

The Effect of Role Overload on Marital Quality of Hotel Employees

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Abstract

This study aims to evaluate effect of role overload, which includes work-related and nonwork-related life, on marital quality. In this context, role overload and marital quality and related concepts are examined and their extent and effects are discussed. The data used for this study were collected from hotel employees in Nevşehir, Cappadocia. This paper also examines the effect of work and family life variables on role overload and marital quality. According to empirical results, role overload has a positive effect on marital quality, but with the mediating effect of marital happiness role overload has a negative effect on marital quality.

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Introduction

Increased participation in the worklife of family members causes major changes in the individual's work and family roles (Halpern, 2005). Balancing between work and family responsibilities and dealing with multiple role demands can be considered as an important social issue, especially with the increase in the work life developments and the job demands of working individuals (Beutell and Wittig-Berman, 1999), for, along with organizational developments, it is known that the excess time of individuals spend in their work roles may increase the role overload as a result of time pressure on family roles (Duxbury and Higgins, 2001; Duxbury and Higgins, 2012). Accordingly, the role overload that results from the excess of role requirements and inadequacy of resources is considered as a factor affecting the marital relations of married employees especially (Coverman, 1989; Crouter, Bumpus, Head and McHale, 2001; Perry-Jenkins, Goldberg, Pierce and Sayer, 2007). Giris, George and Anderson (2011) evaluate the marital relationship as an institution with role expectations both spouses and society. Hence, fulfilling the role expectations in marriage is a weighty issue in ensuring continuity of marriage.

In this context, it is considered that the role overload is a notable determinant on marital quality. Individuals working in hospitality industry, which have demanding conditions such as intense and long work hours, seasonal intensity, production based on human labor, flexible work conditions are an important resource for tourism enterprises. It is seen as an important issue to determine the degree of work and nonwork-related roles fulfillment of hospitality employees and extent of these roles fulfillment effects on marriage. In this study, the effect of role overload on marital quality of hotel employees was examined and also role overload and marital quality were discussed with work-family life and demographic variables.

Literature Review and hypotheses

Role Overload

Reilly (1982) defines the role overload as a type of role conflict that arises from excessive demands on energy and time of individual. The crux of the problem is based on the perception that role requirements are more than the resources (skills, time, energy etc.) that the individual has (Jones, Chonko, Rangarajan and Roberts, 2007). Based on notion of "time", Duxbury, Lyons and Higgins (2008, p. 126) define the role overload as "too much to do and not enough time". Goode (1960), also, refers to time, energy and resources required to meet role demands and mentions that the individual needs adequate resources to fulfill those demands. Although the role overload is not explicitly used as a separate concept (Goode, 1960), Sieber (1974) points out that emphasis on bounds of role requirements, sources such as time, place can be an indication of role overload.

Although role overload is approached in time-based work-family conflict or a kind of role conflict (Greenhaus and Beutell, 1985; Reilly, 1982), but they are different. Coverman (1989) puts an emphasis on this and defines the role overload as situation in which the individual faces too many role demands despite a very short period of time. Coverman (1989) states that role overload can only lead to role conflict when multiple role demands make it difficult to fulfill another role demands and the individual can experience conflict in the face of multiple role demands, but it is not compulsory to face role overload when there is no time pressure. The role conflict arises

when the rival demands are certain or overlap in time, but in role overload, with a process linked to large time, the level of the tasks is quite heavy compared to time available (Hecth, 2001).

Work-Related and Nonwork-Related Life

Role overload, the subject of relatively little research, is seen as a very common and important issue not only for individuals but also for organizations and society (Duxbury et al., 2008). Individuals have many responsibilities and obligations that come with work-related life (employer, superiors, subordinate etc.) and nonwork-related life (partner, children, relatives, friends, society etc.), and Frone, Yardley and Markel (1997) stated that it may be the factors bringing the role overload. Duxbury and Higgins (2012) also discuss the role overload as a concept that includes the both work and nonwork roles.

Time spent in the workplace is shown as a significant factor in the relationship of role overload with work-related demands (Duxbury et al., 2008). In addition to the lack of time and insufficient time to complete the work, quick work, excessive and conflicting job demands are other factors in work life (Karasek, 1979). Time spent at work also influences family roles and causes a work-family conflict (Major, Klein and Ehrhart, 2002; Parasuraman, Purohit, Godshalk and Beutell, 1996). Having to finish work and insufficient resources for fulfilling tasks in a limited time, working outside regular work hours cause the employees to feel themselves in a difficult situation in terms of time and energy. Thus, increased job demands can hinder nonwork-life responsibilities such as family (Duxbury et al., 2008). Although these factors, which cause pressure on the individual, generally relate to the work-family conflict (Voydanoff, 2004), studies also show that there is a strong relationship between time spent on job demands and role overload, participation in family roles (Bakker, Demerouti and Dollard, 2008; Frone et al., 1997; Parasuraman et al., 1996).

Emphasizing the relationship between the demands of the individual's nonwork-life and role overload, Duxbury et al. (2008) state that these demands can have a wide range of content. These demands, together with family-related activities and responsibilities, also express the necessities and activities beyond the individual's familial status. In this situation, nonwork-related responsibilities of individual are connected with houseworks, family members, friends, relatives, social obligations and individuals such as leisure activities (Geurts and Demerouti, 2003; Schieman, Milkie and Glavin, 2009).

Pleck, Staines and Lang (1980) indicate that the intense work hours are seen as a problem not fulfilling the requirements of nonwork roles, especially family roles, and the individual has no time for other nonwork-related roles and is faced with time pressure to fulfill the role requirements. Family roles may be incompatible with work hours. In addition, number of children, the presence of small child and childrearing roles can cause role overload on individual as a result of physical distress (Voydanoff, 1988). Since the role of the individual may vary according to gender (Beutell and Brenner, 1986; Beutell and Greenhaus, 1983; Crouter et al., 2001; Greenhaus, Parasuraman, Granrose, Rabinowitz and Beutell, 1989), also, it can be said that the role requirements differ. According to this, a woman (wife, mother, housewife, worker, student etc.) and a man (worker, father, spouse, husband etc.) are seen as individuals who fulfill multiple role demands and try to cope with the requirements of these roles (Beutell and

Greenhaus, 1983; Kaufman and Uhlenberg, 2000). It is probably that a working woman, as Reilly (1982) emphasizes, will face more role overload than a non-working woman, because in addition to work-roles, family-roles can lead to more energy and time depletion of the individual with more role demands.

Marital Quality

Spanier (1979) refers to the marital quality as a concept directly related to how marriage progresses, what couples feel about their marriage and how they are influenced by the functioning of their marriage. Likewise, Glenn (1990) emphasises marital quality, with spouses perspective in a certain time, as how well marriage or a combination of feelings about marriage and relational characteristics. Spanier and Lewis (1980) define marital quality as subjective opinions of married couples about a number of dimensions and assessments. Accordingly, the marital quality can have a multidimensional structure, and therefore it is related to concepts such as adjustment, communication, happiness, integration and satisfaction. Lewis and Spanier (1979) argue that high level of marital quality is associated with good adjustment, adequate communication, high marital happiness, integration and satisfaction (as cited in Spanier and Lewis, 1980).

Adjustment, satisfaction, happiness, integration and some other concepts used to describe quality of marital relationship, marital quality is regarded as a general concept (Spanier, 1979) that contains these variables. With the knowledge that these concepts are used synonymously (Ampuero, 2014; Fincham and Bradbury, 1987; Fincham and Rogge, 2010), it has been mentioned in many studies (Fincham, 1998; Fincham and Bradbury, 1987; Yılmaz, 2001) that these concepts should be defined and clarified. Therefore, it can be said that the discussions about the marital quality are theoretical, conceptual and various or deficient variables used for measurement (Faulkner, 2002; Fincham, 1998; Johnson, Amoloza and Booth, 1992; Lively, 1969). In this study, these concepts are tried to be explained by their names and the marital quality is considered as a concept which includes them (Spanier, 1979).

Gilford and Bengston (1979) argue that couples can evaluate their marriage as positive and negative, and positive feelings increase their satisfaction. In this case, what kind of factors can affect marriage and what factors are considered by the individual when evaluating marriage is a matter to be emphasized. Factors considered as variables affecting marital relationship are such as role expectations of couples in marriage (Rollins and Feldman, 1970), interaction, leisure time evaluation and time spent together (Orthner, 1975), consensus (Spanier, 1976), quality and amount of communication (Öztürk and Arkar, 2014; Snyder, 1979), behavior pattern (Dillon et al., 2015), adjustment and characteristics (Botwin, Buss and Shackelford, 1997; Burgess and Cottrell, 1936; Burgess and Wallin, 1944), having a child (Lawrence, Cobb, Rothman, Rothman and Bradbury, 2008), number and age of children (Twenge, Campbell and Foster, 2003), time and energy spent on children (Glenn and McLanahan, 1982), economic conditions and educational level (Şendil and Korkut, 2008), degree of happiness (Hicks and Platt, 1970; Spanier, 1979), health (Whisman, Uebelacker and Weinstock, 2004), marriage duration (Glenn, 1998) and work-life (Glenn and Weaver, 1981; Lee and Ono, 2008; Orden and Bradburn, 1969).

Role Overload and Marital Quality

Role overload is considered as an important variable that can affect the marital life of individuals because it is related to the work-related and nonwork-related life of the individual. Role overload is a key variable that prevents participation in family roles, and family roles can be affected as the perception of work-related role increases (Bolino and Turnley, 2005) and so individuals experiencing work-family conflict may experience more marital problems (Rogers and Amato, 2000). As the difficulty of work and family roles increases, marriage is also negatively affected (Hughes, Galinsky and Morris, 1992) and increase in role overload leads to work-family conflict (Perry-Jenkins et al., 2007), but adjustment in marriage has a positive effect on role overload (Bolger, DeLongis, Kessler and Wethington, 1989). In addition to this, increase in the role overload of spouses can decrease marital quality and affect the role overload and marital quality of each partner (Booth, Johnson and Granger, 2005). Thus, the hypotheses of the research are as follows:

H1: Role overload has an effect on marital quality

H2: Role overload has an effect on marital quality with mediating effect of marital happiness

Methodology

Sample

The data were collected from the married employees of hotels in Nevsehir located in Cappadocia region. There were 189 hotels and 3348 people employed in these hotels. About 50% of the employees at the hotels are married, according to the information obtained from the hotel managers. Thus, population size was accepted as 1700 married hotel employees. The sample size was calculated with %95 confidence level and %5 precision. The sample size formula is (Yamane, 2010):

n: sample size

N: population size

q: 1-p

z: critical value

d: degree of precision

$$n = \frac{Nz^2pq}{Nd^2 + z^2pq}$$

$$n = \frac{1700 \times (1,96)^2 \times 0,5 \times 0,5}{1700 \times (0,05)^2 + (1,96)^2 \times 0,5 \times 0,5} = 313,35$$

Sample size was calculated approximately 314 and convenience sampling method was used. Firstly, the number of married hotel employees was asked to the manager, then the employees who wanted to participate in the survey were briefed about the subjects and role overload and marital quality was clarified for the employees before the surveying. Especially, it is pointed out that role overload is not only related to work roles also related to non-work roles and question of marital happiness should be assessed by taking everything in their marriage, not just the spouses. The questions on the form were explained clearly and the questionnaire was applied to voluntary employees face to face. It was observed that some employees gave conflicting answers or did not want to give information about their family or work life, and their questionnaires were not included in the research. Also forms with missing data were not included in the study. Since some hotel managers and employees did not want to take part in the survey, research data were collected from 53 hotels (10-4 stars, 4-5 stars and 39-boutique and other) and 406 married hotel employees.

Measures

Role Overload Scale

In the study, Reilly's (1982) role overload scale-ROS was used. The scale is based on the role conflict and role ambiguity scale of House and Rizzo (1972) in order to determine the role overload of women (as cited in Reilly, 1982). These scales were revised by Reilly (1982) because they were arranged at organizational level and role overload scale consists of 13 items with 5-point Likert scale. The other studies using ROS with organizational and life variables also were reviewed (Cook, 2015; Jones et al., 2007; Maas, McDaniel, Feinberg and Jones, 2015; Pearson, 2008; Perry-Jenkins et al., 2007).

ROS used in this study was rated on 5-point Likert scale (from 1-strongly disagree to 5-strongly agree) and the items only for women on the scale were revised for male participants as well. The item "I find myself having to prepare priority lists..." is removed from the scale because of low item-total correlation (0.332).

Marital Quality Scale

When the literature is examined it is seen that many different scales are used with the aim of determining the marital quality. Some of the most used scales are Dyadic Adjustment Scale-DAS (Spanier, 1976), Kansas Marital Satisfaction Scale-KMS (Schumm et al., 1986), Marital Adjustment Test-MAT (Locke and Wallace, 1959), Couples Satisfaction Index-CSI (Funk and Rogge, 2007) and Norton's (1983) Quality of Marriage Index-QMI.

QMI consists of 6 items; the first 5 items evaluate the marital quality and mostly about spouse-related thoughts, and the last item expresses the degree of happiness when everything is considered in marriage. In Norton's (1983) study, the first 5 items of scale were rated from 1 to 7 and the last item from 1 to 10. The middle point of the value of the last item shows that the individual is "happy".

In this study; Norton's (1983) "Quality of Marriage Index (QMI)" was used to determine the marital quality for hotel employees. The first 5 items were named "marital quality" and rated on 5-point Likert scale (from 1-strongly disagree to 5-strongly agree). The last item was named "marital happiness" and rated from 1 to 10 (1-very

unhappy,10-very happy). And the other studies using QMI was examined (Karney, Bradbury, Fincham and Sullivan, 1994; Lavner, Karney and Bradbury, 2014; McNulty, Wenner and Fisher, 2016; Paleari, Regalia and Fincham, 2005; Sümer and Cozzarelli, 2004; Woods, Priest and Denton, 2013).

Adapting to Turkish and Pilot Study

Reilly's (1982) ROS and Norton's (1983) QMI were translated into Turkish by taking the opinions of experts and were finalized with scales taking into account the characteristics of population. The pilot study was implemented twice on the same 40 married employees of hotels in Nevşehir. Subsequently, the final form was prepared in Turkish. The time schedule of employees was demanded from supervisors or managers to find the same employees. After the first pilot study, minimum 15 days for second pilot survey passed and the pilot studies were completed in about a month. Cronbach's Alpha of ROS was calculated as 0.885 in the first pilot survey, 0.951 in the second and Cronbach's Alpha of QMI was calculated as 0.935 in the first and 0.941 in the second.

Results

Sample Specifications

Most of the participants were male (66.7%) with monthly income between 1001-2000 TL (58.9%) and 37.4% at the age of 26-33 years, about half of them were high school graduates (%44.6). The majority of the participants (83%) had at least one child, about half (49.7%) had lower total family income, 55.7% of his/her spouse did not work and 40.6% of his/her spouse graduated from primary school. Approximately half of the participants (48.5%) were married for more than 10 years, and a very large majority (90.1%) were not receiving support for family roles such as child care and homework. Most of the participants (74.3%) were found to work in food and beverage, front office and housekeeping and as employees (65.8%). In weekly working hours, it can be said that the majority (79.1%) worked 41-60 hours and maximum 10 hours per day, based on one off-day a week. More than half of the respondents (61.6%) worked without shifts and about half (44.8%) worked in 4-5-star hotel, approximately %37 of respondents worked in boutique and %17 of respondents worked in other hotels.

Descriptive Results of Role Overload and Marital Quality

Chronbach's Alpha of ROS was calculated as 0.90 and mean was 2.811 and Chronbach's Alpha of QMI was 0.955 and mean was 4.325 (first 5 items), marital quality was 8.355 (See Appendix A). In this study also, role overload, marital quality and marital happiness were compared with variables related to demographic, family and work life using t-test and ANOVA. The results with statistically significant differences are: the mean scores of marital quality and marital happiness of men were higher, so it can be said that marital quality and marital happiness of men were higher than women. The mean scores of marital happiness of participants had employed spouse were higher than unemployed.

The mean scores of marital quality of employees working in shifts were higher than non-shift. Employees who graduated from primary school had the least mean score of marital happiness and marital happiness of university graduated hotel employees was higher than primary and high school graduates. Employees with low monthly

income had a less role overload than those with higher incomes. Employees whose family total income was low had a less marital quality than higher family total income. Nevertheless, it can not be said that general happiness will always increase with the increase in income when employees generally evaluate marital happiness. It was determined that the group had the highest mean score of marital happiness was the employees whose spouse had a bachelor degree and the lowest was primary school graduates. The highest marital happiness was found to be married for 1-5 years and the lowest was 6-10 years. When participants generally evaluate their marriage, it can be said that the happiness level was higher in the first 5 years of marriage and decreased after 5 years. House-keeping workers had the lowest mean score of marital quality and marital happiness, and the highest was front-office workers. Employees worked with at most 40 hours a week had the lowest role overload, with 61 and more hours a week had the highest role overload feeling.

Test of Research Hypotheses

The structural equation modelling were used in this study to test research hypotheses, and the model of role overload effect on marital quality is seen on Figure 1. It can be said that fitness of data ($\chi^2=509.728$, $df= 116$, $\chi^2/df= 4.394$, $RMSEA=0.0929$) are acceptable (Stevens, 2001, as cited in Aytaç and Öngen, 2012; Çapık, 2014). The items affected higher on role overload are related to time pressure, while the lower items are about doing hastily and less carefully and inadequate energy for responsibilities.

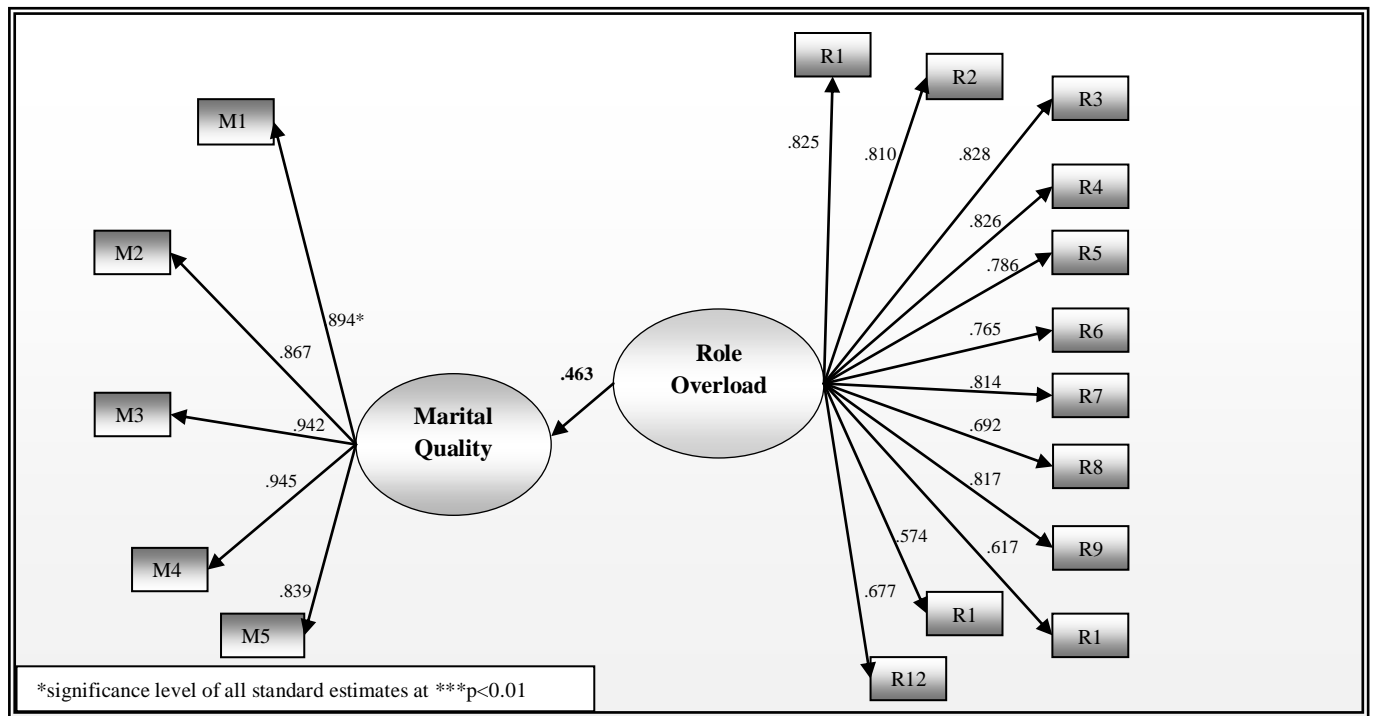


Figure 1. The Effect of Role Overload on Marital Quality

Role overload has positive effect on marital quality (0.463) and H1 is accepted. The positive effect of role overload on marital quality may mean that employees do not fully reflect the difficulties of their roles in their

marriage. It may be possible to say that the marital quality will not decrease with an increase in role overload when they consider marriage internally rather than taking everything into account such as some external factors.

The study also revealed the mediating effect of marital happiness on role overload and marital quality and standardised estimates of modelling are seen on Figure 2. The fitness of data are acceptable ($\chi^2=335,822$, $df= 130$, $\chi^2/df= 2,583$, $RMSEA=0.063$). In role overload, the high score items are related to time and getting catch up feelings and all items of marital quality have a high score.

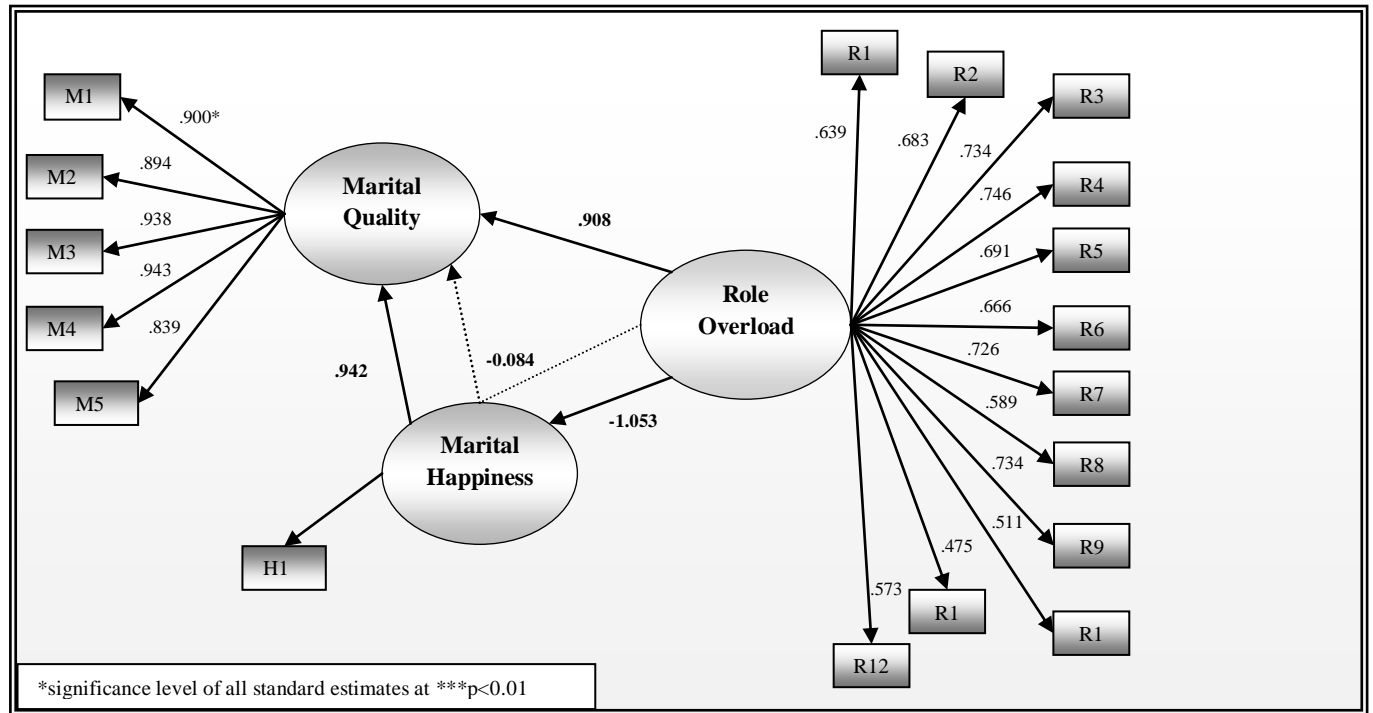


Figure 2. The Effect of Role Overload on Marital Quality with Mediating Effect of Marital Happiness

In Figure 2, total effect score of role overload on marital quality is 0.908 and role overload has a negative effect on marital happiness (-1.053). With the mediating effect of marital happiness, total effect score of role overload on marital quality is -0.084 as seen in Figure 2 and H2 is accepted. Role overload has a negative effect on marital quality with mediating effect of marital happiness. Thus, it can be said that marital happiness, considered everything in marriage, has a critical effect on marital quality.

Discussion

Fulfilling the role requirements of an individual means also making the requirements of their status, but sometimes unfulfilled requirements can cause pressure. The excess of role responsibilities with limited time leads to feeling of role overload and inability to fulfill responsibilities perfectly and this causes a set of influences on the individual's life. Especially when the responsibilities of married and working individuals are considered, it is seen as an important issue to determine the effect of role overload and it consists of increasing work-related and nonwork-related role demands, on marital relationship.

In this study, it can be said that the hotel employees have a mid-range role overload. The excessiveness of role demands and perception of inadequate time were found to be more determinative on fulfillment of hotel employees' roles. Duxbury et al. (2008), who draw attention to the time, consider the role overload as a factor that causes a number of negative consequences both organizationally and individually. In this regard, the hotel employees had time constraints against the role demands at mid-level; despite the inadequate time, they considered themselves adequately in terms of energy and responsibility to fulfill their role demands. It was determined that the hotel employees had a high marital quality and marital happiness was too close to "very happy". It is possible to say that the marriages of hotel employees were strong and stable, and they regarded the happiness level as good.

In the related literature, demographic, work and family condition variables are considered as factors that have been studied extensively and have an effect on the role overload and marital quality. In this study, these variables were analyzed and according to the results:

Marital quality and marital happiness of women was lower than men. Marital satisfaction of women is generally less than that of men (Jackson, Miller, Oka and Henry, 2014; Rogers and Amato, 2000) and work life with some variables may have more negative effects on marital relationship of women (Lee, 1988; Orden and Bradburn, 1969). Hotel employees whose spouse is employed had higher marital happiness than unemployed. Helms, Walls, Crouter and McHale (2010) found that spouses who think that both partners need to work have a higher level of marital satisfaction, and attached importance of working on sharing and partnership. Presence of employed spouses in family can provide strength of marriage by revealing the feeling of equality and sharing in the family. Although White and Keith (1990) found that the shift work had a negative effect on marital quality, this study found that hotel workers working with shifts had a higher marital quality than those with non-shift. University-educated hotel employees and their spouses had a higher marital happiness than primary and high school-educated spouses. With the increase in education level, it can be said that the marital happiness of hotel employees is increased. It is discussed that the higher level of education can have a positive effect on the marital relationship (Houseknecht and Macke, 1981; Şendil and Korkut, 2008) and the lower can have a negative (Bulanda, 2011; Erci and Ergin, 2005). This situation can be explained by a number of positive effects that come with education.

Hotel employees with the highest monthly income have a higher role overload. Rogers and Amato (2000) point out that work-family demands can increase with the increase in the income contribution of spouses. Hence, the time spent to more income can be perceived as inadequate for other responsibilities. Hotel employees with the lowest total family income have the lowest marital quality and happiness. Dakin and Wampler (2008) also found that spouses with at lowest marital satisfaction are with low-income. It is known that high incomes enable to purchase services that reduce family role responsibilities, such as childcare and house work and it can also be effective in solving the economic problems in marriage. Hotel employees who are in the early stages of marriage have higher marital happiness levels. With the supporting this result, marriage can be negatively affected with the increase of time in marriage (Houseknecht and Macke, 1981; Johnson et al., 1992).

In this study, increasing the weekly work hours can be said to increase the role overload and Hecht (2001) also found positive relationship between work hours and role overload. Employees with more weekly working hours spent less time with their spouses and this situation may affect family roles (Crouter et al., 2001). House-keeping workers have the lowest marital quality and happiness, and front-office workers had highest. The housekeeping department is mostly based on physical labor and the number of women is generally high in this department, whereas front office is mostly based on mental labor. It can be seen as a factor that can influence the marital responsibilities of women employees in environments where there is no equality in family roles.

Role overload has a positive effect on marital quality, without marital happiness, in this study. Evaluating the positive effect of role overload on marital satisfaction and happiness as an unexpected effect, Coverman (1989) notes that happy people can participate more in roles related to work and marriage. Kotler and Wingard (1989) state that work-related and nonwork-related life role demands may also have positive effects, despite the negative effects on the individual. In fact, the participation in the workforce can contribute to the productivity and intellectual development of the individual and argues that it can have a positive effect on social relations. In this study, it can be said that the negative consequences of role overload of hotel employees do not reflect to their marriage. Emphasizing the importance of marital adjustment in moving role overload from work to home, Bolger et al. (1989) said that spouses perform that reduce their role overload and women especially can display behavior that reduces the men's role load in marriage. In this study, it can be said that the positive effect of role overload on marital quality can be influenced by social and cultural marriage mentality. The increase in the marital quality, along with the increase of role overload of hotel employees may be due to the differences in sharing, marriage perspectives and expected role demands from spouses.

When the marital happiness is evaluated as a mediator, role overload has a negative effect on marital quality and increase in role overload of hotel employees reduce marital happiness. Booth et al. (2005) also found that there was a negative relationship between role overload and marital quality. It was found that marital happiness has a very strong and positive effect on the marital quality. In this study, role overload did not reduce directly the marital quality that was generally considered to be related to the functioning of marriage and spouse, but role overload reduce marital happiness considered by everything in marriage. This can be explained by the fact that marital relations are influenced by a number of external factors when everything is considered in marriage. Although individuals have positive feelings about their spouse and marriages, they can approach marriage differently when they evaluate a number of external factors such as parents, society and health. Lively (1969) said that marital happiness can come not only from marriage but from different external factors, so it is important to distinguish where happiness comes from. In this case, it must specify the determinants of which variables the individual evaluates in marital happiness.

Implications

Role overload has an impact on relation, health, family and work life of individual (Crouter et al., 2001; Perry-Jenkins et al., 2007; Zhou, Zeng, Hu, Xi and Tan, 2014). In this sense, it is thought that role overload is a

considerable concept that can influence on marital relationship. In this study, it is specified that hotel employees have mid-level role overload, and their weekly work hours were mostly normal and most of them had nonemployed spouse. It should not be forgotten that the work schedule may prevent individuals from participating in other roles. The hotel management should consider weekly working hours taking into account the other roles of the individual because the negative results can be affected not only the employees but also the organization. Occasionally, hotel employees can work intensively due to such factors as peak season, low number of workers and organization policies. Especially, it can be said that hotel employees who are married and working for long hours may experience difficulties in family life.

In this study, although the marital quality and happiness of hotel employees was considered as good, demands and other factors in marriage may vary from person to person. Hotel employees working under heavy conditions can reduce the marital problems by sharing, adjustment, fulfilling of role expectations, supporting each other and not reflecting the factors that may have a negative effect on marriage. Management can also increase the amount of time employees can spend with their spouses and children by arranging working hours for married individuals. In addition to this, with determining the negative effects of work conditions on employees' marriages, economic and psychological support, and flexibility can be provided to hotel employees to participate in family roles.

It can be said that the marital happiness, which is considered apart from the variables of marital quality, is evaluated according to different conditions by the hotel employees. When marital happiness is evaluated by considering everything in marriage, external factors of marital happiness may need to be determined in detail. The current study was performed on hotel employees in Nevsehir, Cappadocia, mostly cultural tourism center. Studies can be done in different tourism regions and different types of hotels, and role overload can be divided into work-related and nonwork-related roles in different dimensions, in future. The disallowance of some hotel managers and unwillingness of employees to share marital life can be also seen as a limitation. The scales for determining the marital quality have quite different characteristics in the literature and they are adapted for surveys. It is suggested that attention should be paid to such factors as culture, religion, social conditions, marriage perspective and the adaptability of the scales.

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Appendix A

Table A.1: Mean, standart deviation, skewness and kurtosis of Role Overload

Items	\bar{x}	s.d.	Skewness	Kurtosis
1. I have to do things which I don't really have the time and energy for.	2.828	1.379	.171	-1.250
2. There are too many demands on my time.	2.796	1.282	.168	-1.091
3. I need more hours in the day to do all the things which are expected of me.	2.874	1.345	.169	-1.233
4. I can't ever seem to get caught up.	2.653	1.294	.358	-1.044
5. I don't ever seem to have any time for myself.	3.172	1.372	-.210	-1.224
6. There are times when I cannot meet everyones' expectations.	3.288	1.306	-.319	-1.092
7. Sometimes I feel as if there are not enough hours in the day.	3.012	1.383	.000	-1.310
8. Many times I have to cancel commitments.	2.695	1.229	.166	-1.074
9. I seem to have to overextend myself in order to be able to finish everything I have to do.	2.847	1.277	.110	-1.148
10. I seem to have more commitments to overcome than some of the other people I know.	2.793	1.308	.241	-1.138
11. I feel I have to do things hastily and maybe less carefully in order to get everything done.	2.296	1.138	.816	-.122
12. I just can't find the energy in me to do all the things expected of me.	2.483	1.215	.539	-.678
Total	2.811	.895	.025	-.793

Items	\bar{x}	s.d.	Skewness	Kurtosis
1. We have a good marriage.	4.325	0.923	-1.541	2.183
2. My relationship with my partner is very stable.	4.315	0.894	-1.413	1.812
3. Our marriage is strong.	4.367	0.881	-1.572	2.367
4. My relationship with my partner makes me happy.	4.365	0.892	-1.686	3.012
5. I really feel like part of a team with my partner.	4.251	0.982	-1.386	1.557
Total	4.325	0.842	-1.499	2.276
6. The degree of happiness, everything considered, in your marriage	8.355	2.053	-1.500	2.048

Table A.2: Mean, standart deviation, skewness and kurtosis of Marital Quality