

THE PENNSYLVANIA STATE UNIVERSITY  
SCHREYER HONORS COLLEGE

SCHOOL OF HOSPITALITY MANAGEMENT

Investigating Masculinity and Femininity Effects of Work-Family Conflict

ABIGAIL GARLAND  
SPRING 2024

A thesis  
submitted in partial fulfillment  
of the requirements  
for a baccalaureate degree  
in Hospitality Management  
with honors in Hospitality Management

Reviewed and approved\* by the following:

Phillip Jolly  
Associate Professor of Hospitality Management  
Thesis Supervisor and Honors Advisor

Michael J. Tews  
Associate Professor of Hospitality Management  
Faculty Reader

\* Electronic approvals are on file.

## **ABSTRACT**

Due to the extensive and time-consuming nature of a hospitality employee's job, moods, stress, emotions, and behaviors created at work may spill over into family time. The demands produced by working in the hospitality industry can make it difficult for employees to balance their work and personal lives, thus leading to a conflict between the two. Work-family conflict can have detrimental consequences such as decreased employee performance, job dissatisfaction, absenteeism, and high turnover if it is not managed properly (Magnini, 2009). In order to know the right procedures to implement to improve the quality of work life, a company must take into consideration all circumstances (i.e., culture, work-family conflict) that could affect their employees' job satisfaction and organizational commitment.

In organizations like hotels and restaurants, cultures are inherent in visible and conscious practices such as the way employees perceive what goes on in their environment (Hofstede, 2011). Culture has a strong impact on the way individuals work, behave, and interact with others. One dimension that is important for observing different approaches to work in the hospitality industry is Masculinity versus Femininity. This dimension relates to the division of emotional and social roles between genders. The objective of this study is to determine how the cultural values of Masculinity and Femininity affect a hospitality employee's stress reactions to work-family conflict and their intent to leave their job.

## TABLE OF CONTENTS

LIST OF FIGURES .....	iii
LIST OF TABLES .....	iv
ACKNOWLEDGEMENTS .....	v
Chapter 1 Introduction .....	1
Chapter 2 Literature Review & Hypothesis Development .....	3
Work-Family Conflict .....	3
Stress .....	6
Masculinity vs Femininity .....	8
Chapter 3 Research Methods .....	12
Study Design .....	12
Measures .....	12
Chapter 4 Analysis & Results .....	17
Hypothesis Tests .....	17
Chapter 5 Discussion & Implications .....	21
Discussion .....	21
Theoretical Implications .....	22
Practical Implications .....	23
Chapter 6 Limitations & Future Research .....	25
Limitations .....	25
Directions for Future Research .....	26
Chapter 7 Conclusion .....	28
Appendix .....	29
BIBLIOGRAPHY .....	31
ACADEMIC VITA of Abigail Garland .....	34

**LIST OF FIGURES**

Figure 1: Conceptual Model ..... 11

Figure 2. Interaction Between Work-Family Conflict & Femininity ..... 20

**LIST OF TABLES**

Table 1: Profile of Respondents.....	15
Table 2: Correlations and Descriptive Statistics.....	18
Table 3: Moderated Mediation Analysis.....	19

## ACKNOWLEDGEMENTS

I extend my gratitude to my faculty advisor, Dr. Phillip Jolly, for his invaluable guidance throughout this project. During my time at Penn State University, he has provided continuous support and encouragement which has been instrumental for the duration of this process. As my SHM Honors Advisor, Thesis Advisor, and professor, Dr. Jolly has helped me reach several goals I never thought would be possible. I am extremely grateful for his inspiration and willingness to assist me in the course of my research.

I would also like to thank the School of Hospitality Management at the Pennsylvania State University. My professors, advisors, as well as my peers have provided me with a strong support system that has helped make this research possible. Throughout my time as a student in the School of Hospitality Management, I have been granted several opportunities to expand my knowledge including the ability to pursue this research. Thank you all sincerely.

## **Chapter 1**

### **Introduction**

Around the holiday seasons, families and friends are making plans to travel, celebrating with dinner reservations, or relaxing on their day off from work. Meanwhile, hospitality employees are preparing for one of their busiest times of the year. The hospitality industry is characterized by long, non-traditional working hours and unpredictable scheduling requirements (Blomme et al., 2010). The most popular times for utilizing hospitality services such as lodging, food, and entertainment include nights, weekends, and holidays. In these instances, most businesses in other industries are closed so their employees can enjoy the time off. However, this is not the case for hospitality employees; these special occasions are when the most laborious parts of their jobs begin. As a service industry, hospitality employees are expected to put the needs of their customers ahead of their own to increase customer satisfaction. Unfortunately, this means employees must give up their own time vacationing or celebrating holidays with family to take care of others.

Due to the extensive and time-consuming nature of a hospitality employee's job, moods, stress, emotions, and behaviors created at work may spill over into family time. The demands produced by working in the hospitality industry can make it difficult for employees to balance their work and personal lives, thus leading to a conflict between the two. Consequently, personal relationships can be negatively affected. In hospitality literature, there is limited research devoted to work-family conflict and the problems generated by it (Magnini, 2009). Specifically, there's not much research about the impact of cultural values on hospitality employees. In this industry,

employees come from all over, so they were raised with different cultural values and norms. This results in individuals having different reactions when faced with similar issues or situations, such as work-family conflict.

Work-family conflict impacts an employee's ability to achieve a work-life balance; the equilibrium state in which both a person's job and life demands are equal (Lockwood, 2003). Work-life balance is an important consideration for every employee who deals with any other obligation outside of work obligations. Working in hospitality is demanding and can clash with balancing the time spent focusing on the demands of a person's home and family-life. While this study does not focus on work-life balance, it is significant to understand this concept in relation to the effects of work-family conflict.

There is a deficit of information regarding cultural values at the individual-level and the effects they have on work-family conflict. In the hospitality industry, employees originate from many diverse upbringings. Each particular social network, such as the family and friends a person grew up around, provides them with unique experiences. These situations may override the national culture (i.e., the United States) which contributes to the differences in cultural values at the individual-level. It is imperative to further research this issue to expand the knowledge of work-family conflict for hospitality organizations, thereby improving the circumstances for everyone. The objective of this research study is to determine how the cultural values of Masculinity and Femininity affect a hospitality employee's stress reactions to work-family conflict and employees' turnover intentions.



## Chapter 2

### Literature Review & Hypothesis Development

#### Work-Family Conflict

As a consequence of the combination of irregular schedules, late nights, and working most weekends and holidays, the lengthy and time-consuming hours hospitality employees are expected to work can amplify conflict between work and family. Most of these instances, holidays especially, are strongly family-oriented; however, due to the busy nature of these periods in the hospitality industry, many employees are required to work on these days. For employees in this field, Thanksgiving dinner may be spent at a hotel or restaurant serving strangers with their families alongside their coworkers instead of in their own homes with their loved ones. Besides the holiday seasons, other conflicts arise from the irregular hours of a busy hospitality worker's schedule such as missing family dinners or events due to working late nights or weekends. The phenomenon that occurs when employees are unable to fulfill their family roles due to interference with work roles is called work-family conflict (O'Neill & Follmer, 2019).

In situations when work and home life schedules clash and it isn't possible to complete all the activities associated with both, a person must decide which role they want to prioritize. When an employee misses a family obligation to fulfill a working one, stress and tension can be created at home which can have a negative impact on an individual's general affective outlook (Boles et al., 1996). Choosing a work task over a home task can create the impression that work is of a higher value than family, which may be considered acceptable to some cultural values but not all. This may put a strain on the employee's relationship with their family due to feelings of

decreased importance. Work-family conflict is a bidirectional phenomenon suggesting that family-work conflict, when family roles interfere with work roles, is another major issue (O'Neill & Follmer, 2019). However, this research focuses specifically on the work-to-family orientation of conflict.

Work-family conflict can have detrimental consequences such as decreased employee performance, job dissatisfaction, absenteeism, lateness, and high turnover if it is not managed properly (Magnini, 2009). A survey conducted by Blomme (2010) measured the effects of workplace flexibility and organizational support on work-family conflict and the intentions of employees to leave the hospitality industry. The researchers discovered that employees who reported a higher intention to leave the hospitality company also reported more conflict between work and family (Blomme et al., 2010). A higher turnover intention is also the result of a low level of organizational support and a lack of workplace flexibility. An organizational climate with a strong support system and better flexibility for working hours is the key to decreasing the strain hospitality employees feel in relation to work and family life, which will inevitably help reduce turnover intentions (Blomme et al., 2010). Another major issue that can result from work-family conflict is increased stress. Stress generated at work can result in burnout which has a significant impact on a person's behavioral and emotional states (Boles et al., 1996).

Work-family conflict is not to be confused with its inverse, family-work conflict. Family-work conflict is a similar circumstance to work-family conflict, the main difference being that conflict occurs when responsibilities and duties with a person's home or family life interfere with their duties at work. This may cause issues for an employee at work by demonstrating a lack of organizational commitment. While it is relevant to know this side of the phenomenon, this paper

will not focus on the inverse rather it will stick to investigating the effects of work-family conflict.

Within the industry, hospitality managers play a crucial role in either amplifying or decreasing the amount of conflict between work demands and family. The level of support provided also impacts whether employees react to stress in a positive or negative manner. According to a study by Karatepe and Kilic, managerial support helps mitigate the negative repercussions of work-family conflict, such as emotional exhaustion and employee turnover, (Karatepe & Kilic, 2015). When an employee experiences a strain within their workplace, such as work-family conflict, higher manager support is a key resource for coping and results in alleviating the experience of negative reactions like stress and turnover intention. This knowledge and research are important for hospitality managers to recognize how their employees may experience greater negative ramifications from work-family conflict and what they can do to alleviate the situation.

Work-family conflict has a powerful impression on success in an organization due to the direct effects it has on employee productivity and the correlated losses or costs (Namasivayam & Zhao, 2007). As discussed further later on, different cultural values have individual ways of defining success in relation to work and family lives. Therefore, industry professionals should have the knowledge and skills associated with enacting practices, such as emphasizing ways work-family conflict could be minimized and employees' work experiences could be improved, to avoid letting these factors discourage individuals from entering a career in hospitality (O'Neill & Follmer, 2019). Ultimately, this research aims to investigate the relationship between how hospitality employees' perceptions of stress from work-family conflict are impacted by different cultural values and the consequences that result from this, such as higher employee turnover.

## Stress

In a study conducted to uncover the perspectives of managers, new entrants, and spouses of hospitality employees, all participants agreed that the most prevalent job stressor is the need or requirement to work long, irregular, and unpredictable hours (Cleveland et al., 2007). In situations when work and home life schedules clash and it isn't possible to do all the activities associated with both, a person must make the decision about which role they want to prioritize. This choice can negatively impact an individual's general affective outlook (Boles et al., 1996). This constant cycle of having to pick which role to pursue when work and family demands interfere can create immense levels of stress and lower job and life satisfaction. Stress generated at work can result in burnout which has a significant impact on a person's behavioral and emotional states (Boles et al., 1996). This can be particularly problematic in a heavy customer service-focused industry like hospitality. The responsibilities of these roles can drain a person's time and energy which leaves them with less of a capacity to give to other work or family requirements (Boles et al., 1996).

As previously mentioned, strain-based conflict is another crucial dimension of work-family conflict. This occurs when an individual's behavior in one role, such as family, is influenced by experiences of strain in another role, such as at work (Greenhaus & Beutell, 1985). This strain caused by work-family conflict has a substantial influence on an employee's levels of stress. Out of the five major categories of job stress sources, two of the most pertinent sources related to the hospitality industry are stress associated with the job itself and stressors connected to the work-family interface (Thomas & Herson, 2002). Stress that is linked with the job itself is generated by work overload, the number of working hours, the physical work environment, and decision-making latitude; meanwhile, work-family interface stress is comprised of loyalty

conflicts, life events, and spillover of demands from one domain to the other (Thomas & Herson, 2002).

Aspects of a family such as marital status, parental status, and gender can negatively impact work and job stress; conversely, an overload of work can cause stress that also creates issues at home (Pal & Saksvik, 2008). Spending too much time in one domain, whether it be work or family, can negatively impact the other. As discovered by Boles (1996), role conflict and role ambiguity are two dominant features that formulate job-related stress. These two aspects are positively related to work-family conflict and negatively related to job satisfaction (Boles et al., 1996). If an employee experiences too much job-related stress and decreased satisfaction, there is a greater chance they will want to leave the industry. Similarly, when the job demands are high and control is low, as work normally is in the hospitality industry, an employee's levels of job strain and stress are increased (Pal & Saksvik, 2008). These demands are what cause an imbalance between work and family lives.

Along with decreased levels of job satisfaction, stress can lead to higher turnover intentions, psychological strain (i.e., poor mental health), and problems with physical health (O'Neill & Davis, 2011). Stress constructed at work can result in burnout which has a significant impact on a person's behavioral and emotional states (Boles et al., 1996). This can be particularly problematic in a customer service-oriented industry like hospitality. The responsibilities of these roles can drain a person's emotional and cognitive resources, such as time and energy, which leaves them with less of a capacity to give to other work or family requirements (Boles et al., 1996). Additionally, cultural beliefs notably shape an employee's perceptions of work stress and job satisfaction (Namasivayam & Zhao, 2007). In organizations like hotels and restaurants, cultural values are inherent in visible and conscious practices, such as

the way employees perceive what goes on in their environment (Hofstede, 2011). Employees who encounter work-family conflict more often are more likely to experience stress.

**Hypothesis 1:** Work-family conflict in the hospitality industry is positively related to stress.

**Hypothesis 2:** Stress caused by work-family conflict in the hospitality industry is positively related to employee turnover intentions.

### **Masculinity vs Femininity**

Culture varies from country to country and is defined as “the collective programming of the mind that distinguishes the members of one group or category of people from others” (Hofstede, 2011). In order to know the right procedures to implement to improve the quality of work life, a company must take into consideration all circumstances (i.e. culture, work-family conflict) that could affect their employees’ job satisfaction and organizational commitment. It is necessary to note that cultural beliefs can shape employees’ perceptions of work stress and job satisfaction (Namasivayam & Zhao, 2007). Geert Hofstede created a model of six dimensions of national cultures: Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short-Term Orientation, and Indulgence/Restraint (Hofstede, 2011). There are several categories in which culture fluctuates including societal, national and gender, and organizations. In organizations like hotels and restaurants, cultures are inherent in visible and conscious practices such as the way employees perceive what goes on in their environment (Hofstede, 2011). Culture has a strong impact on defining the way individuals

work, behave, and interact with others in certain social contexts. As a moderating effect, it is important to investigate this idea.

These cultural values create social norms that people within a given community or group are expected to follow. Norms are defined as implicit rules that create a standard for acceptable and appropriate actions which act as a guide for human behavior (UNICEF, 2021). Cultural values can be generalized across a whole country; however, individuals can follow whichever cultural beliefs they choose. One dimension that is important for observing different approaches to work in the hospitality industry is Masculinity versus Femininity, which is the cultural value that will be studied in this research. In relation to work-family conflict, those who align with Masculine cultural values generally accept that work prevails over the family. Contrarily, the Feminine cultural value promotes the importance of a balance between the two domains and therefore does not support prioritizing work over family (Hofstede, 2011). Masculine societies are driven by success and competition in work while Feminine societies place their values in caring for others and having a strong quality of life. It is of utmost importance to understand the concept of cultural beliefs and that individuals, even within one society, may have opposing views to be conscious of why individuals behave the way that they do.

In this paper, I will examine hospitality employees whose values align with the opposing cultural beliefs of Masculinity and Femininity. This dimension relates to the division of emotional and social roles between genders. The goal is to investigate how different perspectives from employees impact their levels of stress and following actions from work-family conflict. Stress level and coping mechanisms are two factors that have been found to be significantly different in various cultural beliefs (Pal & Saksvik, 2008). It is important to understand that those who follow different cultural values may have unique perceptions of job characteristics and

predictors of stress as well as their viewpoints on how their work and family lives should be integrated or separated (Pal & Saksvik, 2008). Due to individual differences, it may be difficult to generalize the perceptions of phenomena, such as work-family conflict, across one country. Therefore, it is crucial to examine the individual-level cultural values within one country on its own to uncover their individual beliefs and practices.

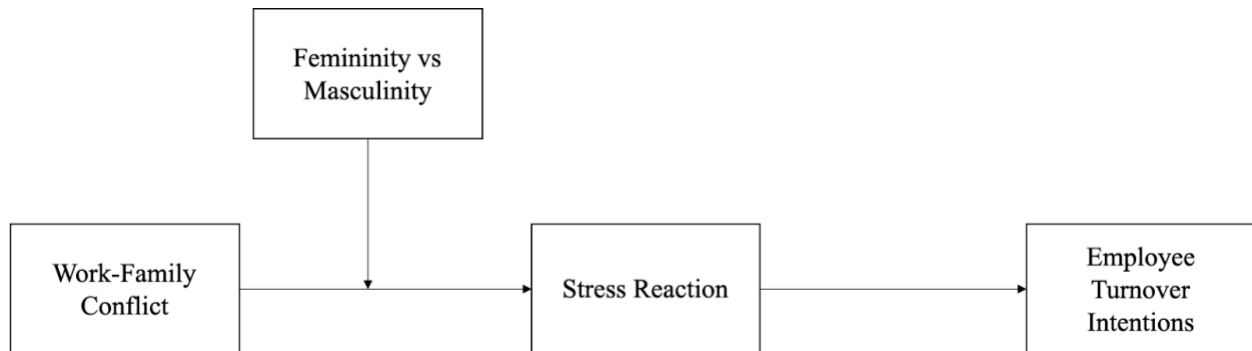
It is important to note that these cultural values do not imply that all people in one given society are programmed the same way; rather it suggests that collectively, these are the shared beliefs for the majority of one country's population (*Country Comparison Tool*, 2021). This research specifically examines hospitality employees within the United States. According to Geert Hofstede's cultural dimension scale, the United States is ranked relatively high in the Masculinity dimension (*Country Comparison Tool*, 2021). From this, assumptions can be made that all employees within the United States align their beliefs with Masculine values, such as being driven by competition and achievement, rather than associating with Feminine values; however, this is not necessarily true to all people within the U.S. Country-level values cannot be applied to all as each individual's personal values may vary based on other factors. For example, a person's values may be shaped at the cultural (normative), social system (group or organization), or individual (personality) level (Hofstede, 2011).

In this study, it is expected that the cultural value of Femininity causes hospitality employees to be more stressed when they experience work-family conflict as opposed to the stress reactions of people with more Masculine values. This is due to how the Feminine cultural value measures success through a person's quality of life and ability to maintain a balance between work and life (Hofstede, 2011). When that balance is interrupted, for example by an unequal distribution of work demands interfering with family demands, an employee's quality of



life can falter, leading to a greater stress reaction. Conversely, it is suggested that work-family conflict is not as stressful to people with more Masculine values due to the key beliefs of measuring success through competition and achievement (Hofstede, 2011). This research aims to investigate employee's values at the individual-level to recognize the differences and understand how these opposing cultural values can impact each person's reactions to similar situations.

**Hypothesis 3:** Hospitality employees whose beliefs align with feminine cultural values have a greater positive relationship with stress and work-family conflict than employees whose beliefs align with masculine cultural values.



**Figure 1: Conceptual Model**

This model demonstrates the moderating effect the specific cultural dimension of Masculinity and Femininity has on work-family conflict and the stress reactions and turnover intentions of hospitality employees.

## **Chapter 3**

### **Research Methods**

#### **Study Design**

The overall conceptual model is depicted in Figure 1. The best approach to collecting data for this research was through a questionnaire survey. This survey was developed electronically on Qualtrics and distributed through Prolific. An electronic survey was the best choice because the targeted respondents are hospitality employees from companies across the United States. Ideally, the goal was to obtain 400 participants split between the two cultural dimensions. I collected quantitative data using a combination of interval level, multi-option, and dichotomous response format questions.

To analyze my data, I used previously developed scales that have been well-tested and verified as valid measurement scales. SPSS statistical software was used to analyze the data and test my hypotheses. I anticipate the relationships described in both of my hypotheses to be supported based on the differences in cultural values.

#### **Measures**

To measure employees' perceived level of stress, I used the "A global measure of perceived stress" scale ( $\alpha = .902$ ) developed by Cohen, Kamarck, and Mermelstein (1983). This scale rated the answers to each question from 1 to 5 (1 = never, 2 = almost never, 3 = sometimes, 4 = fairly often, 5 = very often), which represented how often an employee experienced certain

emotions in the last month (Cohen et al., 1983). These questions can be found in part A of the Appendix.

To determine which of the expected values of Masculinity or Femininity ( $\alpha = .907$ ) an individual is aligned with, the respondents answered questions on the “Individual Cultural Values Scale (CVSCALE)” developed by Yoo, Donthu, and Lenartowicz (2011). This scale listed 26 items to analyze Hofstede’s cultural values; however, this survey only included the questions (numbers 1 through 4 found in part B of the Appendix) related to the Masculinity dimension. Additionally, questions 5 and 6 are derived from the study “Does Cultural Socialization Predict Multiple Bases and Foci of Commitment?” by Michael Clugston and others. This study investigated the relationship between cultural dimensions and an employee’s organizational commitment (Clugston et al., 2000). All of these questions were based on a 5-point Likert scale: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree. (1 = utmost importance to 5 = very little or no importance).

As seen in part C of the Appendix, questions from the “Work and Family Conflict Scale WAFCS” created by Haslam and other researchers was used ( $\alpha = .924$ ). These questions were rated on a scale from 1 to 7 (1 = very strongly disagree to 7 = very strongly agree) which demonstrated how respondents agreed with each statement (Haslam et al., 2015). The first five questions asked about work-to-family conflict while questions six through ten asked about family-to-work conflict. I included all ten questions in the survey to understand both perspectives; however, I devoted greater focus on analyzing the responses to the five questions related to work-family conflict.

Employee turnover intentions ( $\alpha = .723$ ) was measured using two items from Colarelli (1984), which can be found in part D of the Appendix. Additionally, the personality of survey

respondents was included as a control, and measured following The Mini-IPIP which consists of 20 items from the 50-item International Personality Item Pool-Five-Factor Model measure (Goldberg, 1999). This measure was developed and accepted as a way to evaluate the Big Five factors of personality within individuals (Donnellan, 2006). Each of the dimensional measures were found to be reliable (extraversion  $\alpha = .840$ ; agreeableness  $\alpha = .787$ ; conscientiousness  $\alpha = .780$ ; neuroticism  $\alpha = .750$ ; openness to experience  $\alpha = .678$ ).

Demographic questions were included at the end of the survey to understand the characteristics of the respondents. Out of 183 respondents, the final sample consisted of 58 males, 119 females, and 6 who identified as other. For my sample, the demographics of my targeted population included individuals who are at least 18 years old and work full-time in the hospitality industry. The majority fell between the age ranges of 18 to 29 and 30 to 39 years old (37.7% and 30.6% respectively). Other questions included family situations, such as parental and marital status. The survey also asked who the participants live with at home. While some people may not have children or a spouse, they may still live with families such as their parents, siblings, or grandparents. Due to the majority of respondents being in the younger age range, it is expected that the number of people who were single ( $N = 114$ ) and did not have children ( $N = 119$ ) were higher. Additionally, to understand employee circumstances, the survey included questions about years of experience in the hospitality industry and typical working hours per week. These questions can be found in part F of the Appendix and the profile of the respondents are located in Table 1.

**Table 1: Profile of Respondents**

Total (N = 183)	N	Percentage (%)
<b>Age</b>		
18-29	69	37.7
30-39	56	30.6
40-49	34	18.6
50-59	18	9.8
60-69	6	3.3
<b>Gender</b>		
Male	58	31.7
Female	119	65.0
Other	6	3.3
<b>Marital Status</b>		
Single	114	62.3
Married	50	27.3
Other	19	10.4
<b>Children</b>		
Yes	64	35.0
No	119	65.0
<b>Full-Time Employee</b>		
Yes	129	70.5
No	54	29.5
<b>Years of Experience</b>		
Less Than 1 Year	7	3.8
1-5 Years	65	35.5
6-10 Years	42	23.0
11-15 Years	26	14.2
16-20 Years	16	8.7
21-25 Years	19	10.4
26 Or More Years	8	4.4
<b>Weekly Hours</b>		
19 Or Fewer	14	7.7
20-29	24	13.1
30-35	25	13.7
36-40	62	33.9
41-45	38	20.8
46-50	11	6.0
51-55	6	3.3
56-60	2	1.1
61 Or More	1	0.5

**Table 1 continued**

Total (N = 183)	N	Percentage (%)
Hospitality Segment		
Front Desk	33	18.0
Food and Beverage/Restaurant	80	43.7
Housekeeping	5	2.7
Human Resources	9	4.9
Maintenance	1	0.5
Sales and Marketing	17	9.3
Reservations	2	1.1
Finance/Accounting	6	3.3
Meetings and Events	9	4.9
Other	21	11.5

## Chapter 4

### Analysis & Results

#### Hypothesis Tests

Correlations and descriptive statistics are presented in Table 2. My hypotheses were tested using a combination of ordinary least squares regression and process modeling in SPSS. Results of these analyses are reported in Table 3. Hypothesis 1 predicted that work-family conflict in the hospitality industry is positively related to stress. Regression results ( $b = .12$ ,  $se = .03$ ,  $p < .001$ ) provided support for Hypothesis 1. Hypothesis 2 predicted that stress caused by work-family conflict in the hospitality industry is positively related to employee turnover intentions. Regression results ( $b = .27$ ,  $se = .19$ ,  $p = .17$ ) did not provide support for Hypothesis 2. Hypothesis 3 predicted that hospitality employees whose beliefs align with Feminine cultural values have a greater positive relationship with stress and work-family conflict than employees whose beliefs align with Masculine cultural values. Regression results ( $b = -.08$ ,  $se = .03$ ,  $p < .01$ ) provided support for H3.

In order to probe the significant interaction, I plotted the interaction (see Figure 2) at 1 standard deviation above and below the mean of Masculinity and Femininity. Masculinity is represented by the green regression line and Femininity is represented by the blue regression line. The red regression line portrays the average response. This demonstrates how as work-family conflict increases, the stress reactions are greater impacted for those with Feminine values compared to Masculine values.

**Table 2: Correlations and Descriptive Statistics**

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Age	1.10	1.12	-															
2. Gender	0.72	.520	-.072	-														
3. Marital Status	0.48	.678	.318**	.016	-													
4. Children	0.35	.478	.487**	.115	.309**	-												
5. Full-Time Employee	0.70	.457	.050	-.100	.106	.123	-											
6. Years Experience	3.98	1.98	.586**	-.118	.286**	.316**	.193*	-										
7. Weekly Hours	5.27	4.81	-.032	.011	-.078	-.010	-.573**	-.024	-									
8. Hospitality Segment	3.78	3.01	.112	-.082	.046	.023	.077	-.041	-.034	-								
9. Extraversion	2.58	.982	-.035	.086	-.122	.159*	.020	.094	.081	.049	-							
10. Agreeableness	3.79	.845	-.052	.088	-.026	.108	-.066	-.059	-.026	-.059	.174*	-						
11. Conscientiousness	3.47	.899	.159*	-.078	-.011	.270**	.078	.160*	.037	.075	.077	.033	-					
12. Neuroticism	2.89	.888	-.253**	.200**	.011	-.236**	-.097	-.107	-.058	-.208**	-.080	.020	-.456**	-				
13. Openness Experience	4.08	.704	.032	.158*	-.036	.155*	.029	.081	.105	-.054	.142	.385**	.062	-.026	-			
14. Work Family Conflict	3.71	1.44	-.024	-.008*	.076	-.013	.113	.058	.023	-.040	-.040	.079	-.188*	.280**	-.061	-		
15. Stress Reactions	2.91	.696	-.217**	.155*	-.001	-.251**	-.089	-.079	-.019	-.196**	-.203**	-.042	-.484**	.683**	-.092	.422**	-	
16. Turnover Intentions	3.07	1.23	-.112	.109	.005	-.164*	-.149*	-.119	.111	-.076	-.026	.130	-.239**	.200**	.087	.242**	.280**	-
17. Masculinity & Femininity	1.98	.904	.047	-.214**	-.003	.147*	.043	-.025	-.046	-.104	-.006	-.196**	.026	-.250**	-.138	.003	-.193**	.029

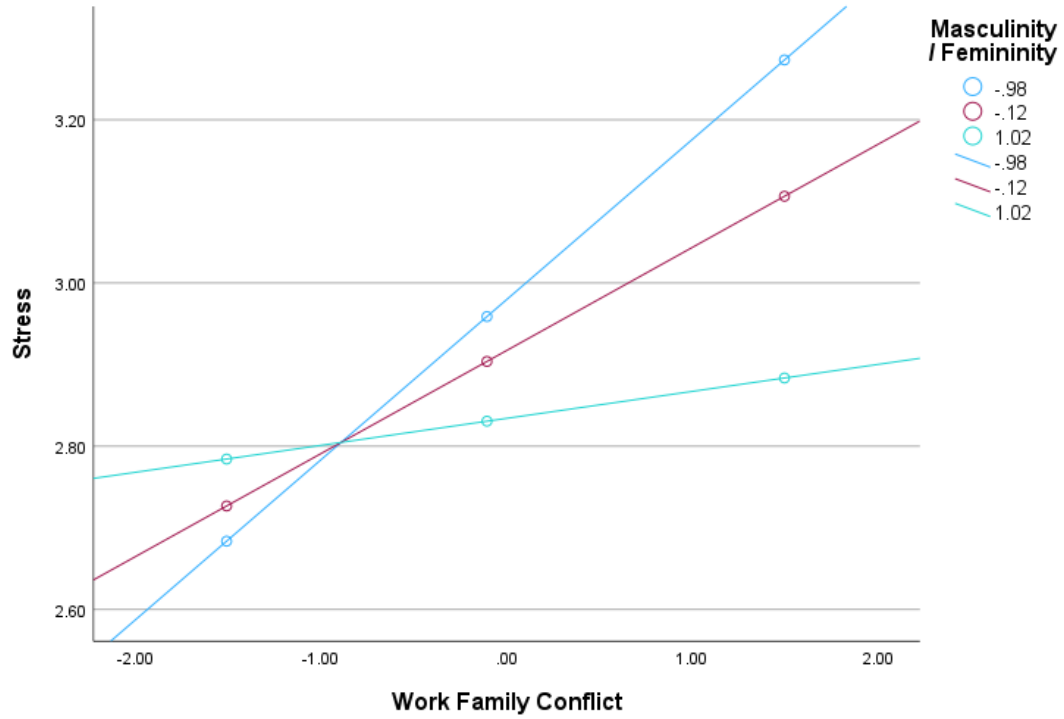
Note: N = 183; \* p < .05, \*\* p < .01; Age coded 0 = 18-29, 1 = 30-39, 2 = 40-49, 3 = 50-59, 4 = 60-69; Gender coded 0 = male, 1 = female, 2 = other; Marital Status coded 0 = single, 1 = married, 2 = other; Children coded 0 = no, 1 = yes; Full-Time Employee coded 0 = no, 1 = yes; Years Experience coded 0 = less than 1 year, 1 = 1-5 years, 2 = 6-10 years, 3 = 11-15 years, 4 = 16-20 years, 5 = 21-25 years, 6 = 26 or more years; Weekly Hours coded 0 = 19 or fewer, 1 = 20-29, 2 = 30-35, 3 = 36-40, 4 = 41-45, 5 = 46-50, 6 = 51-55, 7 = 56-60, 8 = 61 or more; Hospitality Segment coded 0 = front desk, 1 = food and beverage/restaurant, 2 = housekeeping, 3 = human resources, 4 = maintenance, 5 = sales and marketing, 6 = reservations, 7 = finance/accounting, 8 = meetings and events, 9 = other



**Table 3: Moderated Mediation Analysis**

Outcome Variable: Stress Reactions			
Model Summary	R <sup>2</sup> = .6186	F = 16.82 (16, 166)	P < .001
		Coefficient (s.e.)	95% CI
	Constant	3.125 (.370)	[2.394, 3.86]
	Work Family Conflict	.117 (.026)	[.066, .167]
	Masculinity Femininity	-.073 (.042)	[-.156, .010]
	WFC x MascFem	-.082 (.028)	[-.137, -.027]
	Extraversion	-.098 (.036)	[-.170, -.026]
	Agreeableness	-.031 (.046)	[-.123, .060]
	Conscientiousness	-.154 (.043)	[-.239, -.068]
	Neuroticism	.335 (.049)	[.239, .432]
	Openness Experience	-.056 (.055)	[-.165, .052]
	Age	-.054 (.043)	[-.139, .031]
	Gender	.080 (.070)	[-.059, .219]
	Marital Status	-.031 (.055)	[-.140, 0.78]
	Children	-.019 (.091)	[-.199, .161]
	Full-Time Employee	-.116 (.099)	[-.311, .079]
	Years Experience	.032 (.023)	[-.014, .077]
	Weekly Hours	-.003 (.009)	[-.021, .015]
	Hospitality Segment	-.015 (.012)	[-.038, .009]
Outcome Variable: Turnover Intentions			
Model Summary	R <sup>2</sup> = .1772	F = 2.39 (15, 167)	P < .001
		Coefficient (s.e.)	95% CI
	Constant	2.969 (1.050)	[-.005, 4.142]
	Work Family Conflict	.153 (.069)	[.016, .291]
	Stress	.265 (.194)	[-.118, .648]
	Extraversion	.026 (.096)	[-.164, .216]
	Agreeableness	.131 (.116)	[-.098, .360]
	Conscientiousness	-.150 (.115)	[-.377, .076]
	Neuroticism	-.079 (.140)	[-.357, .197]
	Openness Experience	.166 (.140)	[-.110, .442]
	Age	.049 (.111)	[-.171, .269]
	Gender	.149 (.178)	[-.204, .501]
	Marital Status	.125 (.142)	[-.156, .405]
	Children	-.378 (.230)	[-.832, .076]
	Full-Time Employee	-.227 (.255)	[-.730, .276]
	Years Experience	-.053 (.059)	[-.169, .062]
	Weekly Hours	.014 (.023)	[-.032, .060]
	Hospitality Segment	-.012 (.030)	[-.071, .048]
Conditional Indirect Effect of Work Family Conflict on Turnover Intentions through Stress			
Moderator	Masculinity/Femininity	Effect (Bootstrap s.e.)	95% CI
	-.9774	.052 (.042)	[-.026, .139]
	-.1202	.034 (.027)	[-.017, .089]
	1.0226	.009 (.015)	[-.019, .042]

N = 183; WFC= Work Family Conflict, MascFem = Masculinity Femininity



**Figure 2. Interaction Between Work-Family Conflict & Femininity**

This graph demonstrates the relationship between work-family conflict and employees' stress.

For each increased unit of work-family conflict, the number of units stress increased by are based on the cultural values (Masculinity and Femininity).

## Chapter 5

### Discussion & Implications

#### Discussion

When a work demand supersedes a demand at home, an imbalance is caused and a conflict between the two can arise. Work-family conflict has repercussions both in the office and at home. There is limited insight into the consequences work-family conflict has on hospitality employees. This research specifically investigates how the conflict between work and family roles influence the stress experienced by an employee and in turn, their intention to leave their job or even the industry. Additionally, this research aims to acknowledge how the cultural values of Masculinity and Femininity impact employees individually, causing them to react to these situations differently.

By providing insight into the experiences, work attitudes, and intentions of hospitality employees in the United States whose beliefs align with opposing cultural values, companies and managers within the hospitality field can better prepare themselves to handle these unfavorable circumstances. The goal of this examination is to bridge the knowledge gap and create a better understanding of how the moderating effect of the cultural values of Masculinity and Femininity impact the relationship between work-family conflict and stress. Based on a study of 183 hospitality employees, this research discovered that the effect of work-family conflict has a considerable positive impact on stress. Additionally, the relationship between work-family conflict and stress is greater for employees whose beliefs align with more Feminine cultural values, as opposed to the Masculine cultural value. Stress caused by work-family conflict does

not have a significant effect on employee turnover intentions. These findings are valuable for expanding the knowledge of hospitality managers and companies as well as for future research.

### **Theoretical Implications**

Within hospitality industry literature, the research about the effects cultural values have on employees is limited. There is also a finite amount of analysis on the relationship between cultural values and work-family conflict. Therefore, the information revealed in this study is fundamental in developing a better understanding of the impacts these factors have on hospitality employees. It has been discovered that the reactions to work-family conflict, specifically stress reactions, have a strong dependence on a person's cultural values. Typically, cultural values are assumed at the country-level and generalized to all of one country's population. Due to personal values and experiences, people become accustomed to different cultural norms that may not align with the expected beliefs. It is crucial to acknowledge this difference at the individual level as cultural values, such as Masculinity and Femininity, can influence a person's stress reactions to work-family conflict.

In an industry where it is more difficult for employees to do traditional things, such as having the day off to celebrate a holiday, it is important for managers and supervisors to recognize these differences in their employees. Understanding each employees' perspectives can help a manager better accommodate their needs with the intent of lowering conflict between work and family and the subsequent stress reactions. Through the information and data collected in this study, hospitality managers and companies can design a more inclusive work environment for their employees according to their personal beliefs and alignment with cultural values.

## **Practical Implications**

The discoveries made in this study provide essential insights for hospitality companies and managers to better direct and care for their employees. These results allow managers to better understand how their employees can be affected differently in certain situations, such as work-family conflict, based on their personal values and beliefs. When a conflict occurs, a manager should be prepared to actively listen to their employees and accept feedback in addressing how the manager can help resolve an issue. In the case of conflict between work and family roles, an employee may benefit from their employer creating more flexibility in their work schedule. This could assist the employee in allocating a fair schedule which provides a better balance in time to both responsibilities at work and at home. Another way managers could aid their employees in reducing the stress caused by work-family conflict is by being more accommodating to important events and specific requests-off.

During peak seasons, hospitality hours may generate an unequal distribution of time allocated to fulfilling work and family commitments. When it may not be possible to be as accommodating to requests-off, it is crucial for supervisors to provide more support to the employees. Following the theory of family-supportive supervisors, upper management can exhibit this in multiple ways such as by providing emotional and instrumental support (Crain & Stevens, 2018). As mentioned previously, active listening demonstrates genuine care and concern. It is important for employees not only to feel heard but also to observe real changes being made for their benefit. Along with these practices, managers can supply their support through offering themselves as a strong role model for their staff. By demonstrating how to mitigate their own conflicts between work and family, employees can gather advice from their

supervisors (Crain & Stevens, 2018). These proactive roles can reduce, or possibly eliminate, the amount of work-family conflict and stress experienced by hospitality industry employees.

## Chapter 6

### Limitations & Future Research

#### Limitations

This research is not without its limitations. As this data was collected at one point in time, it limits the ability to establish causality. The sample size for this research was smaller (N = 183) as it solely focused on hospitality employees. Out of the overall number, the majority of my sample was primarily female (N = 119). Gathering a larger sample with a fairer balance between gender or a stronger male sample could alter these results. Females more commonly follow the Feminine cultural value; however, it is important to consider that there are other factors of being a female that could impact work-family conflict. For example, according to societal norms, females are expected to take on more family responsibilities such as childcare. This could also lead to a greater positive relationship between work-family conflict and stress.

There are other characteristics within this sample that provide limitations to this research. A large portion of respondents work in the food and beverage segment of hospitality (N = 80). This could skew the findings as restaurants and other food and beverage industries commonly have more atypical hours of operation. Many restaurants stay open on weekends, holidays, and nights which can cause more conflict between work and family commitments. This does not represent the employees who may have more regularly scheduled hours, such as those who work in finance/accounting, sales and marketing, or human resources. A greater balance between the multiple hospitality segments could also adjust the results of this study's findings.

Another limitation to this research is the lack of consideration of the three specific dimensions of work-family conflict. Each of these three dimensions (time-based conflict, strain-based conflict, and behavior-based conflict) are another contributor to the conflict between work and family (O'Neill & Follmer, 2019). This research does not reflect the effects these dimensions have on a person's ability to complete work and family tasks or their stress reactions.

### **Directions for Future Research**

Due to the limited research on work-family conflict, there are several opportunities for future research related to this idea. While this study focuses on the Masculinity and Femininity cultural value of Hofstede's cultural dimensions, future research could expand this by investigating how other cultural dimensions affect employees' stress reactions to work-family conflict. For example, it would be relevant to investigate the moderating effects of Indulgence and Restraint values on employees' stress reactions to work-family conflict. Restraint refers to strict societal norms and less emphasis on leisure time while the converse value, Indulgence, refers to free gratification of basic desires like enjoying life and having fun (Hofstede, 2011). From this, it could be hypothesized that, similar to Femininity, individuals who follow Indulgence values would have a higher stress reaction to work-family conflict than those who align with the Restraint value. There is also a gap in the research on the inverse issue of family-work conflict which occurs when family roles interfere with work roles. It would be interesting to alter this research concept by analyzing the similarities or differences the moderating effect of cultural values have on stress reactions in relation to family-work conflict.



To further develop this research, more time and resources would be beneficial to collect data at multiple points in time. Research that is able to observe employees' levels of work-family conflict and stress reactions over a longer period would help better establish the relationship between the two factors. Additionally, the three components of work-family conflict (time-based conflict, strain-based conflict, and behavior-based conflict) could be investigated individually for other studies in the future. Any future research on this issue could expand the knowledge of work-family conflict for hospitality organizations across the world, thereby improving the circumstances for everyone.

## **Chapter 7**

### **Conclusion**

The knowledge surrounding the impact cultural dimensions, such as Masculinity and Femininity, have on employees' stress reactions to work-family conflict is limited and needs to be further investigated. In regard to the issues and stress caused by work-family conflict, this research provides insights into the experiences, work attitudes, and intentions of hospitality employees in the United States whose beliefs align with opposing cultural values. These findings aim to educate organizations and managers on the importance of improving the quality of life at work. Another goal of this research is to develop a deeper understanding of how to successfully manage issues that occur due to work-family conflict. Managers must recognize the importance of developing unique approaches to working with people who have different personal beliefs and values. These improvements could reduce employee turnover which may lead to the ultimate goal of greater organizational success.

## Appendix

**A. Perceived Stress Scale:** (Cohen et al., 1983) *In the last month, how often have you experienced the following?* 1-Never, 2-Almost never, 3-Sometimes, 4-Fairly often, 5-Very often

1. How often have you been upset because of something that happened unexpectedly?
2. How often have you felt that you were unable to control the important things in your life?
3. How often have you felt nervous and stressed?
4. How often have you dealt successfully with irritating life hassles?
5. How often have you felt that you were effectively coping with important changes that were occurring in your life?
6. How often have you felt confident about your ability to handle your personal problems?
7. How often have you felt that things were going your way?
8. How often have you found that you could not cope with all the things that you had to do?
9. How often have you been able to control irritations in your life?
10. How often have you felt that you were on top of things?

**B. Masculinity vs Femininity Scale:** (Yoo et al., 2011) (Clugston et al., 2000) 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree

1. It is more important for men to have a professional career than it is for women.
2. Men usually solve problems with logical analysis; women usually solve problems with intuition.
3. Solving difficult problems usually requires an active, forcible approach, which is typical of men.
4. There are some jobs that a man can always do better than a woman.
5. Meetings are usually run more effectively when they are chaired by a man.
6. It is preferable to have a man in a high-level position rather than a woman.

**C. Work-Family Conflict Scale:** (Haslam et al., 2015) *For the following scale, please rate how much you agree with the following statements by selecting the appropriate choice.* 1-Very strongly disagree, 2-Strongly disagree, 3-Disagree, 4-Neutral, 5-Agree, 6-Strongly agree, 7-Very strongly agree.

1. My work prevents me from spending sufficient quality time with my family.
2. There is no time left at the end of the day to do the things I'd like at home (e.g., chores and leisure activities).
3. My family misses out because of my work commitments.
4. My work has a negative impact on my family life.
5. Working often makes me irritable or short-tempered at home.
6. My work performance suffers because of my personal and family commitments.
7. Family-related concerns or responsibilities often distract me at work.
8. If I did not have a family, I'd be a better employee.
9. My family has a negative impact on my day-to-day work duties.
10. It is difficult to concentrate at work because I am so exhausted by family responsibilities.

**D. Turnover Intentions:** (Colarelli, 1984) *To what extent do you agree with the following statements?* 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree

1. I am planning to search for a new job during the next 12 months.
2. If I have my own way, I will be working for this organization one year from now.

**E. Personality:** (Goldberg, 1999) *Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. Indicate how accurately you feel each statement describes you (or not).* 1- Not accurately at all, 2- Slightly accurate, 3- Moderately accurate, 4- Very accurate, 5-Extremely accurate.

1. Am the life of the party.
2. Sympathize with others' feelings.
3. Get chores done right away.
4. Have frequent mood swings.
5. Have a vivid imagination.
6. Don't talk a lot.
7. Am not interested in other people's problems.
8. Often forget to put things back in their proper place.
9. Am relaxed most of the time.
10. Am not interested in abstract ideas.
11. Talk to a lot of different people at parties.
12. Feel others' emotions.
13. Like order.
14. Get upset easily.
15. Have difficulty understanding abstract ideas.
16. Keep in the background.
17. Am not really interested in others.
18. Make a mess of things.
19. Seldom feel blue.
20. Do not have a good imagination.

**F. Demographic Questions:**

1. Age? 18-29, 30-39, 40-49, 50-59, 60-69, 70 or older
2. Gender? Male, Female, Other
3. Marital status? Single, Married, Other
4. Children? Yes or No
  1. If yes, please enter the number of children you have who live with you.
5. Who do you currently live with at home? (**Multi-option**) Child/Children, Spouse/Partner, Parents, Grandparents, Siblings, Other family members, Non-family members, Alone
6. Are you a full-time employee (40-hour week)? Yes or No
7. How many years of experience in the hospitality industry do you have? Less than 1, 1-5, 6-10, 11-15, 16-20, 21-25, 26 or more
8. How many hours do you typically work in one week? 30-35, 36-40, 41-45, 46-50, 51-55, 56-60, 61 or more
9. What segment of the hospitality industry do you work in? Front Desk, Food and Beverage, Housekeeping, Human Resources, Maintenance, Sales and Marketing, Reservations, Finance/Accounting, Meetings and Events, Other- please indicate.

**BIBLIOGRAPHY**

- Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2015). Meta-analysis of work-family conflict mean differences: Does national context matter? *Journal of Vocational Behavior, 90*, 90-100. <https://doi.org/10.1016/j.jvb.2015.07.006>.
- Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). Work-family conflict as a cause for turnover intentions in the hospitality industry. *Tourism and Hospitality Research, 10*(4), 269-285. <https://doi.org/10.1057/thr.2010.15>.
- Boles, J. S., & Babin, B. J. (1996). On the front lines: Stress, conflict, and the Customer Service Provider. *Journal of Business Research, 37*(1), 41-50. [https://doi.org/10.1016/0148-2963\(96\)00025-2](https://doi.org/10.1016/0148-2963(96)00025-2).
- Cleveland, J. N., O'Neill, J. W., Himelright, J. L., Harrison, M. M., Crouter, A. C., & Drago, R. (2007). Work and family issues in the hospitality industry: Perspectives of entrants, managers, and spouses. *Journal of Hospitality & Tourism Research, 31*(3), 275-298. <https://doi.org/10.1177/1096348007299919>.
- Clugston, M., Howell, J. P., & Dorfman, P. W. (2000). Does cultural socialization predict multiple bases and foci of commitment? *Journal of Management, 26*(1), 5-30. <https://doi.org/10.1177/014920630002600106>.
- Cohen, S., Kamarck, T., & Mermelstein, R. (1983). A global measure of perceived stress. *Journal of Health and Social Behavior, 24*, 385-396.
- Colarelli, S. M. (1984). Methods of communication and mediating processes in realistic job previews. *Journal of Applied Psychology, 69*(4), 633-642.
- Country Comparison Tool*. Hofstede Insights. (2021, June 22). Retrieved December 10, 2022, from <https://www.hofstede-insights.com/fi/product/compare-countries/>.
- Crain, T. L., & Stevens, S. C. (2018). Family-supportive supervisor behaviors: A review and recommendations for research and Practice. *Journal of Organizational Behavior, 39*(7), 869-888. <https://doi.org/10.1002/job.2320>.
- Donnellan, M. B., Oswald, F. L., Baird, B. M., & Lucas, R. E. (2006). The mini-IPIP scales: Tiny-yet-effective measures of the big five factors of personality. *Psychological Assessment, 18*(2), 192-203. <https://doi.org/10.1037/1040-3590.18.2.192>.
- Goldberg, L. R. (1999). A Broad-Bandwidth, Public Domain Personality Inventory Measuring the Lower-Level Facets of Several Five-Factor Models. In I. Mervielde, I. Deary, F. De Fruyt, & F. Ostendorf (Eds.), *Personality Psychology in Europe*, Vol. 7 (pp. 7-28). Tilburg, The Netherlands: Tilburg University Press.

- Greenhaus J. H., Beutell N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88. <https://doi.org/10.5465/amr.1985.4277352>.
- Haslam, D., Filus, A., Morawska, A., Sanders, M. R., & Fletcher, R. (2015). The work-family conflict scale (WAFCS): Development and initial validation of a self-report measure of work-family conflict for use with parents. *Child Psychiatry and Human Development*, 46(3), 346-357. <https://doi.org/10.1007/s10578-014-0476-0>.
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1). <https://doi.org/10.9707/2307-0919.1014>.
- Kanika, A., Trochim, W. M., & Donnelly, J. P. (2015). *Research methods: The essential knowledge base*. Cengage learning.
- Karatepe, O. M., & Kilic, H. (2015). Does manager support reduce the effect of work-family conflict on emotional exhaustion and turnover intentions? *Journal of Human Resources in Hospitality & Tourism*, 14(3), 267-289. [doi.org/10.1080/15332845.2015.1002069](https://doi.org/10.1080/15332845.2015.1002069).
- Lawson, K. M., Davis, K. D., Crouter, A. C., & O'Neill, J. W. (2013). Understanding work-family spillover in hotel managers. *International Journal of Hospitality Management*, 33, 273-281. <https://doi.org/10.1016/j.ijhm.2012.09.003>.
- Lockwood, N. R. (2003, June). Work/Life Balance: Challenges and Solutions. *2003 Research Quarterly*. [https://d1wqtxts1xzle7.cloudfront.net/Lockwood\\_WorkLifeBalance-libre.pdf?1395679760=&response-content-disposition=inline%3B+filename%3DWork\\_Life\\_Balance\\_Challenges\\_and\\_Solution.pdf](https://d1wqtxts1xzle7.cloudfront.net/Lockwood_WorkLifeBalance-libre.pdf?1395679760=&response-content-disposition=inline%3B+filename%3DWork_Life_Balance_Challenges_and_Solution.pdf).
- Magnini, V. P. (2009). Understanding and reducing work-family conflict in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 8(2), 119-136. <https://doi.org/10.1080/15332840802269643>.
- Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India. *Tourism Management*, 28(5), 1212-1223. <https://doi.org/10.1016/j.tourman.2006.09.021>.
- O'Neill, J. W., & Davis, K. (2011). Work Stress and Well-being in the Hotel Industry. *International Journal of Hospitality Management*, 30(2), 385-390. <https://doi.org/10.1016/j.ijhm.2010.07.007>.
- O'Neill, J. W., & Follmer, K. (2019). A multilevel review of hospitality industry work-family conflict research and a strategy for future research. *Journal of Hospitality & Tourism Research*, 44(1), 3-44. <https://doi.org/10.1177/1096348019864653>.
- Pal, S., & Saksvik, P. Ø. (2008). Work-family conflict and psychosocial work environment stressors as predictors of job stress in a cross-cultural study. *International Journal of Stress Management*, 15(1), 22-42. <https://doi.org/10.1037/1072-5245.15.1.22>.

Thomas, J. C., & Herson, M. (2002). *Handbook of mental health in the workplace*. Thousand Oaks, CA: Sage.

UNICEF. (2021, November). *Defining social norms and related concepts*. UNICEF.  
<https://www.unicef.org/media/111061/file/Social-norms-definitions-2021.pdf>.

Yoo, B., Donthu, N., & Lenartowicz, T. (2011). Measuring Hofstede's Five Dimensions of Cultural Values at the Individual Level: Developing and Validation of CVSCALE, *Journal of International Consumer Marketing*, 23:3-4, 193-210.  
<http://dx.doi.org/10.1080/08961530.2011.578059>.

## ACADEMIC VITA of Abigail Garland

### EDUCATION

---

**The Pennsylvania State University** University Park, PA  
 School of Hospitality Management | Schreyer Honors College  
*Bachelor of Science, expected May 2024*  
 Dean's List Fall 2020-Spring 2024

### EXPERIENCE

---

**Settlers Hospitality** May 2023 – August 2023  
*Weddings and Events Intern* Hawley, PA

- Worked with clients to organize their ideal event and create a pleasurable experience.
- Developed and discussed Banquet Event Order forms with clients and necessary staff.
- Successfully executed a wide variety of events with up to 250 guests.
- Managed and directed banquet server team during events to ensure highest quality of service for guests.
- Effectively communicated with customers, management, and fellow employees.

**Historic Hotel Bethlehem** April 2021 – April 2023  
*Restaurant Hostess* Bethlehem, PA

- Addressed guest requests and swiftly resolved conflicts resulting in customer satisfaction.
- Greeted new and returning customers while developing relationships promoting customer loyalty.
- Utilized Restaurant Management Software to accept and organize reservations.
- Answered and directed phone calls, taking messages when necessary.

### LEADERSHIP & INVOLVEMENT

---

Member of Eta Sigma Delta Honors Society October 2022 - Present  
 Member of Pennsylvania Restaurant and Lodging Association September 2022 - Present  
 Chair for SHM THON Organization March 2023 - Present  
 Captain of Liberty High School Cheerleading Team August 2019 - June 2020  
 Liberty High School National Honors Society November 2018 - June 2020

### SKILLS & AWARDS

---

RAMP Certification August 2023 - August 2025  
 SERV Safe Certification March 2023 - March 2028  
 Time Management  
 Organizational Skills  
 Teamwork/Collaboration