The Effects of Positive Affectivity and Support on Work-Family and Family-Work Conflict: A Study of Employees In Travel Agencies

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ABSTRACT

There has been a great deal of research in work family conflict (WFC) and family work conflict (FWC) in the Travel Agencies of employees WFC and FWC has been widely accepted by travel industries all over the world. Many authors and scholars have written on the implications and implementation of WFC and FWC within the Tourism Sector as including employees of travel agencies, however very little study has been conducted on small island organization and in particular North Cyprus. Work Family conflict which referred as WFC and Family Work Conflict which referred as FWC in this thesis is a newly developed concept among the travel agencies of employees especially (A) travel agencies.

In addition, being a newly developed concept, non concept, and non research can be found on the adaptation of WFC and FWC within the Travel Agencies of employees in the Turkish Republic of North Cyprus referred to in this research paper as the T.R.N.C. This research is the first attempt in T.R.N.C. to investigate the understanding of the effects of positive affectivity and support on work family conflict and family work conflict and its applications among leading travel agencies in Magosa, Girne, Lefkoşa and Güzelyurt.

The research explores how travel agencies of employees affected by positive affectivity and supported on Work-Family Conflict (WFC) and Family-Work Conflict (FWC) in their organizations and how thus employees perceived the ideas associated with their work and how it affects their family life.

The results demonstrate that employees in travel agencies in the T.R.N.C. have basic

understanding of how their work stress and long time shifts play negative feelings in family life.

ÖZ

İş aile çatışması ve aile iş çatışmasının önemi dünyada yaygın olarak tüm endüstriler tarafından kabul edilen bir araştırma konusudur. Bu konu çeşitli bilim insanları tarafından seyahat acentaları çalışanları dahil olmak üzere turizm sektörünün bir çok alanlarında araştırılmıştır.Ancak turizm literatüründe özellikle ekonomileri turizme dayalı küçük adalarda seyahat acenteleri çalışanlarını kapsayan araştırmalar çok az yapılmıştır.Kuzey Kıbrıs'ta seyhat acentelerinde çalışanlara yönelik bir araştırmaya ise rastlanılmamıştır. Birçok araştırmacınında kullandığı gibi bu tezde FWC (aile iş çatışması) ve WFC (İş aile çatışması) olarak ifade edilen çatışma olgusu özellikle seyahat acentesi çalışanları arasında yeni geliştirilmiş bir kavramdır.

Buna ek olarak, geliştirilmiş olan olumlu düşünce (positive affectivity) ve destek (support) kavramlarının WFC'ye ve FWC' ye olan etkileri yine bu araştırma kapsamında ilk kez sorgulanmış ve seyahat Acentalarında çalışanların bu çalışmada hedef kitle olarak belirlenmiştir. KKTC'de, Magosa, Girne, Lefkoşa ve Güzelyurt'da önde gelen seyahat acentelerinde çalışanların yaşadığı iş aile çatışması (WFC) ve aile iş çatışması (FWC) uygulamalarının olumlu veya olumsuz etkilerinin öğrenilmesi için bu araştırma yapılmıştır. Bu araştırmada seyahat acenteleri çalışanlarının, işyerleri ile ilgili olumlu veya olumsuz düşüncelerinin iş-aile çatışması ve aile-iş çatışmasını kavramlarına olan etkilerinin kendilerine olan etkisinin ölçülmesi hedeflenmişltir. Bu çerçevede bu uygulamaların işyerinde ki stres ve aile hayatlarına olan etkilerinin araştırılmasına çalışılmıştır.

Bu araştırma, seyahat acenteleri çalışanlarının, olumlu veya olumsuz duyumlarının, iş-aile çatışması ve aile-iş çatışmasını çalışanların işlerini ve onların aile hayatındaki etkileri ile ilgili fikirleri algılanan ve desteklenen bir araştırma yapılmıştır bu çalışmada. Aratırmanın sonuçları göstermiştir ki KKTC'de seyahat acentelerinde çalışanlarının işyerinde yaşadıkları stres ve uzun çalışma saatlerinin aile yaşamalarına olan olumsuz etkileri hakkında temel bir bilgiye sahip olduğunu göstermektedir.

Anahtar Kelimeler: İş aile çatışması**,** aile iş çatışması, danışman desteği (supervisor support), olumlu düşünce (positive affectivity), gerginlik, zaman ve davranış tabanlı iş ail eve aile iş çatışması, KKTC, seyahet acenteleri çalışanları.

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Chapter 1

INTRODUCTION

1.1. Introduction

This chapter provides specific information about the research; overview of the research, aim of the research, both overview of the Turkish Republic of North Cyprus (T.R.N.C) and overview of the travel agencies in the T.R.N.C.

Academics and practitioners have identified that customer-oriented behaviors of frontline employees greatly reflects the delivery of service quality (Bettencourt & Brown, 2003). Similarly, travel agency workforce comes across a big number of customer interactions in service places. Although this issue is recognized, frontline employees undergo intensive workload which brings about deficiency in terms of family-friendly policies (Karatepe & Kilic, 2007; Karatepe & Sokmen, 2006).

As a result, working staff at frontline travel agency are likely to have greater inconsistency related to work-family matters. However, narrow choices of job related issues increase work-family conflict and family-work conflict which causes employee discontent and disappointment related to their careers. In that case, work-family and family-work conflicts end up in frontline employees' intentions to quit their present agency. Related literature regarding the issue of disagreement between work and family roles shows that there are several reasons that trigger conflict in so called work and family roles. First is the inability to accomplish both roles due to the lack of time. Second is the lack of motivation to involve you in one role because as a

result it limits participation in another. Third is particular manner needed to fulfill one role which again does not let one to the accomplishment of another (Greenhaus & Beutell, 1985).

1.2. Overview of the Research

This investigated research proposes a model of work-family conflict. Within this framework, the study develops and investigates a model that tries to find the relationships of supervisor support and positive affectivity with time-based work-family conflict, strain-based work family conflict, and behavior-based work-family conflict moreover, time-based family-work conflict, strain-based family-work conflict and behavior-based family-work conflict. These relationships are tested using data collected from frontline employees in travel agencies in Northern Cyprus especially in the (A) Travel Agencies. (A) Travel Agencies specifically offer;

- Flight tickets and package holidays,

- Transfer flights and transport,

- Hotel accommodation – full and half board,

- Travel insurance,

- Competitive holiday packages,

- Holidays to suit individual needs.

A set of questions were designed in the form of questionnaires, a total of T1 150 questionnaires were designed for that study and out of thus questionnaires T1 150, 145 questionnaires were collected from the employees of the (A) Travel Agencies in T.R.N.C. The conclusions from these questionnaires and their implications for the work family conflict and family work conflict are discussed. The paper concludes with proposals for future research, the paper concludes literature review for time-

based work-family conflict, strain-based work-family conflict, behavior-based work-family conflict and time- based family-work conflict, strain-based family-work conflict and behavior-based family work conflict.   And the paper gives suggestions for future studies and managerial implications.

1.3. Aim of the Research

This study aims to contribute to the tourism management literature in the following ways:

- Work and Family life are the most two important domains of adult life. Managing work and family life should work in harmony and not affect either responsibility negatively.

- Work satisfies basic human needs;

  - Income (money),

  - Personal contribution and development,

  - Self satisfaction,

  - A sense of purpose.

  Work life should be balanced but meaningful.

- Family responsibilities, spending time together and having time for social activities, is essential for a balanced personal life and of those in the family unit. Work contributes financially for the family unit to thrive and family life to exist.

Work-family conflict and family-work conflict affect frontline employees' daily work and family activities negatively. However, there is insufficient knowledge about job and personal resources reducing strain- time and behavior-based conflicts in the work-family interface (Yavas, Karatepe, & Babakus, 2011).

This study develops the research model and hypotheses of the study based on a deductive approach. The sampling plan of the study is based on a judgmental sampling procedure. Using data from full-time frontline employees who spend most of their time dealing with customers needs, requests and complaints in the travel agencies of Northern Cyprus. Three types of work-family conflict and family-work conflict were measured using items from Carlson, Kacmar, and Williams (2000). Supervisor support was measured using items from Anderson, Coffey, and Byerly (2002). Positive affectivity was measured using items from Agho, Price, and Mueller (1992). The scale items were subjected to the back-translation method. Psychometric properties of the measures are assessed through the use of confirmatory factor analyses and reliability coefficients. The research hypotheses are tested using LISREL 8.30 through path analysis (Joreskog & Sorbom 1996).

1.4. Overview of the T.R.N.C. and Travel Agencies sector in T.R.N.C

Cyprus is the third largest island in the Mediterranean Sea. Cyprus has Turkey in the North, Syria in the East and Greece in the North-West. Cyprus is an island divided into two parts where Greeks live on the south side of the island and the Turkish Cypriots live North side of the island which is known as the called T.R.N.C. Turkish Republic of North Cyprus (T.R.N.C.). The T.R.N.C is known for the Sea, Sand and Sun (3s) and attracts many travellers to the island. If you compare with North Cyprus and South Cyprus the best beaches are located in the North side English people like to travel to the T.R.N.C and as well as Germans and Russians. The T.R.N.C. offers excellent hotels which are often located near golden beaches. The hotels offer quality services. Besides the tourist sector, the Island offers a host of educational establishments – Universities and international study. Many students from Asia and Europe come to North Cyprus to study.

Tourism studies at degree and master's level are offered to encourage young people to learn about the tourism industry and then to contribute to the development and success of tourism sectors in North Cyprus, the development of local people through Higher Education, enhances the tourist experience. Local knowledge of history and historical places and culture are keys to the tourist experience. This is crucial for the travel agencies industry and success of maintaining a first class service.

1.5. Outline of the Thesis

Six chapters are presented in this thesis;

Chapter-1   Presents the aims and objectives of the research. An overview of the

T.R.N.C and Travel Agencies in the T.R.N.C,

Chapter-2   Literature review,

Chapter-3   Research Hypothesis Conceptual and empirical evidence for the

research hypothesis,

Chapter-4   Research Methodology,

Chapter-5   Presents the Survey Findings,

Chapter-6   Provides a conclusion drawn from the research analysis and

recommendations for future study.

Chapter 2

LITERATURE REVIEW

This chapter gives specific information about supervisor support and positive affectivity. The six dimensions of work-family conflict and family-work conflict are discussed. The dimensions are Time-based work-family conflict, Strain-based work-family conflict, behavior-based work-family conflict, Time-based family-work conflict, Strain-based family-work conflict, and behavior-based family-work conflict.

2.1. Supervisor Support

Supervisor support has been identified as one of the major dimensions of what is called the technical updating environment (Al-Eisa et al., 2009). Al-Eisa et al., (2009: 1226) defined supervisor support as the extent etc. *"as the extent to which supervisors encourage participation in training, innovation, and knowledge acquisition and provide recognition to employees involved in these activities"*. As an important aspect of organization, supervisor support was found to influence training transfer (Nijman et al., 2004), and as such it could either impede or facilitate training transfer. Evidence from existing literature suggests a direct positive relationship between general supervisor support and transfer outcomes (Nijman, et al., 2006; Brinkerhoff and Montesino, 1995), as well positive relationships between supervisor support and trainee motivation (Facteau et al., 1995) and prospects to use training right on the job. Supervisors who are believed to be supportive have been found to manage their subordinate emotions effectively.

Dawley et al (2008) found in their study that in organizations in which supervisors are perceived as influential, there may be a stronger effect on employee commitment and job search intentions. For example, tenure and status position of higher managers have an effect on how lower position employees view them. Hutchison, (1997) research showed that supervisors' helpful and encouraging behavior towards subordinate is positively linked to affective commitment. Since supervisors "act as agents of the organization, they have direct responsibility for directing, evaluating and supporting their subordinates, thus, subordinates view supervisor support as a personal extension of the organization" (Eisenberger et al., 1986; Levinson, 1965). Immediate supervisors are in general the closest organizational link to the employee and have the ability to communicate the organization's intentions directly to their subordinates. It is believed that strong (and weak) supervisor support have an effect on employees in several ways.

2.2. Positive Affectivity

Positive Affectivity is one the two dispositional personality variables that are linked with work–family conflict and family–work conflict. Positive Affectivity is a variable that ''reflects the extent to which a person feels enthusiastic, active, and alert'' (Watson et al., 1988:1063).Frone (2003) points out Positive Affectivity as one of the individual resources to cope with some difficulties caused by the conflicts in the work–family interface. While individuals with high Positive Affectivity are found to perceive events and other individuals in a generally more positive light as well as leading interesting lives, those with low Positive Affectivity are considered to be listless, lethargic and unconcerned (Watson et al., 1988). Staw, Sutton, and Pelled (1994) found that supervisor favor high PA employees more during evaluations thereby leading to positive outcomes, including adequate job behavior. Previous

research suggested that "PA may lead to better job performance through persistence, enhanced cognitive functioning, and altruism in the employee, as well as through interpersonal attraction, halo, and increased social influence on others" (Van Yperen, 2003:1875).

Evidence from the extant literature have shown that Positive Affectivity is positively related to problem solving and personal accomplishment and negatively associated with emotional exhaustion and depersonalization (Iverson et al., 1998). Positive affectivity reduced emotional exhaustion and depersonalization and enhanced personal accomplishment. Accordingly, individual with high Positive Affectivity may effectively balance the responsibility between work–family and family-work conflicts. Thus, Positive Affectivity is expect to have a negative relationship with both work–family and family-work conflicts.

2.3. Time-Based Work-Family Conflict

Work-family roles and family-work roles undergo inconsistency resulting in work-family conflicts. Work–family conflict (WFC) refers to "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus and Beutell,1985: 77) and that is, participation in the work (family) role is made difficult by virtue of participation in the family (work) role. One way of the psychological involvement in work which argued by Greenhaus and Beutell (1985) and Frone et al (1992) high levels of psychological involvement in one role may be associated with an increase in the amount of time and effort devoted to the role, thereby making it more difficult to deal with pressures associated with another role. Every human being is supposed to have a predetermined amount of time devoted to work and family matters which most of

the time counterpart each other as the resources available for both roles weaken with the demand and requirements of another. Time-based work-to-family conflict happens when the time an employee gives to work does not allow enough to meet the expectations and demands of a family (Chen et al., 2009).

Chen et al. (2009) found in their study that when individual preferences for work-to-family separation were met at work, they experienced less time-based conflict. Therefore, employees may likely perform best in the family domain when they have more desired breaks from the work domain (Chen et al. (2009), in that way experiencing less time-related resource drain. Issues related to an individual's job (work domain variables) are expected to be more related to work intervention with family than to family interference with work Kristin (Byron 2005). Thus, the more hours individuals spend at work, the more it is expected that their work will get in the way with their family life. In addition, employees who are unable to balance their work and family responsibilities are faced with such conflicts. Research shows that frontline employees experiencing time-based work interference with family would blame their organizations and as a result be less satisfied with their jobs for having wasted the time they need for participating in family activities (Lapierre et al., 2008).

According to Greenhaus, et al. (2001), work interference with family influences harmfully employees' intentions to leave their job and to turnover. Accordingly, time-based work interference with family is expected to be depressingly related to family satisfaction because the limited time that employees offer to their families as a result of their work demands could decrease the quality of their family experiences (Lapierre et al., 2008).

2.4. Strain-Based Work-Family Conflict

Work-family conflict is viewed as a role stress perception since it corresponds to an inconsistency between the requirements of two roles (Lapierre et al., 2008). In this regards, work–family conflict refers to ''a form of intervolve conflict in which the general demands of strain created by the job interfere with performing family related responsibilities'' (Netemeyer, et al., 1996:401). This form of work-to-family conflict occurs when tension related to work takes control over the family issues, making it difficult to meet the demands of the family (Greenhaus, et al. 2001).

Chen et al. (2009) found in their study that when individual preferences for work-to-family separation were met at work, they experienced less conflict-oriented matters. Thus, employees who are involved in a work environment that is unfailing with their preferred strategy for coping with strain (Chen, et al., 2009) may be less likely to carry over work strain into their family sphere of influence or more likely to cope effectively with the strain. Lapierre et al. (2008) found that strain-based work interference with family relates more strongly to job than to family dissatisfaction, and that strain-based family interference with work relates more strongly to family than to job dissatisfaction. Extensive research has showed that work-related stressors are related to high levels of work intervention with family (Byron, 2005; Carlson and Perrewe, 1999; Eby et al., 2005).

DiRenzo et al. (2011) found that higher level employees experience more work interference with family than those at lower levels of the organization due to the more extensive job demands associated with higher-level positions. However, employees experiencing this form of work interference with family would blame

their organizations and as a result be less satisfied with their jobs for having exhausted energy they need for participating in family activities (DiRenzo et al. 2011).

2.5. Behavior-Based Work-Family Conflict

Behavior-based work-family conflict is different to other forms of work-family conflict in that, it does not reflect one role reducing resources needed for the other role, but rather an inconsistency between the behaviors expected in each role (Lapierre et al.2008).Specific patterns of in-role behavior may be unable to get along with expectations concerning behavior in another role. Although, it has been suggested that employees may blame and as well be less satisfied with one role for exhausting time and/or energy needed in the other role, but it has not yet been determined whether work holds responsibility for behavior-based work intervention related to family (Byron, 2005; Carlson and Perrewe, 1999).

As defined by Gould and Penley (1984, p. 224) behaviors which may be utilized by an individual to decrease the time required for and uncertainty surrounding the attainment of important career objectives. Behavior-based conflict" occurs when specific behaviors required in one role are incompatible with behavioral expectation in another role" (Carlson et al., 2000:250). Thus, because behavior-based WIF is likely to be the reason for dilemmas at home being a factor negativity and dissatisfaction related to family environment.

2.6. Time-Based Family-Work Conflict

Family-to-work conflicts entail that requirements of family life interrupt the consistency of the job. Family-work conflict refers to "a form of inter-role conflict in which the general demands of time devoted to the family interfere with performing

work-related responsibilities" (Netemeyer, Boles, &McMurrian, 1996:401).Fu et al. (2001) found that the families with both partners working either full-time or part-time faces have greater demands from work and family activities, and as a result experiences greater level of family inconsistency with work conflict. Byron (2005) reported in his study that people better manage time have a tendency to face less family inconsistency with work. Previous studies have confirmed that working adults with families in general encounter more family-to-work conflicts than work-to-family conflicts (Hsu 2011; Kinnunen et al., 2003).

It is believed that issues concerned with those who have family and non-work life (non- work domain variables) are likely to have more family interfere with work than work interfere with family. For example, individuals whose families display understanding and support may encounter less family interfere with work, nonetheless, they may not have less work interfere with family (Lapierre et al.2008).They reported that Time-based family-work conflict is harmfully related to job satisfaction because of deficient time to guarantee fulfilling work-related experiences (Lapierre et al.2008).Thus, an individual experiencing a high level of time- based family-to-work conflicts may come across higher level of difficulties to make an impact on his/her superior completely at work, "thereby thwarting future work-related growth opportunities that most employees would find satisfying, such as having greater autonomy and being given more important assignments" (Lapierre, et al.2008:96).

In addition, Lapierre et al. (2008) puts forward that encouraging family- work setting may not considerably lessen the downbeat of extreme family responsibilities on work experiences.

2.7. Strain-Based Family-Work Conflict

Byron (2005) reported in his study that those who are able to get by easily in life have a tendency to handle family-work related tensions. Hoobler et al. (2010) report that tension brought by family-work conflict have an effect on employees which lessens their enthusiasm to preserve high levels of effort at work and reach the involuntary result of basically having smaller number of resources to generate job performance. Strain-based conflict comes to surface when strains experienced in one role interfere into involvement in other role as Greenhaus and Beutell (1985) pointd out. According to this explanations, when employee who undergo family-work conflict due to insufficient time and resources are not able to experience positive work environment and as a result have decreasing level of work activities as much as non-expectations by the supervisors who often expect high strain by employees and high performance dealing to employees.

When stain-based family-work conflict realities under control from the employees family activities or social activities obviously becoming life, however, thus employees who concentrate more family-work conflict pushing them to losing their work performance and brings with losing work performance negative behaving by the supervisors as well and explanation support that supervisor support in other word not be able to have direct relation with it

.

Supportive families may look after each other and help each other to avoid experiencing high levels of family-work conflict. For example, "a husband with profeminist attitudes (and presumably supportive behaviors) may buffer his wife from the conflict associated with extensive involvement outside the home" (Greenhaus et al., 1985: 81). In addition, disagreement between spouses about the family roles as well as different views about their career related issues can additionally turn down the mutual support system and create pressure (Greenhaus et al., 1985). However, this kind of situation may result in differences and uncooperative mind-sets between spouses creating a supplementary ground for family work conflict.

2.8. Behavior-Based Family-Work Conflict

Obviously, the way how employees perform and relate to work influences their family since it may manipulate both work and non-work environment. For example, if individual is not capable of regulating actions in accordance with the expectations of different roles, he/she may possibly experience conflict between the roles.

Lapierre et al. (2008) repotted that behavior-based WFC is related to family-supportive organization perceptions. Behavioral norms in a family-supportive work environment in most families are similar; thus limiting the likelihood that such conflict will arise (Lapierre et al.2008).Accordingly, "the confrontational approach to problem solving at the family context may again not be suitable for solving problems in the work environment" (Liu et al., 2011: 121).

Chapter 3

RESEARCH HYPOTHESIS

This chapter demonstrates theoretical and practical data for the research hypothesis that are presented in Figure 1. The effects of Supervisor support and Positive affectivity to Time-based work family conflict, Strain-based work family conflict and Behavior-based work family conflict also Time-based family work conflict, Strain-based family work conflict and Behavior-based family work conflict are examined. Moreover, the effects of Control variables on age and education are also investigated in this study.

3.1. Conceptual Model

Based on literature review following model and hypothesis have been developed and tested.
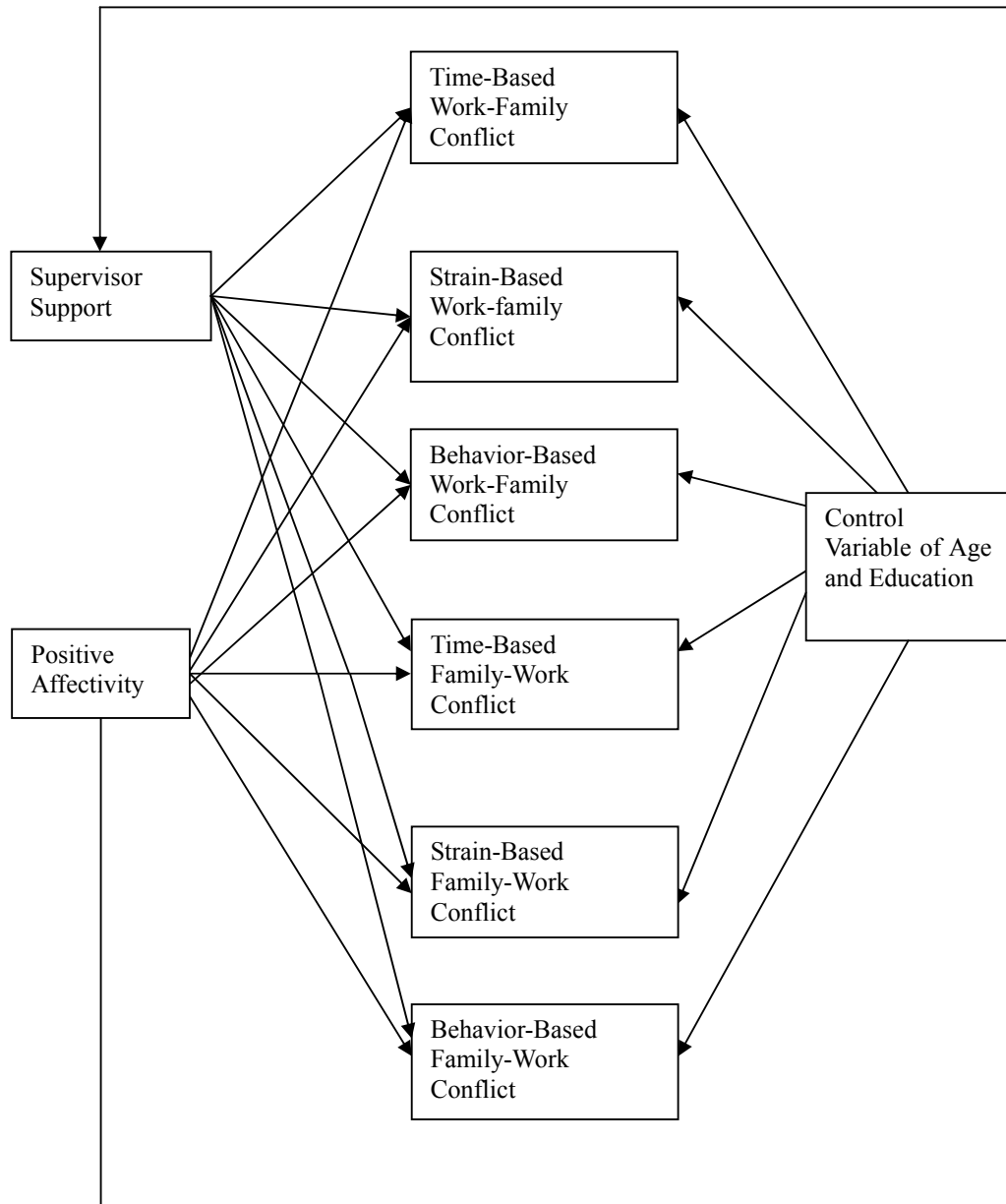
Figure 1: shows the research model

Source: Karatepe (2010)

3.2. Supervisor Support

H1.a-b-c: According to the research model which is shown in Figure 1, Supervisor support has a positive effects and positive relations with both Time-based work family conflict, Strain-based work family conflict and Behavior-based work family conflict. Morever; H1.d-e-f; According to the research model Supervisor support has also positive effects and positive relationss with both Time- based family work conflict, Strain-based family work conflict and Behaviour-based familiy work conflict. Supervisor support is regarded as the extent to which employees structure impressions of how well their superiors treat them, give importance to their efforts, and offer support (Eisenberger et al., 2002).

Greenhaus and Beutell (1985) state that Time-Based conflict is one of the forms of work family conflict and Time-based conflict which takes place when the time requirements of one role are mismatched with another such as: working eventually creates postponment of plans made for family like going out, working more hours negates a negative affectivities on the employees work motivations, as stated by Frone et al, 1997b. Increased working hours reduces family time and social activities. The business is driven by expansion and profit. Conflict between the two, creates work places stress and motivational issues. Supervisors should be aware of family life and work life balance. This is pivital to the structure of helath and well being, productivity and success. As a result, positive attitude and understanding on the part of the Supervisor plays a very important role for employees as it offers more time to spend with their families and.

Supervisors should support employees in their social activities as much as supervisors support work activities. Therefore supervisor support has a direct relationship with either time-based work-family conflict and time-based family-work conflict. This study has identified that most employees do not have negative relations with thier supervisors. Those with positive relations did not work overtime thus had a balanced family life outside of the office. Strain based work family conflict, according to the model, has a direct relation with Supervisor Support. From the research, increased working hours, directly impacted on family life. Supervisors expectations were in conflict with employees family responsibilities. The employees ability to cope affectively reduced over time, work-family conflict contributed to work place and family stress. Supervisors may help their employees' to better balance demands of work and family roles by providing instrumental support, such as allowing them to schedule their working hours or to have breaks when there is a family emergency. On the whole, support cane considered as being a part of socio-emotional character.

Behavior-based work-family conflict accoding to theoretical models, show a positive and direct affect from supervisor support. Behavior is related to employees expectations, supervisors expectations and employees expectations are important. According to the findings, there are employees who are more satisfied then other employees of their expectations. They give more of them selves to the work and work-family conflict is managed succesfully. Effective Supervisory work role management Contributes to family balance. Supervisors management and people skills are key features to employees happiness. Internal influences such as wages also have an impact on motivation. The research showed that increased motivation and

satisfaction was closely connected to reward (wages). Those on lower wages were less satisfied, less motivated and experienced more stress. By showing interest and understanding for employees' work-family matters, and by ensuring that employees' family responsibilities will not be influenced, supportive supervisors may raise employees' confidence and help avoid the stress and worries that can result from struggling between work and family demands (Poster, 2005; Wang et al., 2008).

Past research has showed that a supportive work culture, including supervisory support, may reduce some degree of pressure that brings work-family conflict (Dixon and Sagas, 2007; Eby et al., 2005). It is important to note that employees motivation mainly depends on supervisors positive attitude which helps employees to display a good work performance, that is the one most important key factors for supervisors that to keep employees motivations high in order to get good performance in terms of time based, strain based and behavior. If satisfaction and balance are not met by employees, they can not be motivated to the work but instead they have less effort for good performance. Because of this reason supervisors have to be more careful and more attentive to keep their employees motivations high.

Frye and Breaugh (2004) suggested that the supervisor's support to provide accomodation for working parents may be more important than the organization's family-friendly practices, because employees need to feel that they are supported and are comfortable in using these conditions which may reduce some workplace pressures that cause conflict. Tracey and Tews (2005, p. 358) indicated that supervisors "can send clear signals regarding the role and value of training, development, and professional growth in the firm, which may, in turn, motivate

employee behavior regarding development activities". It has been indicated that an

employee who has high motivation for training is more likely to notice these signals

and respond more to training climate cues,

encouraging participation in training (Tharenou, 2001).

The following hypotheses were developed from this discussion;

H1.a: Supervisor support has a positive effect and positive relation with Time-based

work family conflict.

H1.b: Supervisor support has a positive effect and positive relation with Strain-based

work family conflict.

H1.c: Supervisor support has a positive effect and positive relation with Behavior-

based work family conflict.

H1.d: Supervisor support has a positive effect and positive relation with Time-based

family work conflict.

H1.e: Supervisor support has a positive effect and positive relation with Strain-based

family work conflict.

H1.f: Supervisor support has a positive effect and relation with Behavior-based

family work conflict.

3.3. Positive Affectivity

H2.a-b-c; According to the research model which showed at figure 1 Positive

affectivity has a positive effect and positive relation with Time-based work family

conflict, Positive affectivity has a positive effect and positive relation with Strain-

based work family conflict and Positive affectivity has a positive effect and positive

relation with Behavior-based work family conflict also H2.d-e-f-g; Positive

affectivity has a positive effect and positive relation with Time-based family work

conflict, Positive affectivity has a positive effect and positive relation with Strain-

based family work conflict and Positive affectivity has a positive effect and positive relation with Behavior-based family work conflict, Lastly Positive affectivity has a positive effect and positive relation with Control variables and education. Positive affectivity "reflects the extent to which a person feels enthusiastic, active, and alert" (Watson *et al.,* 1988, p. 1063). Positive affectivity employees tend to well on the positive aspects of themselves, others, and situations. Intrinsic motivation is defined as an individual's "feeling of challenge or competence derived from performing a job" (Keaveney, 1992, p. 151). Positive affectivity has as It was told has a direct and positive relationship with time-based work-family conflict means that as positive affectivity is a kind of personality variables it effects the time-based work-famiily conflict directly, variables roll importantly due to employee while they prefering the work and family conflicts.

While It was researched with surveys collecting the questionaries It was noticed that employees inface with some problems however, thus employee who are facing problems in the work they try to solve by their self by that way positive affectivity roll very importandly effect to the employee beacuse as positive affectivity plays an individual resources to deal and solve the difficulties which are related to both work-family and family-work conflict. Thus employees whenever they have got high positive affectivity they can find out the solutions in order to solve facing problems and try to get a new or different events for their self to get rid of the conflicts, for example; timing problems, those who could not find time for their family try to improve and fulfill the demand of the family in order to avoid matters which bring family-work conflict. Employees feel exhausted trying to spend more effort and spend more time to fulfill family demands. Hovever, when it is talked about the

work-family conflict problems in young and single employees, they are more motivated towards their work activities more then family activities, especially those who are involved in this travel agencies they more concentrated about the work activities and try to give more effort to the work environment. Supervisors favor high positive affectivity employees as Staw, Stton, and Pelled (1994) stated, means that supervisors favor from the employees more interested for the work and more effort from them to spend during to solving the problems whenever they face with any of the problems that time it dicreases of the supervisor responses in the work environment and they stay back round of the work because they are sure that their employees are available to solve thus facing problems,however, in order to get that relaxing and non facing the any problems.

Supervisors have to train their employees beter and carefully or need to get and keep the long time worked employees who have got the best experiences for the work beacuse it was noticed that as well some travel agencies try to keep pnly younger and non much got experiences about the work and they don't try to keep thus experted employees who have been worked since long time in this travel agencies sector.

Positive affectivity also has a positive and direct relation with strain-based work-family conflict and strain-based family conflict as it was identifited before. Employees who are strain them self to take a good positions at the work environment allways try to push their self to the front and facing the problems firstly them self to get shown their self at the same time, supervisors appreciate usualy to got employees whose have this matters and supervisors would love to disscused about that the employees in travel agencies, because they believe that disscusions also bring

different informations and by complexing the different ideas could be more successfull in the sector. There are big competitons in this sector. Lastly, positive affectivity has a direct and positive relation with behavior-based work-family conflict and behavior-based family-work conflict. In order to get better job performance from the employee positive affectivity plays a good roll by behaving both employees to the supervisors and supervisors to the employees should be positively related to each other as Van Yperen, 2003:1875 stated that that "PA may lead to better job performance through persistence, enhanced cognitive functioning, and altruism in the employee, as well as through interpersonal attraction, halo, and increased social influence on others" in order to get better job performance through persistence positive affectivity must be on the first direction of the effecting the work as much as posible successfully.

Supervisors ashould also treat employees better because of they are expecting better income and they are expecting better performance by their employee fot the work and also more expectations to receive better income. In order to get that expectations the employee should be trained and to be positively affected by the sources and supervisors behaviours and they must be given more time to be able to attend families activities to positive affectv one of the succes dimensions in family matters and balance work-family and family-work conflict together.

Tsai and Huang (2002) showed that sales clerks' positive affective delivery can create inner cues that contribute to customers experiencing positive emotions. According to Pugh (2001), the motional contagion occurs without conscious awareness; that is, customers mimic the expressive behavior of service providers

subconsciously during the service encounter. Such mimicking, then alters the customer's own emotional state (Hennig-Thurau et al., 2006). In order to get positive affectivity employees should be trained well emotionaly, trained how to behave and serve to the customer,by customer mimicking easy to understand how much they are satisfied with service or behavior of employees.According to my experience while i was collecting my questionaire i noticed that most of employees who have a good and positive affectivity on customer were loyal customer and results showed that positive affectivity brings loyality as well.

The following hypotheses were developed from this discussion;

H2.a: Positive affectivity has a positive effect and positive relation with Time-based work family conflict.

H2.b: Positive affectivity has a positive effect and positive relation with Strain-based work family conflict.

H2.c: Positive affectivity has a positive effect and positive relation with Behavior-based work family conflict.

H2.d: Positive affectivity has a positive effect and positive relation with Time-based family work conflict.

H2.e: Positive affectivity has a positive effect and positive relation with Strain-based family work conflict.

H2.f: Positive affectivity has a positive effect and positive relation with Behavior-based family work conflict.

H2.g: Positive affectivity has a positive effect and positive relation with Control variables age and education.

3.4. Control Variables

H3.a-b-c; According to research model which showed at Figure 1; Control variables Age and education have a positive effect and positive relation with Time-based work family conflict. Control variables as studied with age and education, where age and education are very essential for any sector in order to be success. According to the research employees who were met with young and new generations mostly found their places at the travel agencies. Specially thus employees are young girls who graduated from university but there are some travel agencies run by supervisors or owners of thus travel agencies and obviously show its self thus travel agencies have got better positions in the sector and mostly thus supervisors and owners of the agencies known by most of people and well known gives better opportunities to be more success and improve the sell.

According to the survey, local travel agencies owner who was working with her employee and she was so cool and behaving nice to her employee and at the same time she was known before when I was going to her place with some of my friends who were two three times in a year they were traveling to their country they were always preferred her agency to get their tickets and it was witnessed that she was so friendly to us and she was so welcome to her all customers, this means that she has got many of the loyal customers because of she behaves nicely to the people and it was noticed that before she was working alone but year past when I went her travel agencies back to collect the questioners noticed that she got two more employee who works with her and when had interview with them noticed that they were having a good relations with their supervisor and it was not shocked that and they told me they graduated from the university as well it shows that to behaving nice and friendly to

the people education is also play an important role in order to get success from this sector. There is a quality tourism school located in the local cities example Eastern Mediterranean University has a tourism school where to gives students quality education in Famagusta where surveys were collected most of my surveys in the travel agencies and it was noticed that thus educated employees graduated from the that school at the same time one more thing interested me that employee who works in the travel agencies but they did not finish tourism school means that where there is not work environment and there are some people who do not have a job related to their subject which they graduated from the travel agencies becomes a good work opportunities for them.

Secondly, Control variables Age and education has a positive effect and positive relation with Strain-based work family conflict and Control variables Age and education have a positive effect and positive relation with Behavior-based work family conflict as well. Where the control variables age and education success means that strain-based work-family and strain-based family-work conflict positively affected and there are a direct relations between control variables age and educations. Age is young for employees and they are time of the train by supervisors or owners of the travel agencies of employees brings the variables later to the work environment thus employees who are well trained and got educations either work-family conflict and family-work conflict very notices stain to the better and try to solve problems well and take more responses to find out and find out the solutions to the facing of the any problem performing more efforts to solutions and also thus employees educated well they know very well how to behave to customer and how they can be success for their work that also brings the control variables ages and

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educations to behavior-based work-family conflict and family-work conflict by that result indicates that both of them have got a positive relation and direct affect with each other, as example was given of the travel agencies who has a good behaving to the either employees and customers they do good job and motivated their job unless they can't have time to be able to join family activities they are satisfied with their work still.

According to research model also Hypothesis continues with H3.e-f-g-h which state that Control variables Age and education have a positive effect and positive relation with Time-based family work conflict, Control variables Age and education have a positive effect and positive relation with Strain-based family work conflict, Control variables Age and education has a positive effect and positive relation with Behavior-based family work conflict, Control variables Age and education has a positive effect and positive relation with Supervisor support and last hypothesis state that Control variables Age and education has a negative effect and positive and not direct relation with Positive affectivity.

In this study research were performed to examine whether any of the demographic variables (age, gender, education, years of experience and managerial level) had any effect on the outcome variables.The control variables (gender, marital status, age...) were entered in the last step and it related with all variables of work-family conflict and family-work conflict except Positive effectivity only there is a effect with Positive effectivity which directly effect Control variables positivily.

The following hypotheses were developed from this discussion;

H3.a: Control variables Age and education has a positive effect and positive relation with Time-based work family conflict.

H3.b: Control variables Age and education has a positive effect and positive relation with Strain-based work family conflict.

H3.c: Control variables Age and education has a positive effect and positive relation with Behavior-based work family conflict.

H3.d: Control variables Age and education has a positive effect and positive relation with Time-based family work conflict.

H3.e: Control variables Age and education has a positive effect and positive relation with Strain-based family work conflict.

H3.f: Control variables Age and education has a positive effect and positive relation with Behavior-based family work conflict.

H3.g: Control variables Age and education has a positive effect and positive relation with Supervisor support.

Chapter 4

RESEARCH METHODOLOGY

4.1. Deductive Approach

Deductive reasoning works from the more general to the more specific. Some times this is informally called a "top-down" approach. Conclusion follows logically from premises (available facts).

4.2. Convenience Sampling

In Convenience Sampling, I simply reach out and take the cases that are at hand, continuing the process until the sample reaches a designated size. A self-administered questionnaire is used to collect data from employees who work at the travel agencies in T.R.N.C. The questions are based on a review of the literature and specific travel agencies contexts, and the questionnaire was pre-tested and revised. The questionnaires were distributed based on convenience sampling method and collected at the (A) Travel Agencies in TRNC during the month of 03/03/2011- 29/05/2011. Hundred and fifty questionnaires were expected to collect but out of hundred and fifty only hundred and forty five respondent were collecting by questionnaires. 96% responses rate from those who agree to participate.

4.3. Data Collection

Field work carried out with a set of questions based on the requirements of the research. The survey was carried out on (A) travel agencies located in T.R.N.C in relation to the data provided by the management and their employees of the travel

agencies.

03/03/2011- 29/05/2011

4.4. Quantitative Research

The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to natural phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

Quantitative research tends to be Sequential in nature;

Sequential Approach;

1. Hypothesize/conceptualize/plan

2. Collect data

3. Analyze data

4. Write up results

In this study thus sequential approach was used and hypothesizes were discussed in chapter three thus hypothesizes listed by; positive affectivity and supervisor support and how they have got relations with; time-based work-family conflict, strain-based work-family conflict, behavior-based work-family conflict and time-based family-work conflict, strain-based family-work conflict and behavior-based family-work conflict and how they have got relations with the control variables age and educations discussed. Collected data was planned and collected on time, analyzed and written up results.

4.5. Questionnaire

There are 41 questions on the questionnaire of T1. Questionnaires are available and given by the Appendix.

These questions are aiming to evaluate the employees';

- Supervisor support

- Positive affectivity

- Time-based work and family conflict

- Strain-based work and family conflict

- Behavior-based work and family conflict

- Time-based family and work conflict

- Strain-based family and work conflict

- Behavior-based family and work conflict

- Control variables age and education

According to the survey questions listed to evaluate thus dimensions, thus dimensions listed between number of questions like; from one to three questions related to the time-based work-family conflict, four to six related to the strain-based work-family conflict, seven to nine related to behavior-based work-family conflict, ten to twelve related to time-based family-work conflict, thirteen to fifteen related to strain-based family-work conflict, sixteen to eighteen related to behavior-based family-work conflict, between nineteen to twenty four related to supervisor support, twenty five to twenty seven related to positive affectivity and twenty eight to thirty five related to control variables age and education. Responders had to fill thus questionnaires by used one to five selections, explained by one means strongly disagree, two means disagree, three means undecided, four means agree and five

means strongly agree.

This questionnaire contains 6 demographic questions out of 41 questions of T1;

- Age

- Gender

- Education level

- Marital statues

- Duration of work

- Number of children

Age listed by eighteen to twenty seven, twenty eight to thirty seven, thirty eight to forty seven, forty eight to fifty seven and fifty eight to sixty seven. Gender listed by male and female. Education level listed by primary school, middle school, vocational school, institution of higher education and PHD education. Marital status listed by single or divorce and married. Duration of work listed by less than one year, years between one to five, years between six to ten, years between eleven to fifteen, years between sixteen to twenty and twenty one and over.

As reported by Table1 Respondents Profile; most of respondents between age twenty seven and thirty seven found by fifty seven point two percentages, and most of respondents were female reported by sixty six point of two, the most education level found undergraduate by seventy one percentages, marital status highest married reported by sixty six point of two and duration of work the mostly reported between one to five by sixty five point of three and most of respondents were none child selected by fifty five point of nine percentages.

4.6. Data Analysis

Analysis was carried out by the means of standards based on the realistic, valid, appropriate and measurable norms. The effects of positive affectivity and support on Work-Family and Family-Work conflict in Travel Agencies were tested by the provided data. It was used the SPSS 13.0 software to analyze my data. Structural equation modeling (SEM) and the research hypotheses are tested by using LISREL 8.30 through path analysis as Joreskog & Sorbom (1996) stated in order to test whether positive affectivity and supervisor support have direct or indirect relations between; time-based work-family conflict, strain-based work-family conflict and behavior-based work-family conflict, time-based family-work conflict, strain-based family-work conflict and behavior-based family-work conflict and control variables age and educations as shown by Figure1 Research Model.

Chapter 5

FINDINGS AND RESULTS

5.1. Demographic Breakdown of the Sample

As reported in Table 1, thirty one percent of the respondents were between the ages of eighteen and twenty seven, fifty seven point of two between the ages of twenty eight and thirty seven and which is the majority of the respondents reported at table 1 by eighty three frequency, and the rest were older than thirty seven as eleven frequency reported by eleven point of seven percent. According to the survey which have done with the (A) travel agencies and thus employees who were met with of thus travel agencies, It was noticed that most of the employees gender were female as reported by Table1 respondents profile list sixty six point-two percent of the respondents were female and thirty-three point eight percent of the respondents were male found out.

Because of supervisors of the travel agencies concentrate more about the educations as it was mentioned before while they select of their employees and searching of their CV they more concentrate on educated ones while it was collected the questionnaires noticed, employees who were graduated from university either studied related to the tourism or other departments. As reported three point four percent of the respondents had secondary school education and only point of seven percent which is the less and at least nothing (0.7%) of the respondents had primary school, and as it was resulted by findings undergraduate education is the mostly chosen by

the respondents while seventy-one percent had undergraduate education that is the majority of the respondents. Besides of the undergraduate education master or PhD educations were included by the questionnaires and which is the high educated ones in the university educations hold by my survey, however according to the findings graduating from the master or PhD program and carrying on to do work at travel agencies not much reported, but while I was collecting my surveys met with a lady who was the owner of the travel agency she was able to work at her agency still and she was graduated by master/PhD programs and as it was mentioned by hypotheses because of she was educated well and high program she was really behaving to her employees well and they were so successful during they were doing their work and noticed that they were well trained how to behave to the customer as well it was related to the owner/supervisor of them.

According to the table 1 showed the result of the master or PhD program educations was only four point one percent of the respondents had master/PhD education and the rest of the respondents by thirty frequency had vocational education which is the second majority of respondents had by twenty one percent reported. According to the table 1 reported about the marital status either married or single-divorced and reported as the majority respondents had married marital status by ninety six frequencies indicated by the table and sixty six point of two percentages respondents were selected and the rest had single or divorced which is forty nine frequencies as reported by thirty three point of eight percentages.

Reported as organizational tenure on table 1 respondents profile tested as well and according to the results given by table1 reported between years and indicated like;

the majority of the respondents were between the years of one and five which is fifty nine points of three percentages. That show supervisors prefer to no keep employees longer, however, non-experiences employee cannot be able to perform like employees who have worked long time the place as it was mentioned previous chapters. Second major year's given by results were less than one year which twenty eight frequencies and reported as nineteen point of three percentages, years between six and yen got twenty six frequencies and reported as seventeen point of nine percentages respondents have been selected, and according to the results between eleven and fifteen years and twenty one and above had the minimum respondents by point of seven percent (0.7%) and lastly only two point one percent respondents had between years sixteen and twenty has been reported by table 1. Fifty-five point nine percent of the respondents had none of children and forty-three point four percent of the respondents had number of children between one to two and only point of seven percent (0.7%) respondents had number of children between three to four.

Table 1. Respondents' Profile (*n* = 145)

	Frequency	%
Age		
18-27	45	31.0
28-37	83	57.2
38-47	17	11.7
Total	145	100.0
Gender		
Male	49	33.8
Female	96	66.2
Total	145	100.0
Education		
Primary School	1	0 .7
Secondary	5	3.4
Vocational	30	20.7
Undergraduate	103	71.0
Master/Phd	6	4.1
Total	145	100.0
Maritals		
Single or divorced	49	33.8
Married	96	66.2
Total	145	100.0
Orgtenur		
Less then 1 year	28	19.3
1-5	86	59.3
6-10	26	17.9
11-15	1	0 .7
16-20	3	2.1
21 and above	1	0 .7
Total	45	100.0
Numberof		
None	81	55.9
1-2	63	43.4
3-4	1	0 .7
Total	145	100.0

Notes: Maritals = Marital status, Numberof = Number of children, Orgtenur = Organizational tenure.

5.2. Descriptive

Table 2 Descriptive listed by demographics as age, gender, education, marital status and organizational tenure, according to the questionnaires ages listed by; between eighteen and twenty seven, twenty eight and thirty seven, thirty eight and forty seven, forty eight and fifty seven and fifty eight and sixty seven. Therefore table of descriptive explain that means and std. deviation, according to table 2 descriptive; gender is found by mean one point eight is closed to two means that most of respondents had for age part two it indicates two is twenty eight and thirty seven so high selected by employees ages between twenty eight and thirty seven also descriptive reported for std. deviation as a zero point seven.

Secondly, gender was reported at table of descriptive; according to list has given gender resulted for mean by zero point sixty six, it means that it is closed to one which has been given female for the questioners and zero was used for males and according to the list std. deviations for gender reported as zero point forty seven. Education is the next demographic written and was listed by the questioner education included primary school, middle school, vocational, undergraduate education and master/PHD, it has given by table descriptive mean of the education is equal to three point of seventy four and it is closed to four means that most of respondents chosen undergraduate education which was given by forth education selection and std. deviations for education resulted by zero point of sixty two. Marital status is the next has given, marital status included by single or divorce and married status. According to the table 2 descriptive marital status result by given zero point of sixty six and it means most of respondents were selected one which was written as a one married status in the questioner which has used for survey and reported by table 2 marital

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status resulted std. deviations by zero point forty seven. Another demographic organizational tenure which was listed for questioners years between less than one year, one and five years, six and ten years, eleven and fifteen years, sixteen and twenty years and twenty one and over.

According to table 2 descriptive organizational tenure reported means by two, it means that most of respondents had worked between one and five years which was written by the survey and reported at thus table organizational tenure std. deviations as a zero point of eighty three. And last demographic was given number of children as listed by zero (no child), one-two, three-four, five- six and seven and over. Number of children was reported by thus table 3 mean is equal to one point of forty four it is explaining that most of respondents had chosen one- no child selection therefore understand that most of employees in travel agencies they haven't got any children. Std. deviations reported for number of children at thus table as a zero point five. Besides of thus demographics other dimensions were tested and resulted one by one thus dimensions given as positive affectivity, supervisor support, time-based work-family conflict, strain-based work-family conflict and behavior-based work-family conflict, time-based family-work conflict, strain-based family-work conflict and behavior-based family-work conflict.

Thus dimensions questions given by the survey and respondents were able to gives answers by using one to five answering listed by one is equal to strongly disagree, two was equal to disagree, three was equal to undecided, four was equal to agree and five was equal to strongly agree. As it was explained chapter four questionnaires were listed by supporting thus dimensions such as from one to three questions related

to the time-based work-family conflict, four to six related to the strain-based work-family conflict, seven to nine related to behavior-based work-family conflict, ten to twelve related to time-based family-work conflict, thirteen to fifteen related to strain-based family-work conflict, sixteen to eighteen related to behavior-based family-work conflict, between nineteen to twenty four related to supervisor support, twenty five to twenty seven related to positive affectivity and twenty eight to thirty five related to control variables age and education. So according to the table 2 positive affectivity reported by two point five it means that most of respondents have answered disagree for questions which were related to the positive affectivity and Std. deviation reported at the table zero point seventy six.

Second dimension is supervisor support was given at the table and according to the table 2 mean found for that dimension is three point nineteen which means that respondents answered the three which means undecided for questions related to the supervisor support and according to the table 2 Std. deviation reported by zero point of seventy three. Time-based work-family conflict is the next dimensions which calculated by table 2 descriptive and result given by two point of forty nine mean, it means that most of respondents answered the questions were related to the time-based work-family conflict and it is disagree was written in the questionnaires, and Std. deviation found by zero point nine.

Strain-based work-family conflict next dimension listed at table 2 and reported as two point of sixty two and related to questionnaires it means that most of respondents had answered thus questions were about the strain-based work-family conflict two and three as mentioned two indicates disagree and three indicates undecided, std.

deviation reported as zero point eighty four at the descriptive table. Next is behavior-based work-family conflict and mean reported as two point of sixty eight respondents again answered to the questions were related about behavior-based work-family between two and three, disagree or undecided and std. deviation reported as zero point of sixty eight at table 2. Work-family conflicts dimensions listed such as it was talked about and dimensions of family-work conflict also listed at table 2 reported such as; time-based family-work conflict means as given two point forty two and it shows that respondents were answered thus questions which were related about this dimensions answered two which indicates disagree and std. deviation has given for time-based family-work conflict zero point seven at the descriptive table. Next is strain-based family-work conflict reported at table 2 and mean is equal to two point forty three meaning that respondents were answered thus questions which were related to the strain-based family-work conflict two indicates that disagree and std. deviations reported such zero point of seven at the table 2.

According to the table 2 descriptive behavior-based family-work conflict mean is equal to two point sixty two meaning that most of respondents were answered to between two or three to the questions which were related to the behavior-based family-work conflict means indicated disagree and undecided and std. deviation reported as zero point seven for the behavior-based family-work conflict at table 2.

Table 2. Descriptive

	Mean	Std. Deviation
AGE	1.8069	0.6269
GENDER	0.6621	0.4746
EDUCATION	3.7448	0.6211
MARITALS	0.6621	0.4746
ORGTENUR	2.0897	0.8326
NUMBEROF	1.4483	0.5128
PA	2.5402	0.7648
SUP	3.1989	0.7313
TWFC	2.4989	0.9079
SWFC	2.6207	0.8422
BWFC	2.6805	0.6870
TFWC	2.4230	0.7052
SFWC	2.4299	0.7707
BFWC	2.6230	0.6986

Notes: Maritals = Marital status, Numberof = Number of children, Orgtenur = Organizational tenure. PA = Positive affectivity, SUP = Supervisor support, TWFC = Time-based work family conflict, SWFC = Strain-based work family conflict, BWFC = Behavior-based work family conflict, TFWC = Time-based family work conflict, SFWC = Strain-based family work conflict, BFWC = Behavior-based family work conflict.

5.3. Coefficient Alphas

Although coefficient alphas for positive affectivity, behavior-based work-family conflict, time-based family-work conflict, and behavior-based family-work conflict are below 0.70, the rest are above 0.70. Such low coefficient alphas are also observed in other empirical studies (e.g. Karatepe, 2010, 2011). As reported Table 3 time-based work-family conflict had 0.91, supervisor support had 0.87, strain-based work-family conflict had 0.82 and behavior-based family-work conflict had 0.69.

Table 3. Coefficient Alphas

PA	0.59
SUP	0.87
TWFC	0.91
SWFC	0.82
BWFC	0.60
TFWC	0.67
SFWC	0.79
BFWC	0.69

Notes: PA = Positive affectivity, SUP = Supervisor support, TWFC = Time-based work family conflict, SWFC = Strain-based work family conflict, BWFC = Behavior-based work family conflict, TFWC = Time-based family work conflict, SFWC = Strain-based family work conflict, BFWC = Behavior-based family work conflict.

5.4. Correlations

The results in Table 4 indicate the correlation is significant at the 0.01 level (1-tailed) and correlation is significant at the 0.05 level (1- tailed). According to Table 4 correlations show that some of study variables are significant, the first five conditions for a mediation analysis are met. Firstly; (1) there is a significant correlation between age and supervisor support reported by 1.000 age is equal to -0.176* supervisor support, it means that most of respondents which are ages between twenty eight and thirty seven had a positive relationship with supervisor support that was reported by study hypotheses in Chapter 4 as well. In addition; as reported in table 4, there is a significant correlation between age and strain-based family-work conflict. Reported as 1.000 age is equal to -.170*, it means that again most of respondents had a positive relationship between strain-based work-family conflict.

According to first variable age which reported in table 4 resulted that there is a significant correlation between age and behavior-based work-family conflict. Reported as 1.000 age is equal to -.284**, it means there is a positive relationship between age and behavior-based work-family conflict as it was reported in chapter hypotheses and showed by drowned by model. As reported in table 4 there is a significant correlation between age and behavior-based work-family conflict, while age is 1.000 is equal to -.157* behavior-based family-work conflict.

As reported Table 4 there is a significant correlation between gender and supervisor support as reported while gender is 1.000 is equal to -.175* supervisor support. That shows there are positive relation and direct relation between gender and supervisor support. Moreover; there is a significant correlation between gender and behavior-based work-family conflict as reported while gender is 1.000 indicate behavior-based

work-family conflict is -.199** and result was showed that most of gender who were female chosen behavior-based work-family conflict positively and it means that there is good behavior between supervisor and there employee. Lastly reported for while gender is 1.000 it gives significant correlation to time-based family- work conflict as reported in table 4 time-based family-work conflict is -.192*. (3) Education; while education is 1.000 had a significant correlation with time-based work-family conflict as reported table 4 was equal to -.150*. As reported Table 4 also education while it equals to 1.000 is equal to -.182* strain-based work-family conflict that is the second variable which has a significant correlation with education while education is 1.000.

According to Table 4 as reported by while marital status is 1.000 it has a significant correlation with supervisor support equal to -.235** means that there are a positive and direct relation between most of respondents who had married with supervisor support. Again as reported in Table 4 there was significant correlation between marital status with strain-based work-family conflict while marital status is reported 1.000 strain-based work-family conflict found by results -.143*. As reported by correlation marital status also had a significant with behavior-based work-family conflict, while marital status had 1.000 is equal to -.213** and lastly while marital status while is 1.000 as reported in table 4 got a significant correlation with behavior-based family-work conflict which found by -.212**.

According to Table 4 organizational tenure have a significant correlation with supervisor support and behavior-based family-work conflict either; while organizational tenure is equal to 1.000 supervisor support is equal to .180* and while organizational tenure is 1.000 behavior-based family-work conflict is equal to -.156*.

According to Table 4 there is significant correlation between positive affectivity and time-based work-family conflict, while positive affectivity is 1.000 time-based work-family conflict is equal to -185* which was expected result because it was reported by hypotheses chapter and thus result gives solution that this hypotheses significant, there is a positive relation between positive affectivity and time-based work-family conflict. As reported table 4 there is a significant correlation between positive affectivity and time-based family-work conflict, while positive affectivity is 1.000 time-based family-work conflict is equal to -.153* means that there is a positive and direct relation between positive affectivity and time-based family-work conflict. This was reported by hypotheses chapter therefore this result is respected result and thus shows that hypotheses is significant.

Lastly, as reported table 4 while positive affectivity is 1.000 it has a significant correlation with strain-based family-work conflict which reported as -.191*. This was expected result as well in order to it was reported in hypotheses chapter there is a positive relation between positive affectivity and strain-based family-work conflict. As reported table 4 supervisor support has a significant correlation with behavior-based work-family conflict while supervisor support is 1.000 behavior-based work family conflict is equal to .178* however there is an unexpected result here because it has to be behavior-based work-family conflict result (-) negative but it is found out positive. As reported in table 4 there is also significant correlation between supervisor support and time-based family-work conflict, while supervisor support is 1.000 time-based family-work conflict is equal to -.196** it is expected result was reported by hypotheses there is a positive relation and direct relation between supervisor support and time-based family-work conflict.

Lastly, supervisor support has a significant correlation with strain-based family-work conflict as well, as reported table 4 while supervisor support is 1.000 strain-based family-work conflict is equal to -.183*. Thus also expected result and hypotheses is significant as reported there is a positive relation between supervisor support and strain-based family work conflict.

Table 4. Correlations

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. AGE	1.000													
2. GENDER	.223**	1.000												
3. EDUCATION	-.092	.200**	1.000											
4. MARITALS	.503**	.291**	.035	1000										
5. ORGTENUR	.552**	.007	-.130	.183*	1.000									
6. NUMBEROF	.552**	.113	-.009	.541**	.540**	1.000								
7. PA	.098	.162*	.005	-.042	-.051	-.043	1.000							
8. SUP	-.176*	-.175*	-.051	-.235**	.180*	-.042	.173*	1.000						
9. TWFC	.004	-.079	-.150*	.088	-.011	.133	-.185*	-.042	1.000					
10. SWFC	-.170*	-.080	-.182*	-.123	-.016	-.104	.052	.693**	1.000					
11. BWFC	-.284**	-.199**	.014	-.213**	.026	-.116	.003	.178*	.178*	.305**	1.000			
12. TFWC	-.029	-.192*	-.064	.050	-.061	.055	-.153*	-.196**	.492**	.455**	.147*	1.000		
13. SFWC	-.019	-.087	-.016	-.062	-.129	-.005	-.191*	-.183*	.348**	.492**	.158*	.542**	1.000	
14. BFWC	-.157*	-.115	.107	-.212**	-.156*	-.113	-.052	-.052	.381**	.460**	.308**	.378**	.454**	1.000

Notes: Maritals = Marital status, Numberof = Number of children, Orgtenur = Organizational tenure. PA = Positive affectivity, SUP = Supervisor support, TWFC = Time-based work family conflict, SWFC = Strain-based work family conflict, BWFC = Behavior-based work family conflict, TFWC = Time-based family work conflict, SFWC = Strain-based family work conflict, BFWC = Behavior-based family work conflict. (*) Symbols show that there is a significant correlation between variables.

Chapter 6

CONCLUSION & RECOMMENDATIONS

6.1. Conclusion

The research concludes that supervisor support and positive affectivity positively affect time-based work-family conflict, strain-based work-family conflict, behavior-based work-family conflict, time-based family-work conflict, strain-based family-work conflict and behavior-based family-work conflict and all thus variables have a positive affect with control variables age and education which means that employees of travel agencies in order to have supervisor support and positive affectivity must well understand the concept of the components of time-based, strain-based and behavior-based Work-Family Conflict and Family-Work Conflict and should adopt them while making their work. And the research concludes that major of employees in this agencies their genders are female as it was reported in the survey and findings chapter.

According to this result, it is explained because of thus female employees do not have children as it was found by findings they do not have a lot of problems in their family life, because logically it is known woman's who are married and they have got children they have more responsibilities unless thus employees who are woman in this agencies they are married but they do not have children. It means they have less responsibility in the family life. That is the reason thus travel agencies employees do not have family work conflict and work family conflict much.

Due to developments, competition, emerging global integration, increase knowledge with the general public the demand for travel agencies to act responsibly is increasing, and the managements of travel agencies are aware of the employees are needed in order to run their business, selling the tickets of flies and to sell packages for holidays which they have agreements by hotels where located abroad.

Managers or Supervisors in such organizations need to broaden their prospective and learn from the global market in order to compete in the local market. In addition, such responsibility are yet to be seen in local travel agencies in Magosa, Girne, Lefkoşa and Güzelyurt which implies that supervisor support and positive affect concepts have not yet widely been accepted as an organizations objectives. This study draws attention to the how supervisor support and positive affect can plays role for employees to have their work more successfully and how can they effected by their work to their social family life.

6.2. Limitations and Managerial Implications

Like any other work-family conflict and family-work conflict research, this research also had some limitations which need to be addressed with further study into the topic in the future. Firstly, this research didn't focus on all the Travel Agencies in Turkish Republic of North Cyprus. Secondly, this research was only conducted on the northern part of the island, within the context of a small island and a small and single country, the basis of this study may well limit the generalization that could be made to the travel agency industry in other organizations in other countries.

Third important limitations in the research was the fact that supervisor support and positive affect are a newly introduced concept in travel agencies in order to have employees motivation and supporting them to concentrate on their work and hence all of the travel agencies employees to not have a conflicts between their work-family and family-work.

The practices carried out by the travel agencies are similar due to the market similarities. However, it does not help the management to have a competitive advantage over the market unless they do not have successfully and satisfied employees. Managers or supervisors of travel agencies need to have a brooder approach to the positive affect and how it can support to their employees by extending their needs and expectations.

In addition, they should create strategies to enable employee satisfaction and to create an easier and regular working environment not changing time tables erratically not restrict and they should try to cut off their employees social times with their families. They should listen to their employees whenever they have got family problems and try to provide solutions. Managers should also treat employees equally for activities such as school meetings, etc. Whenever employees raise situations which effect family life managers should give some tolerant while listening them because employees should feel they are able to talk about any private problems with their managers.

6.3 The Thesis of the Study and Future Research

This research has shown how supervisor support and positive affect, provides affectivity on employees and how can supervisor support and positive affect brings positive relationships between time-based, strain-based and behavior-based work-family conflict and family-work conflict in travel agencies in Magosa, Girne, Lefkoşa and Güzelyurt the main cities of Turkish Republic of North Cyprus where the some biggest of universities are located, there the students always needed to communicate with travel agencies to get their flies to go to their countries and also local communities where to needed to purchase their holidays packages or fly tickets therefore travel agencies employees play the most important role for get the successful of travel agencies by their revenue. For this reason; particularly kind of the travel agencies sectors should work systematically and implement family friendly policies to avoid conflicts between work-family and family-work.

To understand how the travel agencies sectors working by their systematically ways the research was made for this reason. It has been worked on this topic about to understand of relations and roles of supervisor support and positive affect on employees in order to get time-based, strain-based and behavior-based of work-family conflict and family-work conflict. And it was needed to make this kind of research for all kind of travel agencies because it has been used only (A) travel agencies and tour operators of all cities in Turkish Republic of North Cyprus (T.R.N.C). Therefore in the future should be going to have researching for all kind of travel agencies and all cities in Turkish Republic of North Cyprus and it could be all of the island and make a compare of travel agencies between north and south of the island of each travel agencies and try to understand how this sector work and how

they understand of their employees satisfaction and how they support of their employees either of their work and their family life. It is recommended that further research should be undertaken and comparative research between the South of the Island and European Countries undertaken to improve employee satisfaction and work life balance within a national frame work for all employees in the T.R.N.C tourist industry.

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APENDIX

Appendix A (Turkish)

22 Şubat 2011

Sayın yetkili,

Turizim İşletmeciliği yüksek lisans öğrencilerinden Hasan Daşkın, mezuniyet gereği tez çalışması dolayısiyle anket yapmak durumundadır.

Tezin amacı işletmenizde çalışan personelin iş ile aile yaşam arasında denge kurmasını sağlayan etkenlerin araştırmasıdır.

Ülke turizmmimize insan kaynağı açısından önemli katkı sağlayacak bu projenin tamamlanması için vereceğiniz desteğe şimdiden teşekkür eder, saygılar sunarım.

Doç. Dr. Hasan KILIÇ
Müdür Yardımcısı ve Tez Danışmanı

Sayın Cevaplayıcı,

Bu çalışmanın amacı, işinizdeki günlük deneyimlerinizi ve bu deneyimlerin iş dışındaki günlük hayatınızı nasıl etkilediğini araştırmaktır. Bu amaç doğrultusunda, sizden bu anketi doldurmanızı rica etmekteyiz.

Araştırma sonunda elde edilen veriler tamamen gizli tutulacaktır. Zaten sizlere kimliğiniz ile ilgili soru sorulmayacaktır. Araştırmaya zaman ayırıp katıldığınız için çok teşekkür ederiz.

Bu araştırma ve/veya anketle ilgili herhangi bir sorunuz olursa, proje yürütücülerinden Dr. Hasan Kılıç'a 630 1390 no'lu ofis telefonundan veya hasan.kiliç@emu.edu.tr elektronik posta adresinden ulaşabilirsiniz.

Katkılarınız için tekrar teşekkür ederiz.

Proje Yürütücüleri

Doç. Dr. Osman M. Karatepe
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I.BÖLÜM

Lütfen aşağıdaki soruları size uygun olan seçeneğe gore işaretleyerek cevaplayınız.

(1)Hiç katılmıyorum
(2)Katılmıyorum
(3)Kararsızım
(4)Katılıyorum
(5)Kesinlikle katılmıyorum

Size en uygun gelen seçeneğin yanına (/) işaretini koyunuz.

1.İşim beni aile etkinliklerinden gereğinden fazla alıkoyuyor.	1	2	3	4	5
2.İşime ayırmam gereken zaman aile sorumlulukları ile etkinliklerine eşit oranda vakit ayırmamı engelliyor.	1	2	3	4	5
3.İş sorumluluklarımı ayırdığım zaman yüzünden aile etkinliklerini kaçırmak zorunda kalmaktayım.	1	2	3	4	5
4.İşten eve döndüğüm zaman, sık sık kendimi aile etkinliklerine katılamayacak kadar yıpranmış hissediyorum.	1	2	3	4	5
5.İşten eve döndüğümde kendimi duygusal olarak o kadar yorgun hissederimki, aile sorumluluklarımı yerine getiremem.	1	2	3	4	5
6.İşteki streden dolayı, eve döndüğümde hoşlandığım şeyleri yapamayacak kadar yorgun olurum.	1	2	3	4	5
7.İşimde kullandığım sorun çözme yöntemleri evdeki sorunları çözmemde etkili olmamaktadır.	1	2	3	4	5
8.Benim için iş yerinde etkili ve gerekli olan davranışlar evde geçerli olmamaktadır.	1	2	3	4	5
9.İşimde beni etkili kılan davranışlar, bana evde iyi bir ebeveyn ve eş olmamda yardımcı olmamaktadır.	1	2	3	4	5
10. Aile sorumluluklarıma ayırdığım zaman iş sorumluluklarıma ayırmam gereken zaman ile sık sık çatışmaktadır.	1	2	3	4	5
11. Aileme ayırdığım zaman kariyerime yardımcı olacak iş etkinliklerine zaman ayırmama sık sık engel oluyor.	1	2	3	4	5
12. Aile sorumluluklarıma ayırdığım zaman yüzünden iş etkinliklerini kaçırmak zorunda kalmaktayım.	1	2	3	4	5
13. Evde yaşadığım stress yüzünden iş yerinde ailevi sorunlar zihnimi sık sık meşgül ediyor.	1	2	3	4	5
14. Aile sorunları yüzünden sık sık gergin/stresli olduğumdan, işime yeterince odaklanmakta zorlanıyorum.	1	2	3	4	5
15. Aile hayatımdaki gerilim ve endişe işimi yapabilme kabiliyetimi sık sık köreltiyor.	1	2	3	4	5
16. Benim için evde işe yarar davranışlar işimdeki sorunları çözmede etkili değildir.	1	2	3	4	5
17. Benim için evdeki etkili be gerekli olan davranışlar	1	2	3	4	5

işte ters tepki yaratabilmektedir.					
18. Benim için evde işe yarar sorun çözme yöntemleri iş yerinde o kadar faydalı olmamaktadır.	1	2	3	4	5

I.Bölüm'ün devamı

Lütfen aşağıdaki soruları size uygun olan seçeneğe gore işaretleyerek cevaplayınız.

(1)Hiç katılmıyorum
(2)Katılmıyorum
(3)Kararsızım
(4)Katılıyorum
(5)Kesinlikle katılmıyorum

19.İş ile ilgili bir sorunum olduğu zaman, amirim (bağlı bulunduğum yönetici) destekleyici bir tutum içerisinde olmaktadır.	1	2	3	4	5
20. Amirim adildir ve personelin kişisel veya ailevi gereksinimlerine karşılık verirken (çözerken), adam kayırmamaktadır.	1	2	3	4	5
21.İlgilenem gereken kişisel veya ailevi konular (doctor randevusu, veli toplantısı gibi) olduğu zaman, amirim bu konularla ilgilenmem için bana izin vermektedir.	1	2	3	4	5
22.İşimi etkileyen kişisel yada ailevi konularda konuştuğum zaman, amirim bu durumu anlayışla karşılamaktadır.	1	2	3	4	5
23. Amirime kiisel yada ailevi konulardan bahsettiğim zaman, kendimi rehat hissetmekteyim.	1	2	3	4	5
24. Amirim, işin gerektiği kişisel yada hayatım üzerinde etkileri olan unsurları gerçekten umursamaktadır.	1	2	3	4	5
25. Benim için hayat, büyük bir maceradır.	1	2	3	4	5
26.Çok ilginç bir hayat yaşamaktayım.	1	2	3	4	5
27. Genellikle günümü neşelendirecek şeyler bulmaktayım.	1	2	3	4	5
28. Duygusal olarak işimden soğuduğumu hissetmekteyim.	1	2	3	4	5
29. Mesai bitiminde tükendiğimi hissetmekteyim.	1	2	3	4	5
30. Sabahleyin uyanıp işte yeni bir gün geçirmek zorunda olduğum gerçeğiyle yüz yüze geldiğimde, kendimi bitkin hissetmekteyim.	1	2	3	4	5
31.Bütün gün insanlarla uğraşmak, benim için gerçekten ızdıraptır.	1	2	3	4	5
32.İşimde tükenme noktasına geldiğimi hissetmekteyim.	1	2	3	4	5
33.İşimin beni ürküttüğünü hissetmekteyim.	1	2	3	4	5
34.İşimde çok fazla çalıştığımı hissetmekteyim.	1	2	3	4	5
35. Kendimi yolun sonundaymışım gibi hissetmekteyim.	1	2	3	4	5

II.BÖLÜM

Lütfen aşağıdaki soruları size uygun olan seçeneğe gore işaretleyerek/yazarak cevaplayınız.

1.Yaşınız		**2.Cinsiyetiniz**	
18-27		Erkek	( )
28-37		Kadın	( )
38-47			
48-57			
58-67			

3.En Son Bitirdiğiniz Eğitim Kurumu

		4.Medeni Durumunuz	
İlk Öğretim	( )	Bekar veya Boşanmış	( )
Orta Öğretim	( )	Evli	( )
Meslek Yüksek Okulu	( )		
Yüksek Okul / Fakülte	( )		
Yüksek Lisans / Doktora	( )		

5.Kaç Yıldır Bu Acentede Çalışıyorsunuz? yaşayan Sayısı

6.Evde sizinle birlikte çocuk

1 yıldan az	( )	0 (Çocuğum yok)	( )
1-5	( )	1-2	( )
6-10	( )	3-4	( )
11-15	( )	5-6	( )
16-20	( )	7 ve üzeri	( )
21 ve üzeri	( )		

Appendix B (English)

Dear Respondent,

Hasan Daşkın is a Master student of School of Tourism and Hospitality Management, and he has to do survey in order to get his Master degree.

The aim of the thesis is to do research to find out what dimensions take a balance between work and family life of your employees who work in your business.

I would like to thank you and give my respects in order to attend of the survey which is going to help for improving Tourism in the Country.

Assoc. Dr. Hasan KILIÇ

Assistant of the Chair and Supervisor

Dear Respondent,

The research aimed to understand your daily work experiences and how thus work experiences affect your daily life. In order to this aimed we would like from you to fill up this survey.

Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Assoc. Dr. Hasan KILIÇ by given his office number 630 1390 or you may send an email to hasan.kılıç@emu.edu.tr.

Thank you for your kind cooperation.

Research Team:
Assoc. Dr. Osman M. Karatepe
Eastern Mediterranean University
Assoc. Dr. Hasan Kılıç
Eastern Mediterranean University
Hasan Daşkın
Eastern Mediterranean University

SECTİON 1

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

(1) I strongly disagree
(2) I disagree
(3) I am undecided
(4) I agree
(5) I strongly agree

1.My work prevents me too much for family activities	1	2	3	4	5
2.Time for me to spend for my work responsibilities it is blocking for me to spend for family activities.	1	2	3	4	5
3.I missed the events of family because of I spend more time for work responsibilities.	1	2	3	4	5
4.whenever I return back home from the work I feel myself can't attend any family events.	1	2	3	4	5
5.when I return back home I feel myself too tired and I can't do my family responsibilities.	1	2	3	4	5
6.when I return back home work stress makes me angry and I can't do things which I enjoy.	1	2	3	4	5
7.Problem solutions technics which used at work can't be successfully to solving family problems.	1	2	3	4	5
8.Behaviors which are needed and effected in the work no needed and effected in the home.	1	2	3	4	5
9.Behaviors which are needed and effected in the work don't help me to be good family member.	1	2	3	4	5
10. Time which I separate for my family responsibilities and work responsibilities often in conflict.	1	2	3	4	5
11. Time which I separate for my family responsibilities makes me can't attend events which help me to improve my career.	1	2	3	4	5
12. Because off I separate time for my family events I missed all work events.	1	2	3	4	5
13. Stressed which I faced in the home makes me to think often in the work.	1	2	3	4	5
14. Stressed which I faced in the home makes me to can't motivate work enough.	1	2	3	4	5
15. Stressed which I faced in the home makes me to loss my work skills.	1	2	3	4	5
16. Behaviors which I used to solve problems in the home not success in the work.	1	2	3	4	5
17. Behaviors which are needed in the home can be non-needed for me in the work.	1	2	3	4	5
18. Tecnicks which I used to solve problems in the home don't success in the work.	1	2	3	4	5

Cont. Section 1

19. When I have got any problems about work my supervisor support me and behave me kindly.	1	2	3	4	5
20. My supervisor not separated any of the employees and gives decides equally to each employee.	1	2	3	4	5
21. My supervisor give me permission whenever I have got any responsibilities to do about my family.	1	2	3	4	5
22. When I talk positively affects about work and family my supervisor listen to me.	1	2	3	4	5
23. When I talked about my private problems to my supervisor I feel myself better.	1	2	3	4	5
24. My supervisor gives interest things which are effected my family and work.	1	2	3	4	5
25. Life is very adventure for me.	1	2	3	4	5
26. My life is so strange.	1	2	3	4	5
27.I always find something to makes my date funny.	1	2	3	4	5
28.I feel myself emotionally getting cold by my work.	1	2	3	4	5
29. When I finish work I feel too tired myself.	1	2	3	4	5
30. When I get up mornings I feel myself tired of thinking one more date I will past at work.	1	2	3	4	5
31. Makes me too tired to communicate with people whole day at work.	1	2	3	4	5
32.I feel myself too tired of working and coming to end.	1	2	3	4	5
33.I feel my work frighten me.	1	2	3	4	5
34.I feel I work too much at work.	1	2	3	4	5
35.I feel I am end of the work.	1	2	3	4	5

Section 2

Please indicate your answer by placing a (/) in the appropriate alternative.

1.How old are you?   2. What is your gender?

18-27   ( )   Male   ( )
28-37   ( )   Female   ( )
38-47   ( )

48-57   ( )
58 and over   ( )

3.What is the highest level of   4.What is your marital status?
working in education you completed?

Primary school   ( )   Single or divorced   ( )

Secondary and high school   ( )   Married   ( )
Vocational school (two-year program)   ( )
University first degree   ( )
Master or Ph.D. degree   ( )
More than 20 years   ( )

5.How long have you been this   6.How many children have you
got?   travel agency?
travel agency?

Under 1 year   ( )   0 (No children)   ( )
1-5 years   ( )   1-2   ( )
6-10 years   ( )   3-4   ( )
11-15 years   ( )   5-6   ( )
16-20 years   ( )   7 and over   ( )
21 and over   ( )