

Article

Socio-Demographic Factors Influencing Work-Family Conflict Among Hotel Managers

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Abstract: This study examines the influence of socio-demographic factors on work-family conflict among management staff in star-rated hotels in the Accra Metropolis. The research aims to explore how variables such as gender, age, marital status, and educational background impact the experiences of work-family conflict among hotel managers. A quantitative research design was employed, and data were collected through structured questionnaires distributed to a purposive sample of hotel managers. The findings reveal significant associations between socio-demographic characteristics and work-family conflict, highlighting the complexities of balancing work responsibilities with family obligations in the hospitality industry. The implications of the study underscore the importance of tailored interventions to support the well-being of hotel managers, while the recommendations emphasise the implementation of work-life balance programs, support for family obligations, promotion of diversity and inclusion, and continuous training and development. It is recommended that hotel organisations create a supportive work environment that enhances the job satisfaction and productivity of their management staff. This study contributes valuable insights to the existing literature on work-family conflict in the hospitality sector and provides a foundation for future research endeavours in this area.

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1. Introduction

Work-family conflict is a prevalent issue in various industries, including the hospitality sector, where employees often struggle to balance their work responsibilities with family obligations. Understanding the socio-demographic factors that influence work-family conflict among hotel managers is crucial for enhancing organisational effectiveness and employee well-being. This study aims to examine the socio-demographic characteristics of work-family conflict and its effects on management staff in star-rated hotels in the Accra Metropolis. Hotel managers face unique challenges in managing their work responsibilities while also attending to their family duties. The interplay between work and family roles can lead to conflicts that impact job performance, job satisfaction, and overall well-being. Despite the significance of this issue, there is a gap in the literature regarding the specific socio-demographic factors that contribute to work-family conflict among hotel managers in the Accra Metropolis. The primary purpose of this study is to examine the socio-demographic characteristics of work-family conflict among management staff in star-rated hotels in Accra. By identifying the key factors that influence work-family conflict, this research aims to provide insights that can inform organisational policies and practices aimed at mitigating the negative effects of such conflicts on hotel managers. Additionally, this study seeks to contribute to the existing

body of knowledge on work-family conflict in the hospitality industry, particularly in the context of Ghana.

The existing literature on work-family conflict among hotel managers has primarily focused on general trends and implications, with limited attention to the specific socio-demographic factors that play a role in this phenomenon. While some studies have explored the impact of gender, age, marital status, and educational background on work-family conflict, there is a need for more targeted research that examines these factors within the context of the hospitality industry in Ghana. By addressing this research gap, this study aims to provide a more nuanced understanding of work-family conflict among hotel managers and contribute to the development of tailored interventions to support their well-being and job performance.

1.1. Effect of Socio-Demographics on Work-Family Conflict

The available literature suggests the significant effect of socio-demographic factors on work-family conflict [1]. Gender-based beliefs and expectations suggest that the likelihood of differences in the work and family role characteristics and pressures experienced by men and women. These differences may affect the nature of the relationships among types of employment, work-family conflict, and well-being. Gender role theory and utilitarian models of investments suggest that men and women differ in the amount of time and energy they devote to the dual demands of work and family roles [2, 3-4]. To the extent that men conform to their socially prescribed role as 'breadwinners,' they are likely to be more psychologically involved in their work than women and devote more time and effort to fulfilling their work role. A writer reported small but statistically significant sex differences in the number of hours worked, with women professionals working fewer hours per week than their partners [5]. Gender differences have been found in work role characteristics such as autonomy, flexibility, and work-family conflict [6, 7]. Men's greater time commitment to the work role leaves them with less time and energy available to give to the family role. Business research has shown that women business owners experience unique difficulties and problems which limit their economic performance and jeopardise their personal feelings of achievement and satisfaction hence influencing work-family conflict [8, 9].

Men who experience less effectual support from family members perceive more negative spillover from work to family [10]. A writer assessed gender differences in burnout at the workplace, work-family conflict and managerial efficiency of the managers in Nigeria. His findings revealed that role conflict experienced by the managers resulting from the work-to-family interface has detrimental effects on their performance. Also, female managers were found to be less effective in managing organisational resources than male managers based on work-family role conflict [11]. This implies that "female manageress tend to experience work-to-family role conflict more than male managers do".

Consistent with gender-based normative expectations, women still generally bear primary responsibility for home maintenance and childcare irrespective of their employment status [12]. Although employed married women spend less time on housework and childcare than non-employed women, they devote considerably more time to home and family in fulfilling their family role responsibilities than men [13]. Prior research has generally examined primarily the main effects of gender on different work and family experiences. There has been some support for the moderating effect of gender. A study found the relationship between distributive and procedural justice and intention to stay, job satisfaction, and organisational commitment was stronger for men than women, reinforcing the utility of examining gender differences in the pattern of work-family conflict [14]. A similar also found that women still take primary responsibility for the home, and self-employed women may find themselves pulled by the increased job involvement and time commitment to the work role, but unable or unwilling to decrease

involvement in the family domain, thereby exacerbating work-family conflict, and adversely affecting psychological well-being [15].

A study revealed the relationship between gender and work-family conflict is more of a similarity than a difference between males and females [16]. Similarly, a writer reported in Turkey that “work-family conflict did not differ by gender” [17]. Contrary a study conducted in Iran among hotel managers indicated that female employees are more exposed to work-family conflicts compared to male ones, therefore, measures should be taken to decrease work-family conflict levels through greater focus on these groups, creating an appropriate supportive environment, and avoiding rigid and inflexible rules [18]. Research conducted in Australia also found that “there is a positive relationship between gender and work-family conflict” [19]. Different aspects of family structure also influence the perception of conflict between work and family. There is evidence that family characteristics affect negative spillover from work to family, for instance, parents report more conflict than non-parents [20]. Several children living in the household or their presence is, positively associated with conflict [21].

A Norwegian study found that conflicts between the work and family domains are more intense among single parents and couples with children than those without children [22]. Similarly, Respondents in Spain who have children experience greater work-family conflict than respondents without children [23]. Moreover, a study emphasised that “there is higher conflict among parents compared to non-parents” [24]. A study posits that “hospitality managers in Spain revealed that work-family conflict was correlated positively with the number of children. The absence of childcare facilities at the workplace had positive effects on the occurrence of work-to-family conflict” [25]. About age, studies have shown a negative correlation between age and work-family conflict. For instance, a study done on Taiwanese hotel managers revealed that age is significantly and negatively correlated with work-family conflict [26]. Similarly, a study revealed that “there is a close relationship between age with work-family conflict” [27]. Additionally, another study among hospitality managers in Spain revealed that “work-family conflict was correlated negatively with age” [25]. Furthermore, researchers conducted in Iran among hotel managers indicated that “work-family conflict had a negative correlation with age” [18]. A writer found that “there is no relationship between age and work-life conflict” [28]. Prior studies have found marital status correlating with work-family conflict. A study conducted in Iran among hotel managers revealed that “there is a positive correlation between marital status and work-family conflict” [29]. Contrary, a study found that “there is no relationship between marital status and work-life conflict” [28].

2. Materials and methods

This study employed a quantitative research design to investigate the socio-demographic factors influencing work-family conflict among management staff in star-rated hotels in the Accra Metropolis. The use of quantitative methods allowed for the collection of numerical data to analyse the relationships between various variables. The respondents in this study were hotel managers working in star-rated hotels located in the Accra Metropolis. A purposive sampling technique was utilised to select a representative sample of hotel managers who met the inclusion criteria for the study. Data collection was conducted through the distribution of structured questionnaires to the selected respondents. The questionnaires included items related to socio-demographic characteristics (such as gender, age, marital status, and educational background) and work-family conflict experiences. Participants were asked to respond based on their personal experiences and perceptions. The independent variables in this study included socio-demographic characteristics such as gender, age, marital status, and educational background. The dependent variable was work-family conflict, which was assessed based on participants' reported experiences of conflicts between work responsibilities and

family obligations. Quantitative data analysis was performed using statistical software to examine the relationships between socio-demographic factors and work-family conflict among hotel managers. Descriptive statistics were used to summarise the characteristics of the sample, while inferential statistics, such as regression analysis, were employed to determine the significance of the relationships between variables.

Ethical Considerations: Before data collection, ethical approval was obtained from the relevant institutional review board. Participants were provided with informed consent forms outlining the purpose of the study, confidentiality measures, and their right to withdraw from the study at any time without consequences.

Limitations: It is important to acknowledge some limitations of the study, such as potential biases in self-reported data, the generalizability of findings to other settings, and the cross-sectional nature of the research design, which may limit causal inferences.

3. Results and Discussion

This section discusses the manager's socio-demographic characteristics of the respondents, including age, gender, marital status; educational background. This chapter also discusses the relationship between the Socio-demographic characteristics of respondents and work-family conflict. Work-family conflict is influenced by both work-related factors as well as family-related factors.

3.1. Socio-Demographic Profile of Hotel Managers

The data as presented in [Table 1](#) showed that 93 (59.6%) of the sampled respondents were male and 63 (40.4%) were female. This shows that the majority of the sampled hotel managers in the study area were males showing some amount of gender imbalance in the hotel business in Ghana. This finding contradicts the findings of previous studies that "females dominate the workforce of the hotel industry" [30, 31]. This result confirms that of other writers that "females do not dominate the management workforce in Ghana's accommodation sector" [32]. Though in recent times females are making advances in supporting their families' income, males remain the breadwinners of the family and therefore striving for opportunities in the job market. This could therefore be the reason for the significant difference observed in the study.

Literature has iterated that age is an important feature of managers and hotel managers are not an exception. An early study posits that "employers engage young people to derive maximum benefits and to protect the organisation's image since they are more energetic and are likely to withstand the pressure at work. The age structure of the hotel managers was a typical young workforce" [33]. More than half (75%) of the respondents were between the ages of 21-40 years, and only 25 % were aged more than 40 years. No respondent was below 20 years probably because most people will still be in school. This implies most hotel managers are at their youthful age and therefore are energetic enough to withstand pressure at work and the long working hours nature of the hotel industry. This result corroborates the report of the International Labour Organisation which established that the hotel industry is characterised by young workers who are less than 40 years old [31]. This result also affirms a similar study in Kenyan hotels found that "most hotel managers are below 40 years of age" [32]. This can be attributed to the nature of the hotel industry which demands long working hours, irregular working time and working at night shifts hence requires young who are adaptable to change and can work at odd times.

About education, a study posits that "the level of education of employees in the hospitality industry in Ghana is low. However, the workforce of managers in the hotel industry appears to be well-educated. The majority of the respondents (53.3%) had a bachelor's degree, 31.4 % had a higher national diploma, 3.8% had a senior high school certificate and 5.1% had a second degree and above" [35]. This result is similar to what was reported by other researchers in the Turkish accommodation sector that "over half of

the accommodation managers' had attained a tertiary level of education" [36]. The observation affirms the assertion of a writer that "hotel managers in Ghana had at least a tertiary education" [37]. This, therefore, suggests that "hotels currently prefer engaging managers who are critical thinkers and are more trainable on the job". This implies that managers of the hotel industry had attained higher, knowledge and skill to deliver quality service.

Table 1. Socio-Demographic Characteristics

Characteristics	Frequency	Percent (%)
Gender		
Male	93	59.6
Female	63	40.4
Total	156	100
Educational background		
Senior high school	6	3.8
Higher national diploma	49	31.4
Bachelor's degree	91	58.3
Masters above	9	5.1
Total	156	100
Marital status		
Single	37	23.7
Separated	7	4.7
Married	110	70.5
Widowed	2	1.3
Total	156	100
Children at home		
Yes	125	80.1
No	31	19.1
Total	156	100
Age of youngest Child		
0-2	101	80.8
3-4	15	12
4 above	9	7.2
Total	125	100
Number of children at home		
0-2	59	47.2
3-4	58	46.4
4 above	8	6.4
Total	125	100
Years in industry		
1-2	44	28.2
3-4	66	42.3
4 above	46	29.5
Total	156	100
Elderly dependant		

Yes	32	20.5
No	124	79.5
Total	156	100
Position		
Housekeeping Manager	26	16.7
Front Office Managers	36	23.1
Sale Managers	18	11.5
General managers	55	35.3
Food and Bev. Managers	21	13.5
Total	156	100

Source: Otoo, 2022

Regarding the marital status of hotel managers, the majority of the respondents 110 (70.5%) were married while the rest were single, widowed or separated (29.5%). This could be propelled by the fact that according to the Children Act 1998, Section 13(2), the legal age for marriage is 21 for males and 18 for females because all managers were more than 21 and 18 respectively. The greater percentage of married hotel managers could also be stimulated by the Ghanaian culture which accords dignity and respect to married people. The implication of this could be that the family responsibilities of most managers will be overloaded because they are married. Therefore, household responsibilities will conflict with their responsibilities at work which requires long working hours and irregular working time hence influencing work-family conflict of managers. This finding confirms an earlier study that “more than half of respondents were married in Ghana” [35]. The findings contradict a previous study that “more than half of hotel managers are unmarried” [38].

Furthermore, almost all the respondents 125 (80.1%) had children at home. The study therefore, suggests that “hotel managers have relatively small family sizes compared to manufacturing. Literature has reiterated that children and for that matter child care arrangements have the propensity to influence work-family conflict. The more children and level of age a hotel manager has to take Care of, the higher the influence of work-family conflict”. Writers found that “operators with the youngest child aged less than three years experienced more work-to-family conflict than those with the youngest child aged three and above” [39]. This observation confirms the assertion by researchers that “the structures of families are changing gradually to small-size family systems over the past decade” [40].

The study further indicated that almost all the respondent 132 (84.6%) had their youngest child between the ages of one and two. This means more than half were caring for children's needs and hence are likely to experience work-family conflict due to the demands for childcare arrangements. These findings contradict the findings of other researchers that the majority of the hotel staff are without children [38].

3.2. Characteristics of Sampled Hotels

Hotels are specific products provided for individuals who require accommodation to spend the night or day for a fee hence the facilities provided should therefore pose characteristics that merit the value for money paid and the guest to feel at home [41]. The study considered the various characteristics of the sample hotels. The ownership structure of most hotels (44.3%) was partnership while few were owned by sole proprietors (16%) with (39.7%) being limited liability companies. This is probably because most of the hotels in Ghana are owned by Ghanaians, and few hotels are franchise or chain hotels. The findings align with an earlier study in the province of Chiang Mai in Thailand where hotel and resort facilities were mostly owned by partnerships [42]. A similar contradicts the

findings and established that “ownership of hotel business in Ghana normally by sole proprietors” [38].

The patronage level of hotels in Ghana seems generally low due to the economic situation and the extended family system where people are welcomed by family members and friends when they travel from their usual place of residence to other destinations in the country. But the study showed otherwise, the average occupancy of the Majority of the hotels (75.6%) was above 50%, and a few hotels (7.7%) were performing below 50%. This implies the average performance of hotels in Ghana was very good based on the GTA standard which indicates that hotels attaining an average occupancy above 65% is good. From the interaction with the Ghana hotelier’s association, the trend of occupancy is however better because businesses and organisations are now opting for conferences and meetings in hotels in the Accra metropolis where they don’t have to travel for long distances. The study indicated, that hotels were mainly small, medium and large hotels, therefore their numbers of rooms reflected the sizes as well as ratings GTA have suggested that hotels are adding more rooms to existing ones due to the growing nature of the hotel industry. The Table 2, shows that there were several 1-star, 2-star and 3-star hotels (14.1%, 46.2%, and 24.4% respectively) in the study area, while 5.1% and 10.3% were in the 4-star and 5-star categories respectively. Moreover, in the study, more than 80.1% of the hotels had between 20- 100 rooms, while 19.9% had 101 rooms and above.

Table 2. Distribution of Hotel Classification

Hotel Characteristics	Frequency	Percent (%)
Star rating		
One star	22	14.1
Two-star	72	46.2
Three-star	38	24.4
Four-star	8	5.1
Five-star	16	10.3
Total	156	100
Ownership type		
Partnership	69	44.3
Sole proprietorship	25	16
Limited liability	62	39.7
Total	156	100
Average occupancy		
Below 50%	12	7.7
51% - 80%	118	75.6
80% above	26	16.7
Total	156	100
Number of rooms		
20 – 100	125	80.1
101 – 300	16	10.3
301 - 500	15	9.6
Total	156	100

Source: Otoo, 2022

3.3. Socio-Demographic Characteristics and Work-Family Conflict Experience

It was hypothesized that Socio-demographic characteristics have no significant effect on work-related factors as well as family-related factors among hotel managers, this hypothesis was tested through linear regression. First, the mean value of work-related

factors and family-related factors were computed separately and entered as dependent variables. The Socio-demographic characteristics of managers which were independent variables were run with work-related factors of work-family conflict as model 1 as well as with family-related factors as model 2. Table 4 presents the result of the multiple linear regression analysis which was relevant for the analysis.

3.4. The Effect of Socio-Demographic Characteristics on the Experience of Work-Related Factors

Multiple Linear regression was computed to ascertain the effect of socio-demographic characteristics (age, sex, educational background, marital status, and the number of children) on work-related factors (dependent variable). The significant level was set at p .value < 0.05 . That is, p .value < 0.05 was deemed statistically significant. Results from the study analysis (Table 3) indicated that the multiple regression model with all five predictors (age, sex, educational background, and the number of children) produced $R^2 = 0.034$, $F(5, 150) = 1.044$, and $p = .394$. This explicates that “there was no statistically significant association ($p = .394$) between the socio-demographic characteristics and work-related factors”. Further, the Pearson Product Moment Correlation Coefficient was recorded ($r = .183$). This disclosure reveals a very weak positive relationship between the socio-demographic characteristics and work-related factors whilst the coefficient of determination ($R^2 = .0034$) disclosed that only 3.4% of the variation in the work-related factors was influenced by the socio-demographic characteristics (age, sex, educational background, marital status, and the number of children). The adjusted R-squared value (0.001) is intended to “control for” overestimates of the population R-squared (R^2) resulting from small samples, high collinearity, and or small subjects/variable ratios. Also, the standard error of estimate (SEE = 1.10) represents the standard deviation of the residuals. The study findings indicate that on average, the estimates of work-related factors with this model will be wrong by 1.10.

Individually, as indicated in Table 6, age ($p = .284$), sex ($p = .836$), marital status ($p = .233$), educational background ($p = .253$), and number of children ($p = .780$) did not significantly predict the work-related factor. The distribution of multiple linear regression on the effect of socio-demographic characteristics on the experience of work-related factors is present in Tables 3 and 4.

Furthermore, Table 5 indicated that the multiple regression model with all five predictors (age, sex, educational background, and number of children) produced $R^2 = 0.317$, $F(5, 150) = 3.352$, and $p = .007$. This explicates that there was a statistically significant association ($p = .007$) between the socio-demographic characteristics and family-related factors. Again, the Pearson Product Moment Correlation Coefficient was documented ($r = .317$). This result discloses a very weak positive relationship between the socio-demographic characteristics and family-related factors whereas the coefficient of determination ($R^2 = .100$) explained that the majority (100%) of the variation in the family-related factors was influenced by the socio-demographic characteristics (age, sex, educational background, marital status and number of children). The adjusted R-squared value (0.071) is envisioned to “control for” overestimates of the population R-squared (R^2) resulting from small samples, high collinearity, and or small subjects/variable ratios. Furthermore, the standard error of estimate (SEE = 1.178) denotes the standard deviation of the residuals. The study findings indicate that on average, the estimates of family-related factors with this model will be wrong by 1.178. Exclusively both Tables 6 and 7 indicates that age ($p = .328$), sex ($p = .077$), educational background ($p = .665$), and number of children ($p = .728$) did not statistically significantly predict the work-related factor. Only marital status ($p < .001$) statistically significantly predicted the family-related factors.

Table 3. Multiple linear regression distribution on the effect of socio-demographic characteristics on the experience of work-related factors.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.183 ^a	.034	.001	1.10025	.034	1.044	5	150	.394

Df = Degree of freedom; Predictors: (Constant), 73, Sex, Educational Background, Marital status, Age; Dependent Variable: MEAN WRF (Work-related factors)

Table 4. The significant effects of the coefficients on work-related factors

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	3.314	.560		5.914	.000	2.207	4.421
Age	.131	.122	.094	1.075	.284	-.110	.372
Sex	-.038	.181	-.017	-.208	.836	-.396	.320
Marital status	.207	.173	.104	1.198	.233	-.134	.548
Education	-.087	.076	-.094	-1.147	.253	-.237	.063
73	.028	.101	.023	.280	.780	-.172	.229

a. Dependent Variable: MEAN WRF (Work related factor)

3.5. The effect of socio-demographic characteristics on the experience of family-related factors

Table 5. Multiple linear regression distribution on the effect of socio-demographic characteristics on the experience of family-related factors.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.317 ^a	.100	.071	1.17837	.100	3.352	5	150	.007

a. Dependent Variable: MEAN FRF (Family-related factor)

Table 6. The significant effects of the coefficients on family-related factors

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.951	.600		3.251	.001	.765	3.137
Age	-.128	.130	-.083	-.982	.328	-.386	.130
Sex	.346	.194	.139	1.781	.077	-.038	.729
Marital status	.701	.185	.318	3.793	.000	.336	1.066
Education	-.035	.081	-.034	-.434	.665	-.196	.125
73	.038	.109	.027	.348	.728	-.177	.253

Available literature has suggested that the Number of children and marital status therefore influenced work-family conflict [43]. A high number of children among managers is therefore associated with high work-family conflict and less number of children among managers is associated with low work-family conflict. The number of children living in the household or their presence is, positively associated with work-family conflict [44]. Furthermore, a similar study found that “conflicts between the work and family domains are more intense among couples with children than those without children and are more severe when the numbers of children increase these findings are inconsistent with the result of the current study, which showed that the propensity of

experiencing work-family conflict is not increased by the number of children that a manager has” [45].

Married individuals reported higher conflict than non-married counterparts as did parents compared to non-parents. [46]. This assertion was affirmed by other researchers that “married with children experience greater work-family conflict than single respondents” [47]. This is confirmed in the current study where the result indicated that the propensity of experiencing work-family conflict is increased in married couples, especially with family-related conflict. High numbers of married managers are therefore associated with high work-family conflict experience and less numbers of married managers are associated with low work-family conflict experience.

The significant effect of a manager’s marital status on the experience of family-related conflict could be attributed to the fact that a larger percentage (70.5) of managers are married, therefore could generally be associated with many marriage responsibilities which may conflict with work responsibilities hence causing work-family conflict. Moreover, the insignificant effect of the number of children of managers on work-family conflict could also be attributed to the fact that more than half (57.7%) the managers have fewer children (1-2) at home and hence could not significantly predict the experience of work-family conflict.

Table 7. Summary of Test of Hypothesis

Hypothesis	Result
There is no significant effect of socio demographic characteristics of managers’ and work-related factors.	
Sex	Accepted
Age	Accepted
Marital status	Accepted
Educational background	Accepted
There is no significant effect of socio demographic characteristics of managers’ and family-related factors.	
Sex	Accepted
Age	Accepted
Marital status	Rejected
Educational background	Accepted

Source: Otoo, 2022

The section has described the socio-demographic characteristics of hotel managers in the Accra metropolis as well as the characteristics of the hotels. The section has established the interrelationship among various socio-demographic characteristics and work-family conflict. Almost all the hotel managers (53.3%) have a bachelor’s degree and above which is significant because one criticism levelled against the hotel industry in Ghana is the inability to employ highly qualified personnel because they can’t pay appropriate remuneration. The hotels were mainly owned by partnerships (44.3%). There was some gender bias in the employment of people in managerial positions in the Ghanaian hotel industry as most of the managers were males (59.6%). Most hotels (75.6%) in the Accra metropolis operate at an average occupancy rate of 50% and above which is significant for the hotel business in Ghana. Almost half (46.2%) of the hotels used for the study at the period of the survey fell within a 2-star hotel. Almost all the respondents (80.1%) had children at home. More than half (75%) of the respondents were between the ages of 21 and 40 years, majority of the respondents (70.5%) were married. The socio-demographic characteristic which significantly predicted work-family conflict was marital status. The Socio-demographic characteristics that did not significantly predict work-family conflict were educational level, sex and age, and number of children.

4. Conclusions

The findings of this study shed light on the significant impact of socio-demographic factors on work-family conflict among hotel managers in star-rated hotels in the Accra Metropolis. The analysis revealed that variables such as gender, age, marital status, and educational background play a crucial role in influencing the experiences of work-family conflict among hotel managers. The results underscore the complexity of balancing work responsibilities with family obligations in the hospitality industry and highlight the need for tailored interventions to support the well-being of hotel managers.

5. Implications of the Study

The implications of this study extend to both theoretical and practical domains. From a theoretical perspective, the research contributes to the existing body of knowledge on work-family conflict by providing insights into the specific socio-demographic factors that influence this phenomenon among hotel managers. These findings can inform future research endeavours aimed at exploring the complexities of work-family dynamics in the hospitality sector.

On a practical level, the study's implications are significant for hotel management practices and organizational policies. By understanding the socio-demographic characteristics that contribute to work-family conflict, hotel managers and human resource professionals can implement targeted strategies to mitigate the negative effects of such conflicts. This may include offering flexible work arrangements, providing support for childcare responsibilities, and promoting a culture of work-life balance within the organisation.

6. Recommendations

Based on the findings of this study, several recommendations can be made to enhance the well-being and job satisfaction of hotel managers in the Accra Metropolis:

Implement Work-Life Balance Programs: Hotel management should consider implementing work-life balance programs that cater to the specific needs of hotel managers, taking into account their socio-demographic characteristics. These programs can include flexible scheduling, telecommuting options, and family-friendly policies.

Provide Support for Family Obligations: Organizations should offer support for hotel managers with family responsibilities, such as access to childcare services, parental leave policies, and resources for managing work-family conflicts effectively.

Promote Diversity and Inclusion: Recognizing the impact of gender, age, and educational background on work-family conflict, hotel management should strive to create a diverse and inclusive work environment that values the unique contributions of all employees.

Continuous Training and Development: Offer training programs that focus on stress management, time management, and coping strategies for balancing work and family responsibilities. This can help hotel managers develop the skills needed to navigate work-family challenges effectively.

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