

## *Work-family Conflicts and Employee Turnover in the Hospitality Contexts*

### Teaching Objectives

This case study aims to encourage students to create resolution to complex work-family conflicts that employees in different levels may face in the hospitality industry. This exercise offers students a valuable opportunity to think about the key HR decisions associated with preventing employee turnover and additional recruitment. Topics include the processes, practices and legal considerations involved in the human resources management of a hospitality organization. As a result of this case study, the student shall:

- 1. Develop an understanding of the HRM function and how it relates to other functions in the hospitality industry;
- 2. Identify industry related issues and describe critical problems related to work-family conflicts;
- 3. Create multiple solutions for all key persons based on their different roles and duties performed in the case study;
- 4. Acquire the communication skills in communicating with high-profile employees;
- 5. Learn how to effectively handle with stressful situations as a HR professional;
- 6. Enhance sensitivity to research or cases related to work-family balance in the hospitality contexts.

### *Human Resources Management*

- How to assist the other departments to attain efficiency in their operations
- How to help employees achieve their personal goals and get their commitment
- How to deal with legal, ethical, and social environmental issues associated with workforce
- How to implement benefit and employee assistance programs that aim to help employees balance work and family life
- How to adjust HR decisions in response to a special case for an employee
- How to create flexible work arrangements for employees in different levels
- How to establish and maintain desirable business culture as well as working relationships at all levels

### *Work-Family Conflicts*

- What are the antecedents of WIF and FIW?
- What are the consequences of WIF and FIW?
- Does gender factor influence WFC? If yes, how?
- Does salary level influence WFC? If yes, how?
- Does marital status influence WFC? If yes, how?
- Does cultural difference influence WFC? If yes, please give

some examples.

### Discussion Questions

- Why did Maggie come to Agnes' office? What key issues has Maggie addressed in her conversation with Agnes?
- Are all of Maggie's requests reasonable? Why or why not?
- What are the major concerns of Kumi and Venus?
- Which specific work-family conflicts did Maggie, Venus and Kumi face?
- Do you think cultural differences can influence employees' attitudes towards work-family balance?
- If you were Agnes, what would you suggest resolving each person's issues at minimal cost?
- What are the possible determinants and consequences of employees' intention to quit?
- How can HR professionals reduce employee turnover?
- How can functional managers reduce employee turnover?
- What are the possible causes and consequences of work-family conflicts?
- What are the differences between work interfering with family (WIF) and family interfering with work (FIW)?
- How should HR manager create work-life balance for employees in different position levels? Any examples you know from the hospitality industry?
- What have you learned from this case scenario?

### Learning Outcomes

By the end of the case, students will be able to

- demonstrate a deep understanding of key terms (e.g. work-family conflicts, turnover), theories/concepts and practices within the field of HRM;
- provide effective solutions to the complex work-family conflicts for different hospitality managers;
- advance competence in communicating ideas and debating about complex issues from diverse perspectives;
- develop critical thinking through in-class discussion and written assignment (case study analysis).

### Teaching Approach

This case study can be used in the following ways to optimize the learning experiences for college students. The key methods are presented below.

- this case study can be used as a research material that guides students to conduct more informative research or survey in this topic.

- this case study can be used as a discussion material that helps students prepare a presentation on the role of reducing work-family conflicts in the hospitality organizations.
- this case study can be used as a practice material that trains students to improve analytical skills through written reports.

## Additional Readings

- Karatepe, O. M., & Karadas, G. (2016). Service employees' fit, work-family conflict, and work engagement. *Journal of Services Marketing*, 30(5), 554-566.
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