration

Method variance is described as a potential matter because of the self-reporting characteristic of research studies. In this regard, the present study has taken precautions as such the frontline supervisors were also involved in the present research. According to Spector (1987), acquiescence bias was the most encountered sources of method variance. In order to eliminate the single-source method bias, the research questionnaire in the current study was segmented into different parts by separating the independent and dependent variables (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). Placing negatively and positively keyed items in the questionnaire was another way handling acquiescence. Therefore, the present study included the reversed-keyed items in the survey questionnaire.

Moreover, concordant with the empirical study of Brockman and Morgan (2006), method bias was examined applying confirmatory factor analysis as a statistical remedy approach to Harman's single-factor test. According to Podsakoff *et al.* (2003), when a single construct accounts for more than 50% of total variance of the scales, the method bias may come into view as a critical matter. Yet the findings of the present study did not exhibit such a case and as a result the common method bias was not a potential threat for the proposed hypotheses.

The correlation analysis results together with the square root of the AVE on the diagonal were presented in table 3. The scale items of each latent variable were summed and averaged to attain a composite score which stands for that latent variable. Because no correlation coefficient was above 0.90, which means that each latent variable were dissimilar that stand for distinct variable (Tabachnick & Fidell, 2007). In addition, the scales are also evaluated to have appropriate discriminant validity when the square root of the AVE for every latent variable is higher than the correlation among the variable and any other variable in the research model (Fornell & Larcker, 1981; Chin, 1998). As Table 3 demonstrates, all diagonal scores were over the inter-construct correlations, so, provided appropriate discriminant validity.

Table 3. Correlations, means, standard deviations, and square roots

Scale	1	2	3	4	5	6
1.Age	1.00					
2.Education	0.03	1.00				
3.Tenure	-0.14*	0.08	1.00			
4.Self-efficacy	0.10	0.11	0.23*	.74		
5.Perceived politics	-0.06	0.17*	-0.17*	-0.45**	.69	
6.Wok-family conflict	-0.12	0.14*	-0.21*	-0.54**	0.23*	.71
Mean	3.10	2.63	2.74	3.88	3.35	3.62
Standard deviation	0.59	0.86	0.79	1.04	1.23	1.15

Notes: n = 151. **Correlation is significant at the 0.01 level; *correlation is significant at the 0.05 level. Correlation without any asterisk is insignificant. Square root of AVE in the diagonal.

Source: Own Elaboration

4.3 Model test results

Path modelling was applied for analysing the hypothetical relationships. In order to figure out the path significance and *t*-statistics, a bootstrapping method (with 500 samples) was used (Chin, 1998). Baron and Kenny (1986)'s statistical guidelines was adopted to analyse the moderation effects. As depicted in table 4, SEFF makes a significant negative impact on work-family conflict (= -0.29, $p < 0.01$). Thus, hypothesis 1 is accepted.

Table 4. Path modeling results: Tenure as a moderator of the effects of SEFF on work-family conflict and perceived politics

Dependent variables and standardized regression weights	WFC			Perceived politics		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Independent variables						
(I) <i>Control variables</i>						
Age	-0.04	-0.03	-0.03	-0.05	-0.08	-0.10
Education	0.10	0.10	0.09	0.15*	0.13*	0.13*
(II) <i>Direct effects</i>						
SEFF		-0.29**	-0.18*		-0.24**	-0.21*
Tenure		-0.14*	-0.05		-0.12*	-0.11*
(III) <i>Interactive term</i>						
SEFF * Tenure			-0.37**			-0.29**
F	12.23*	30.32**	19.11**	6.68*	23.56**	14.65**
<i>R² at each step</i>	0.05	0.21	0.25	0.07	0.16	0.20
ΔR^2	-	0.03	0.08	-	0.04	0.06

Notes: Age, education, and tenure were measured using five-point scales. Higher scores indicated older age, more educated, longer tenure. WFC; work-family conflict. The results regarding variance inflation factors did not demonstrate any problems of multicollinearity.

* $p < 0.05$, ** $p < 0.01$

Source: Own Elaboration

Table 4 depicts that there is a revealing negative relation among SEFF and perceived politics (= -0.24, $p < 0.01$). Therefore, hypothesis 2 is supported. Only education as a control variable demonstrates significant influence on perceived politics (= 0.13, $p < 0.05$). Specifically, employees with higher education perceive more politics.

In addition, table 4 exhibits the findings of hierarchical moderated regression. Hypothesis 3a demonstrates that tenure plays a moderating role in relationship between SEFF and

work-family conflict. The analysis findings shows that the interactive term (SEFF * tenure) made a revealing negative influence on perceived politics ($= -0.29, p < 0.01$). A significant increment in R^2 of the model ($\Delta R^2 = 0.06, p < 0.01$) is found. Thus, hypothesis 3a is supported. Hypothesis 3b predicts that tenure moderates the effect of SEFF on work-family conflict. Finally, the table 4 shows that the interaction of SEFF and tenure made a significant negative effect on work-family conflict ($= -0.37, p < 0.01$). A revealing increase in R^2 of the model ($\Delta R^2 = 0.08, p < 0.01$) is found. Thus, hypothesis 3b is supported.

5. CONCLUSION

The female workforce is confronted with different problems in socioeconomic life span than men do. Many studies in this area have found that miscellaneous discriminative actions against women in the tourism labour environment are not because of their individual preferences and abstinence, but rather from a sexist perspective in sociocultural frame and organizational challenges they face during vocational work life and even job placement process (e.g., Munoz-Bullon, 2009; Costa, Carvalho & Breda, 2011; Clevenger & Singh, 2013; Kensbock, Jennings, Bailey & Patiar, 2016). Yet the fact that women's labour is brought to economic life and women's economic strength and social fortification also play an important role for the underdeveloped and developing countries to make their economic and social development process successful and rapid. However, the extant literature in the world shows that women are exposed to low-paid jobs with demanding work situations and sexist segregation in recruitment, rewarding and promotion (Schaap *et al.*, 2008; Mooney & Ryan, 2009; Kensbock *et al.*, 2013; Costa *et al.*, 2017). In Turkey, there is limited number of research available in the field, however the previous research depicts that despite the increasing number of female employees in the industry, the similar gender-based discrimination is a problem of all sectors (Tucker, 2007; Burke *et al.*, 2008a; Pinar *et al.*, 2011; Uguz & Topbas, 2016). Male employees in the industry as the high-status group members may be anticipated to strive to protect their dominant role to the extent that they believe it to be legitimate (Tajfel & Turner, 1979). In addition to this, tourism's multitasking job environments with longer shift hours create serious problems regarding work-life balance among tourism employees. This situation is more accurate for female employees who have both social and work life responsibilities when compared to male counterparts (Haar, Russo, Suñe & Ollier-Malaterre, 2014). On the other hand, the labour-intensive workforce characteristic of the tourism industry plays an active role in creating employment opportunities and is becoming an important one for female employees. Thus, more empirical studies determining the perceptions of employees about their organizations are needed in terms of understanding what mechanisms (e.g., SEFF mechanism) lead to employees' attitudes and behaviours.

Therefore, the current study aimed to investigate the direct effect of SEFF on female FLEs' work-family conflict and perceived politics, and the moderating role of organizational tenure among these relations. Particularly, the present study attempted to include untested relationships into its model that is progressive in terms of being a new addition to travel and tourism literature and at the same time presents valuable implications for the industry practitioners.

The statistical findings of the current research supported each proposed hypothesis. The results regarding the impact of SEFF on female FLEs' work-family conflict was significantly negative and concordant with the proposed hypothesis of the current research and the empirical study by Cinamon (2006) that was applied on a sample of university students. Cinamon examined the working and non-working students' anticipated work-family conflict before they start for professional career. However, there is more need for this type of empirical

studies to be conducted in hotel context, because the customer interaction is at the highest level and working conditions are highly challenging. This finding reveals that the female FLEs who have more self-efficacy tend to exhibit less conflict. In an empirical study conducted by Kim *et al.* (2009) though males perceived more role conflict and stress, it was found that females' job satisfaction are much more effected from role stress and role conflict. Okumus *et al.* (2010) found that male workers of the five-star hotel organizations in Turkey tended to be contented with "management conditions" and "using ability in the job" factors, while females tended to be contented with "personal fulfillment" factors. In this regard, improving the resources of SEFF for female employees may be seen as an important strategy in order to make them to stay longer with their organizations, because female employees are mostly confronted with the aforementioned problems in the industry.

The findings of regression analysis demonstrated that SEFF had a significant negative influence on FLEs' perceived politics. This result also shows that SEFF is a remarkable driver of perceived politics. This is a new finding in tourism literature and recommends that self-efficacious female FLEs have far fewer organizational politics. In a demanding job climate where the essential position of females cannot be minimized, hotel executives should note organizational politics as a detrimental element that may trigger negative job outcomes.

Moreover, moderated regression results shows that the interaction of tenure and SEFF alleviated FLEs' work-family conflict and perceived politics which means the influence of SEFF on work-family conflict and perceived politics was more significant among employees with longer tenure. This result is concordant with the COR theory (Hobfoll, 2001) and promotes the COR theory's contention that FLEs who possess internal resources in the work environment are more able to deal with challenges emanating from work and family roles. Work stress exists when people are faced with the trouble of losing resources, people start to lack for resources, people spend resources and do not harvest what they have foreseen back (Hobfoll, 2001). Based on the principle of the theory, "people must invest resources in order to protect against resource loss, recover from losses, and gain resources" (Hobfoll, 2001: 349). Santero-Sanchez *et al.* (2015) highlight how one negative characteristic associated with women's lower quality jobs is the difficulty in achieving tenure. Similarly Uguz and Topbas (2016) reported that male employees have more tenure at about %25 compared to female employees and this shows lower level of female employability and higher level of turnover. At the same time they are employed at the lower quality jobs which do not require much skills and education. As a result, long-tenured FLEs with self-efficacy can balance the demands of their work and family lives. These individuals are fewer tend to lose resource and have more ability to gain resource (Hobfoll, 2001; Zellars *et al.*, 2006).

5.1 Managerial implications

The results of the present study bring to mind some valuable suggestions for accommodation firms. In order to increase FLEs' SEFF, hotel organizations should assess contemporary techniques while selecting and placing job applicants whose personality features meet the specification of frontline work position. According to the findings of the current study, they should, for instance, screen applicants through aim and personality tests and apply various types of methods to pinpoint job applicants' SEFF. Likewise, human recourse interviewers may apply scenario-based tests to figure out whether the aims, expectations, experiences, and skills of applicants are concordant with the requirements of job vacancy. Hotel organizations should abstain from positioning those candidates with low SEFF for the frontline positions, as they have less self-reliance and self-determination.

According to Human Capital Theory by Schultz (1975), "human capital involves increase investment in education and training of the individuals. Individual's abilities

can be enhanced through education and training that bring about effective change in the performance of jobs”. An empirical study conducted by Uguz and Topbas (2016) in Turkey confirms this theory such that education and training were found to be negatively related with female segregation.

So, training programs should be organized to improve employees’ service recovery, problem-solving capabilities, emotional intelligence, self-efficacy, and conflict resolution (Borralha, Neves de Jesus, Pinto & Viseu, 2016). These programs, to be organized in hotel organization or externally by agencies, would enable them to enhance their performance and persistence against stressful situations. Concordant with social cognitive theory (Bandura, 1997), a training intended at developing personal confidence in one’s individual capabilities to exert supervision on work flow in the workplace might results in more fit and preferable satisfaction level. Training, as a part of socialization in the organization, might be provided to both new coming staff and tenured employees. In this regard Kim, Cable and Kim (2005) contend that socialization actions support employees to develop a better person–organization fit at very early stages. The emphasis of training could be on self-management to increase an individual’s SEFF in terms of meeting job requirements efficiently and as well as handling social and individual handicaps. Specifically, the initiative could be directed to reinforce the self-regulation skills that underpin one’s efficacy credence and that let frontline staff to refrain from strained occasions, overcome interpersonal clashes, deal with troubled circumstances, and get better promptly after an intensive period of time. Moreover, this study shows that tenured female FLEs have less conflict and perceive less politics. Hotel organizations should spend extra effort to retain these employees through administrative engagement to rewarding and training concurrently and adapting clear organizational policies.

Along with these implications, it is essential for the organizations to generate better working conditions for female FLEs who have dual-work (work and home) responsibilities. Hotel organizations should establish a family-supportive job climate that better recognition of this by providing on-site child care, elastic shift hours, and family leave would be more probably to mitigate conflict. The availability of family-friendly benefits in the workplace is also an effective tool for marketing vacant posts to high-performing employees and retaining tenured and self-efficacious employees. Finally another implication could be employing mentors to reinforce FLEs with instant assistance for dealing with clashes in the work-family life intersection.

5.2 Limitations and future research

The results found of the present research should be evaluated in light of a few limitations. The first limitation of the study was cross-sectional design, which generates barrier for researcher to find out causative outcomes. In addition, collecting data from a single source (FLEs) may commonly cause common method bias, though such a problem was not encountered related with the present survey instrument. For the further research studies, applying longitudinal data from various sampling sources could be effective in minimizing these apprehensions. The current study was not able to adopt a qualitative method. Further studies may purpose to apply interviews and observations to better understand about outcomes and antecedents of SEFF. In approving the results of present research and also to extend the scope and make generalizations, more research regarding FLEs in Turkey are needed. The current study used hotels as a context to test its proposed hypotheses. Multiplication of this research in various hospitality context such as restaurants, travel agencies and airlines could be effective in cross-validating the current results. Lastly, including individual resources such as polychronicity

and situational resources such as training into the survey for further research endeavours could ensure more insights into the moderators of work-family conflict and perceived politics.

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