

Job Stress and Employee Performance in Five-Star Hotels: The Mediating Roles of Work–Family Conflict and Family–Work Conflict in Guwahati, Assam

Mrs. Monalisha Konwar¹, Prof. (Dr.) George A. P², Dr. Chayanika Senapati³,
Dr. Piyush Gupta⁴

¹Research Scholar, Royal School of Business (RSB), The Assam Royal Global University, Guwahati, Assam, India (Correspondence Author).

²Professor and Dean, Royal School of Business (RSB), The Assam Royal Global University, Guwahati, Assam, India.

³Assistant Professor, Maniram dewan School of Management, Krishna Kanta Handiqui State Open University, Rani Guwahati, India.

⁴Assistant Professor and Coordinator, Royal School of Hotel Management (RSHM) and Royal School of Travel and Tourism Management (RSTTM), The Assam Royal Global University, Guwahati, Assam, India

HOW TO CITE:

Monalisha Konwar, George A. P, Chayanika Senapati, Piyush Gupta (2026). Job Stress and Employee Performance in Five-Star Hotels: The Mediating Roles of Work–Family Conflict and Family–Work Conflict in Guwahati, Assam. International Journal of Special Education, 41(19s), 351-363

COPYRIGHT STATEMENT:

Copyright: © 2026 Authors.
Open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

ABSTRACT:

The hospitality industry is characterized by demanding working conditions, including extended working hours, rotational shifts, customer-related pressure, workload demands, and the requirement to maintain consistent service quality. These conditions may expose hotel employees to Job Stress, which may be associated with their ability to perform effectively. At the same time, the demanding nature of hospitality employment may interfere with employees' family responsibilities, resulting in Work–Family Conflict (WFC), while family-related demands may interfere with work responsibilities, resulting in Family–Work Conflict (FWC). This study examines the relationship between Job Stress and Employee Performance and investigates whether WFC and FWC function as mediating mechanisms in this relationship among employees working in selected five-star hotels in Guwahati, Assam. A quantitative, explanatory, cross-sectional research design was adopted. Primary data were collected from 100 employees working in five selected hotels in Guwahati: Radisson Blu Hotel, Guwahati; Vivanta Guwahati; Mayfair Spring Valley Resort, Guwahati; Novotel Guwahati GS Road; and Kiranshree Grand. Data were collected using a structured 45-item questionnaire measuring Job Stress, Work–Family Conflict, Family–Work Conflict, and Employee Performance. Data were analysed using IBM SPSS Statistics 23. The analysis included descriptive procedures, reliability analysis, Pearson correlation, regression analysis, and Sobel mediation analysis. The findings demonstrated a strong and statistically significant negative association between Job Stress and Employee Performance ($r = -.701$, $p < .001$). The corresponding regression model yielded $R = .701$ and $R^2 = .492$,

indicating that Job Stress accounted for approximately 49.2% of the variance in Employee Performance in the sample. Job Stress was positively associated with WFC ($r = .459$, $p < .001$) and FWC ($r = .536$, $p < .001$). WFC was negatively associated with Employee Performance ($r = -.450$), while FWC was also negatively associated with Employee Performance ($r = -.505$). The correlation between WFC and FWC was weak and not statistically significant ($r = .138$). The reported Sobel mediation results indicated an indirect effect of $-.063$ through WFC ($z = -1.86$, $p = .063$) and $-.082$ through FWC ($z = -1.95$, $p = .052$). Because the study specified a 10% significance level, both mediation effects were interpreted as statistically significant at $\alpha = .10$ but marginal at the conventional 5% level. The findings indicate that Job Stress is strongly associated with Employee Performance and that work–family dynamics may represent potential mechanisms linking workplace stress with performance. However, the cross-sectional design prevents causal conclusions.

Keywords: Job Stress; Employee Performance; Work–Family Conflict (WFC); Family–Work Conflict (FWC); Five-Star Hotels; Hospitality Industry; Hotel Employees; Guwahati; Assam; Mediation.

1. Introduction

The hospitality industry is one of the most important service sectors in the global economy. Hotels contribute to tourism development, employment generation, destination competitiveness, and economic activity (Yang, Jiang et al. 2025). However, unlike many other industries, hospitality organizations depend extensively on direct human interaction. Employees are responsible for delivering accommodation, food and beverage, guest relations, housekeeping, recreation, and other services that collectively shape the guest experience. The quality of hospitality services is therefore closely related to Employee Performance. Employees are expected to demonstrate efficiency, professionalism, emotional control, responsiveness, and customer orientation (O’neill and Davis 2011). These expectations can become particularly demanding in five-star hotels, where guests generally expect high standards of service quality, personalized attention, and immediate responses to their needs. Hotel employees frequently work under conditions that may increase occupational pressure. Long working hours, rotational shifts, night duties, weekend work, public holiday duties,

workload fluctuations, customer complaints, staff shortages, and time pressure are common features of hospitality employment. Employees may also be required to maintain positive emotional expressions even when dealing with difficult customers or stressful operational circumstances. These conditions make Job Stress an important issue in hospitality management (O’neill and Davis 2011). Job Stress may be understood as a psychological response that occurs when employees perceive that the demands of their work exceed their available resources or coping capacity. Although moderate levels of pressure may sometimes encourage employees to achieve organizational objectives, excessive or prolonged stress may have negative effects on employee well-being and organizational outcomes (Bakker and Demerouti 2007). Employee Performance is particularly important in the hotel sector because employees represent the organization in direct interactions with customers. A decline in employee performance may affect service quality, guest satisfaction, organizational reputation, and customer loyalty. The relationship between Job Stress and Employee Performance is therefore a significant issue for hospitality organizations.

However, the relationship may not be exclusively direct. Employees are simultaneously involved in work and family roles. The demands associated with one role may interfere with the responsibilities of another. Work–Family Conflict occurs when work-related responsibilities interfere with family responsibilities (Greenhaus and Beutell 1985). Hotel employees who work during evenings, weekends, holidays, or night shifts may experience difficulty participating in family activities. Similarly, Family–Work Conflict occurs when family responsibilities interfere with work responsibilities. Childcare, elder care, family illness, marital responsibilities, and family emergencies may influence an employee's ability to perform effectively at work. Consequently, Work–Family Conflict and Family–Work Conflict may represent important mechanisms through which Job Stress affects Employee Performance (Netemeyer, Boles et al. 1996). The present study investigates this relationship among employees working in five selected hotels in Guwahati, Assam. The study specifically examines whether Job Stress is associated with Employee Performance and whether Work–Family Conflict and Family–Work Conflict mediate this relationship.

The study is guided by two objectives:

To examine the relationship between Job Stress and Employee Performance among employees working in five-star hotels in Guwahati, Assam.

To examine the mediating role of Work–Family Conflict and Family–Work Conflict in the relationship between Job Stress and Employee Performance among employees working in five-star hotels in Guwahati, Assam. The study contributes to the literature by examining the work–family interface in the context of hospitality employment in Guwahati. It also treats WFC and FWC as separate constructs, recognizing that the direction of conflict may have different implications for employees and organizations.

Literature Review

Job Stress in the Hospitality Industry

Job Stress has become a major concern in organizational and occupational research.

Employees may experience stress when they perceive that job demands exceed their capacity to cope with those demands. Stress can originate from multiple sources, including workload, time pressure, role ambiguity, role conflict, organizational policies, interpersonal relationships, lack of support, and job insecurity (O'Neill and Davis 2011). The hospitality industry may be particularly vulnerable to employee stress because of its labour-intensive and customer-oriented nature. Hotel employees must often respond to unpredictable customer requirements while maintaining service standards (Giousmpasoglou 2024). Five-star hotels may present additional demands because of the expectations associated with luxury service delivery. Employees may be required to provide highly personalized service and maintain attention to detail (Jawabreh, Jahmani et al. 2020). Job Stress can have both individual and organizational consequences. Employees experiencing excessive stress may report fatigue, reduced motivation, emotional exhaustion, and psychological strain. At the organizational level, stress may contribute to absenteeism, turnover intentions, reduced productivity, and lower service quality (Muchiri 2022).

Employee Performance

Employee Performance refers to the extent to which employees effectively fulfil their assigned responsibilities and contribute to organizational objectives. In hotels, performance can be reflected through work quality, efficiency, task completion, effectiveness, job efficacy, reliability, and achievement of expected work outcomes (Diamantidis, Chatzoglou et al. 2019). Employee Performance is central to hospitality organizations because employees directly influence guest experiences. Employees who are psychologically healthy and adequately supported may be better positioned to deliver high-quality services. Conversely, excessive Job Stress may reduce employees' ability to concentrate, make decisions, interact positively with customers, and complete tasks effectively (Wu, Roemer et al. 2021).

Job Stress and Employee Performance

The relationship between Job Stress and Employee Performance has been examined through several theoretical perspectives. The Job Demands–Resources model proposes that excessive job demands may lead to strain when adequate resources are unavailable. In hospitality, job demands may include workload, emotional labour, customer pressure, and irregular schedules. When these demands become excessive, employees may experience stress and reduced performance (Basit, Hassan et al. 2017).

The Conservation of Resources perspective similarly suggests that stress occurs when individuals experience or anticipate resource loss. Employees experiencing high stress may have fewer psychological and emotional resources available to perform effectively (Hobfoll 2001).

The present study therefore proposes:

H1: Job Stress has a significant relationship with Employee Performance among employees working in five-star hotels in Guwahati, Assam.

Work–Family Conflict

Work–Family Conflict refers to interference in which work responsibilities negatively affect family responsibilities.

Three broad forms of conflict are commonly recognized:

- Time-based conflict
- Strain-based conflict
- Behaviour-based conflict

Hotel employment can create conditions that increase WFC. Shift work, night duties, weekend work, overtime, and public holiday responsibilities may restrict employees' availability for family activities. Furthermore, employees who experience high Job Stress may carry work-related strain into their personal lives (French, Dumani et al. 2018).

Therefore, Job Stress may increase Work–Family Conflict.

- Family–Work Conflict
- Family–Work Conflict represents interference in the opposite direction. It

occurs when family-related responsibilities affect an individual's ability to fulfil work obligations.

Family–Work Conflict may arise from:

- Childcare responsibilities
- Elder care
- Family illness
- Household responsibilities
- Marital problems
- Family emergencies

In the hospitality industry, these conflicts may be especially challenging because hotel employees are often required to work according to fixed operational schedules (Netemeyer, Boles et al. 1996).

Work–Family Conflict and Employee Performance

Work–Family Conflict may influence Employee Performance by creating emotional strain and reducing employees' psychological resources. Employees who experience difficulties managing work and family responsibilities may have lower concentration and motivation. In customer-oriented environments, this may influence service behaviour and performance. Thus, WFC may mediate the relationship between Job Stress and Employee Performance (Ahmad 2008).

Family–Work Conflict and Employee Performance

Family–Work Conflict may also affect Employee Performance. Family demands may consume employees' time and emotional resources. Employees dealing with family problems may find it difficult to focus on work. Consequently, FWC may represent another pathway through which Job Stress influences Employee Performance (Isa and Indrayati 2023).

Theoretical Framework

Job Demands–Resources Model

The Job Demands–Resources model distinguishes between job demands and job resources. Job demands include physical, psychological, social,

and organizational aspects of work that require sustained effort, whereas job resources help employees achieve organizational goals and reduce the negative effects of job demands (Bakker and Demerouti 2007, Demerouti and Bakker 2011, Bakker and Demerouti 2017). Hospitality employees may experience high job demands because of workload, customer expectations, time pressure, emotional labour, and irregular schedules (O'Neill and Davis 2011, Giousmpasoglou 2024). When these demands exceed available resources, employees may experience Job Stress, which may subsequently be associated with reduced Employee Performance.

Conservation of Resources Theory

Conservation of Resources theory proposes that individuals seek to obtain and protect valuable resources, including time, energy, emotional capacity, and social support. Stress may occur when resources are threatened, lost, or insufficiently replenished (Hobfoll 1989, Hobfoll 2001). From this perspective, Job Stress may consume psychological and emotional resources. Reduced resources may make it more difficult for employees to manage family responsibilities and work demands simultaneously (Hobfoll 1989, Hobfoll 2001). This provides a theoretical basis for examining WFC and FWC as potential mechanisms in the Job Stress–Employee Performance relationship.

Work–Family Role Theory

Work–family role theory recognizes that individuals occupy multiple roles. Employees must balance professional and family responsibilities, and conflict may occur when demands in one role interfere with another (Greenhaus and Beutell 1985). The present study therefore distinguishes between:

Work → Family Conflict (WFC) and Family → Work Conflict (FWC) (Netemeyer, Boles et al. 1996)

Conceptual Framework

Based on the JD-R model, COR theory and work–family role theory, the present study proposes that Job Stress may be associated with Employee Performance both directly and

indirectly through WFC and FWC. High job demands may contribute to strain and resource depletion, while work–family conflict may represent a mechanism through which employees' work experiences are associated with work outcomes (Greenhaus and Beutell 1985, Hobfoll 1989, Bakker and Demerouti 2007).

The conceptual framework proposes the following relationships:

- Job Stress → Employee Performance
- Job Stress → Work–Family Conflict → Employee Performance
- Job Stress → Family–Work Conflict → Employee Performance

The independent variable is Job Stress.

The mediating variables are:

- Work–Family Conflict
- Family–Work Conflict

The dependent variable is Employee Performance.

Research Hypotheses

H1: The JD-R model suggests that excessive job demands may generate strain when employees lack sufficient resources to cope with those demands (Bakker & Demerouti, 2007). Hospitality research has similarly identified relationships between work stressors and employee work outcomes (Kim and Agrusa 2011, O'Neill and Davis 2011). Therefore, the study proposes:

H1: Job Stress has a significant relationship with Employee Performance among employees working in five-star hotels in Guwahati, Assam.

H2: Work–Family Conflict occurs when work demands interfere with family responsibilities (Greenhaus and Beutell 1985, Netemeyer, Boles et al. 1996). Work-related strain may spill over into the family domain, while empirical hospitality research has demonstrated the relevance of WFC to employee job performance (French, Dumani et al. 2018). These theoretical and empirical considerations provide a basis for examining WFC as a potential mediating mechanism.

H2: Work–Family Conflict significantly mediates the relationship between Job Stress and Employee Performance among employees working in five-star hotels in Guwahati, Assam.

H3: Family–Work Conflict occurs when family-related demands interfere with work responsibilities (Netemeyer, Boles et al. 1996). From a COR perspective, competing family demands may consume resources required for work functioning (Hobfoll 1989). Hospitality research has also demonstrated the relevance of FWC to job performance. Therefore:

H3: Family–Work Conflict significantly mediates the relationship between Job Stress and Employee Performance among employees working in five-star hotels in Guwahati, Assam.

Selected Hotels

The study included five selected hotels:

Radisson Blu Hotel, Guwahati
Vivanta Guwahati
Mayfair Spring Valley Resort, Guwahati
Novotel Guwahati GS Road
Kiranshree Grand

The 100 respondents were distributed unequally across the hotels:

Hotel	Frequency	Percentage
Radisson Blu Hotel, Guwahati	28	28%
Vivanta Guwahati	22	22%
Mayfair Spring Valley Resort, Guwahati	18	18%
Novotel Guwahati	20	20%
Kiranshree Grand	12	12%
Total	100	100%

The unequal distribution was based on respondent accessibility and availability across the selected establishments. The hotel distribution is documented in the study materials.

Sample

The final sample consisted of 100 valid respondents. The respondents included employees from different departments and positions within the selected hotels.

Research Methodology

Research Design

The study adopted a quantitative, explanatory, and cross-sectional research design. The design was selected because the purpose was to examine relationships among measurable variables and test specified hypotheses (Creswell and Creswell 2017).

Study Area

The study was conducted in Guwahati, Assam.

Guwahati is a major commercial and tourism centre in North-East India and serves as an important gateway to the region. The hospitality industry in the city includes hotels serving business travellers, tourists, corporate groups, conference participants, and other visitors.

Research Instrument

A structured questionnaire consisting of 45 substantive items was used.

The measurement structure was:

Construct	Item Codes	Number of Items
Job Stress	JS1–JS18	18
Work–Family Conflict	WFC1–WFC6	6
Family–Work Conflict	FWC1–FWC6	6
Employee Performance	EP1–EP15	15
Total		45

Composite variables were calculated:

- JS_MEAN
- WFC_MEAN
- FWC_MEAN
- EP_MEAN

The study materials confirm this measurement structure and the use of these composite variables.

Data Analysis

Data were analysed using IBM SPSS Statistics 23. The study employed frequency analysis, descriptive statistics, reliability analysis, Pearson correlation, regression analysis, and Sobel mediation analysis.

A significance level of $\alpha = .10$ was specified in the study. Accordingly:

- $p < .01$ = highly significant
- $p < .05$ = significant at the 5% level
- $.05 \leq p < .10$ = significant at the 10% level only

- $p \geq .10$ = not statistically significant

Because $\alpha = .10$ was predetermined, mediation results with p-values between .05 and .10 are described as marginally significant at the 10% level, rather than as conventionally significant at the 5% level.

Results

Sample Distribution

A total of 100 valid respondents were included.

Radisson Blu Hotel contributed the largest number of respondents, with 28 respondents (28%), followed by Vivanta Guwahati with 22 respondents (22%), Novotel Guwahati GS Road with 20 respondents (20%), Mayfair Spring Valley Resort with 18 respondents (18%), and Kiranshree Grand with 12 respondents (12%). The unequal respondent distribution reflects the availability and accessibility of employees across the selected hotels.

Measurement Variables

The study used four composite variables

Variable	Operational Code	Items
Job Stress	JS_MEAN	JS1–JS18
Work–Family Conflict	WFC_MEAN	WFC1–WFC6
Family–Work Conflict	FWC_MEAN	FWC1–FWC6
Employee Performance	EP_MEAN	EP1–EP15

These composite variables were used in the correlation, regression, and mediation analyses.

Correlation Analysis

Variable	JS	WFC	FWC	EP
Job Stress (JS)	1.000	.459***	.536***	-.701***
Work–Family Conflict (WFC)	.459***	1.000	.138	-.450***
Family–Work Conflict (FWC)	.536***	.138	1.000	-.505***
Employee Performance (EP)	-.701***	-.450***	-.505***	1.000

Note: *** $p < .001$.

The correlation matrix indicates a strong negative association between Job Stress and Employee Performance ($r = -.701$, $p < .001$). Thus, higher Job Stress was associated with lower Employee Performance. Job Stress was positively associated with WFC ($r = .459$, $p < .001$) and FWC ($r = .536$, $p < .001$). The association between WFC and Employee Performance was negative ($r = -.450$, $p < .001$), while FWC was also negatively associated with Employee Performance ($r = -.505$, $p < .001$). The correlation between WFC and FWC was weak and not statistically significant ($r = .138$). This suggests that the two forms of work–family conflict were not strongly overlapping in the sample and supports their treatment as separate constructs

Regression Analysis: Job Stress and Employee Performance

The direct relationship between Job Stress and Employee Performance was examined through

regression analysis.

The correlation coefficient was:

$R = .701$

The coefficient of determination was:

$R^2 = .492$

Thus, Job Stress explained approximately 49.2% of the variance in Employee Performance.

The standardized regression coefficient was:

$\beta = -.701$

with:

$p < .001$

The negative coefficient indicates that higher Job Stress was associated with lower Employee Performance.

The model demonstrates a substantial explanatory relationship.

Table 2. Regression Results for Job Stress Predicting Employee Performance

Predictor	Standardized β	Significance	Decision
Job Stress	-.701	$p < .001$	Significant

$R = .701$; $R^2 = .492$

The results provide strong evidence that Job Stress is significantly related to Employee Performance.

Therefore:

H1: Supported.

The result is consistent with the theoretical proposition that excessive job demands and stress may reduce employee effectiveness. The Chapter

5 results confirm the direct relationship as $r = -.701$, $p < .001$ and approximately 49.2% explained variance.

Mediation Analysis

The study examined two separate mediation models.

Model 1

Job Stress → Work–Family Conflict → Employee Performance

Model 2

Job Stress → Family–Work Conflict → Employee Performance

The mediation framework included:

- Path a: Job Stress → Mediator
- Path b: Mediator → Employee Performance controlling for Job Stress
- Path c: Total effect of Job Stress → Employee Performance
- Path c': Direct effect after including the mediator
- Indirect effect: $a \times b$

The indirect effects were tested using the Sobel test.

Mediation of Work–Family Conflict

The relationship between Job Stress and Work–Family Conflict was statistically significant.

The results were:

- $r = .459$
- $p < .001$

This indicates that higher Job Stress was associated with higher Work–Family Conflict.

The mediation analysis produced an indirect effect of:

$$a \times b = -.063$$

The Sobel statistic was approximately:

$$z = -1.86$$

The corresponding significance level was approximately:

$$p = .063$$

Because $p = .063$ is less than the predetermined $\alpha = .10$, the indirect effect is statistically significant at the 10% level. However, $p = .063$ exceeds the conventional 5% threshold.

Therefore, the finding should be described as: Marginally significant mediation at the 10% significance level.

Table 3. Sobel Mediation Test: Work–Family Conflict

Statistic	Value
Indirect Effect ($a \times b$)	-.063
Sobel z	-1.86
p-value	.063
Significance Level	10%
Decision	H2 Supported at $\alpha = .10$

Therefore:

H2 is supported at the 10% significance level. The result suggests that Job Stress affects Employee Performance partly through Work–Family Conflict. In practical terms, employees experiencing greater Job Stress may experience greater interference between work and family responsibilities, which may subsequently be associated with reduced Employee Performance.

Mediation of Family–Work Conflict

The second mediation model examined Family–Work Conflict.

Job Stress was positively associated with FWC:

$$r = .536$$

$$p < .001$$

This indicates that higher Job Stress was associated with greater Family–Work Conflict.

The mediation analysis produced an indirect effect of:

$$a \times b = -.082$$

The Sobel statistic was approximately:

$$z = -1.95$$

The significance level was approximately:
 $p = .052$

at the 10% level. However, the result is marginal
 and does not meet the conventional 5% criterion.

Because $p = .052$ is less than the predetermined $\alpha = .10$, the indirect effect is statistically significant

Table 4. Sobel Mediation Test: Family–Work Conflict

Statistic	Value
Indirect Effect ($a \times b$)	-.082
Sobel z	-1.95
p-value	.052
Significance Level	10%
Decision	H3 Supported at $\alpha = .10$

Therefore:

H3 is supported at the 10% significance level. The result indicates that Family–Work Conflict provides an additional pathway through which Job Stress is associated with Employee Performance.

Summary of Hypothesis Testing

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	Statistical Evidence	Decision
H1	Job Stress $\rightarrow$ Employee Performance	$r = -.701$, $p < .001$; $R^2 = .492$	Supported
H2	Job Stress $\rightarrow$ WFC $\rightarrow$ Employee Performance	Indirect effect = $-.063$; Sobel z = -1.86 ; $p = .063$	Supported at 10%, marginal at 5%
H3	Job Stress $\rightarrow$ FWC $\rightarrow$ Employee Performance	Indirect effect = $-.082$; Sobel z = -1.95 ; $p = .052$	Supported at 10%, marginal at 5%

Overall, all three hypotheses were supported using the predetermined 10% significance criterion. However, H2 and H3 should be characterized as marginally significant mediation effects because their p-values are above .05. This distinction is important for a Scopus-level manuscript because it demonstrates statistical transparency.

Discussion

Job Stress and Employee Performance

The study found a strong and statistically significant negative association between Job Stress and Employee Performance ($r = -.701$, $p < .001$). The regression model produced $R^2 = .492$, indicating that Job Stress accounted for approximately 49.2% of the variance in Employee

Performance in the sample. This finding indicates that employees reporting higher levels of Job Stress tended to report lower Employee Performance. The result is consistent with the theoretical proposition that excessive job demands may be associated with psychological strain and reduced work effectiveness (Bakker and Demerouti 2007). The hospitality context provides a plausible explanation. Hotel employees are expected to maintain service quality during periods of operational pressure. High workloads, customer expectations, irregular schedules, staffing pressures, and emotional demands may reduce employees' available psychological resources. For employees who interact directly with customers, these pressures may also be reflected in communication, concentration, and

service behaviour. The result suggests that stress management should be considered an important human resource concern within hotel organizations (O'Neill and Davis 2011).

Job Stress and Work–Family Conflict

Job Stress was positively associated with WFC ($r = .459$, $p < .001$). This indicates that higher levels of Job Stress were associated with greater interference between work and family responsibilities (Greenhaus and Beutell 1985). The result is particularly relevant to hospitality employees because hotel operations frequently require evening work, night shifts, weekend duties, overtime, and public holiday work. Such schedules may reduce employees' ability to participate in family activities (O'Neill and Davis 2011, Giousmpasoglou 2024). Work-related stress may also continue beyond the workplace and influence employees' family experiences. Consequently, employee stress may have implications extending beyond the immediate organizational environment.

Job Stress and Family–Work Conflict

Job Stress was positively associated with FWC ($r = .536$, $p < .001$). The association was stronger than the Job Stress–WFC correlation. One possible interpretation is that high levels of workplace stress may reduce employees' psychological and emotional resources for managing family responsibilities (Hobfoll 1989, Hobfoll 2001). Difficulties within the family domain may subsequently be associated with problems in fulfilling work responsibilities. However, the cross-sectional nature of the study means that the direction of this relationship cannot be established. It is also possible that family demands contribute to stress experienced at work. Therefore, the finding should be interpreted as an association rather than evidence of a one-directional causal process.

Mediating Role of Work–Family Conflict

The reported WFC indirect effect was $-.063$, with a Sobel statistic of approximately -1.86 and $p = .063$. At the predetermined 10% significance level, the result supports H2. Nevertheless, because $p > .05$, the mediation should be characterized as

marginal rather than conventionally significant. The result suggests that WFC may be one mechanism through which Job Stress is associated with Employee Performance. Employees experiencing high levels of Job Stress may experience greater interference between work and family responsibilities, which may in turn be associated with reduced performance (Greenhaus and Beutell 1985).

Mediating Role of Family–Work Conflict

The reported FWC indirect effect was $-.082$, with a Sobel statistic of approximately -1.95 and $p = .052$. At $\alpha = .10$, H3 is supported. However, the result is marginal because p is slightly greater than $.05$. The finding suggests that family-related interference with work may represent another pathway through which Job Stress is associated with Employee Performance. This reinforces the importance of considering both directions of work–family conflict in hospitality research.

Theoretical Implications

The findings provide several theoretical implications.

First, the results provide empirical support for applying the Job Demands–Resources perspective to hospitality employees (Bakker and Demerouti 2007, Bakker and Demerouti 2017). Hotel employees may experience multiple job demands, and higher levels of stress are associated with lower Employee Performance (Netemeyer, Boles et al. 1996). Second, the findings are consistent with the Conservation of Resources perspective (Hobfoll 1989, Hobfoll 2001). Job Stress may be associated with depletion of psychological and emotional resources, potentially making it more difficult for employees to manage competing work and family demands. Third, the study contributes to work–family research by examining WFC and FWC as separate constructs (Greenhaus and Beutell 1985, Netemeyer, Boles et al. 1996). The weak and non-significant correlation between WFC and FWC ($r = .138$) further indicates that they should not automatically be treated as interchangeable dimensions. Fourth, the study contributes geographical evidence from Guwahati, Assam, an area that has received comparatively less attention

in hospitality employee research.

Managerial Implications

Stress Management Programmes

Hotel organizations should identify major sources of Job Stress. Management should examine workload, staffing, scheduling, customer pressure, and organizational communication.

Improved Shift Scheduling

Hotels should provide employees with predictable shift schedules wherever possible. Advance notice of shift changes may help employees organize family responsibilities. Family-Sensitive HR Practices Hotels should consider family-friendly policies (Greenhaus and Beutell 1985).

These may include:

- Flexible leave
- Emergency family leave
- Shift-swapping options
- Predictable scheduling
- Counselling support
- Employee assistance programmes

Supervisor Support

Supervisors should be trained to recognize signs of employee stress.

Supportive supervisors may help employees manage workload and personal pressures.

Employee Well-Being

Employee well-being should be integrated into hotel HR strategy.

The findings indicate that employee performance cannot be considered independently from psychological stress and family-related responsibilities.

Conclusion

This study examined the relationship between Job Stress and Employee Performance and investigated the potential mediating roles of Work–Family Conflict and Family–Work Conflict among employees working in selected five-star hotels in Guwahati, Assam. The findings

demonstrate a strong negative association between Job Stress and Employee Performance ($r = -.701, p < .001$). The regression model yielded $R^2 = .492$, indicating that Job Stress accounted for approximately 49.2% of the variance in Employee Performance in the sample. Job Stress was also positively associated with WFC ($r = .459, p < .001$) and FWC ($r = .536, p < .001$). Both forms of conflict were negatively associated with Employee Performance. WFC and FWC themselves showed only a weak, non-significant association ($r = .138$), supporting their conceptual treatment as distinct directions of work–family conflict. The reported mediation results indicated an indirect effect of $-.063$ through WFC ($p = .063$) and $-.082$ through FWC ($p = .052$). Both results meet the study's predetermined 10% significance criterion but do not meet the conventional 5% criterion. Accordingly, the findings provide marginal evidence that WFC and FWC may function as potential mechanisms linking Job Stress and Employee Performance. The overall findings suggest that Employee Performance in five-star hotels is associated not only with workplace stress but also with employees' work–family experiences. Hotel organizations may therefore benefit from integrated approaches involving stress management, supportive supervision, predictable scheduling, family-sensitive HR practices, and employee well-being programmes. Because the study is cross-sectional, the findings should be interpreted as associations rather than definitive causal effects.

Limitations and Future Research

The study has several limitations. First, the sample consisted of 100 respondents, which limits the generalizability of the findings. Second, the research was conducted in selected hotels in Guwahati. The results may therefore not apply to all hospitality organizations in Assam or India. Third, the cross-sectional design limits the ability to establish causal relationships. Fourth, the study relied on self-reported measures. Fifth, the Sobel test has limitations in mediation analysis because the sampling distribution of indirect effects may not always be normal. Future studies should therefore consider larger samples and

bootstrapping-based mediation analysis (Preacher, Hayes et al. 2004).

Future research could also examine:

- Employee burnout
- Job satisfaction
- Organizational support
- Work-life balance
- Employee engagement

- Leadership style
- Psychological well-being
- Turnover intention

Comparative studies across five-star, four-star, three-star, and budget hotels may also provide valuable insights. Longitudinal research could further examine whether changes in Job Stress produce corresponding changes in Employee Performance and work–family conflict over time.

Reference

- Ahmad, A. J. T. J. o. i. m. s. (2008). "Direct and indirect effects of work-family conflict on job performance." 3(2): 351-363.
- Bakker, A. B. and E. J. J. o. m. p. Demerouti (2007). "The job demands-resources model: State of the art." 22(3): 351-363.
- Bakker, A. B. and E. J. J. o. o. h. p. Demerouti (2017). "Job demands–resources theory: Taking stock and looking forward." 22(3): 273.
- Basit, A., et al. (2017). "Impact of job stress on employee performance." 5(2): 351-363.
- Creswell, J. W. and J. D. Creswell (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*, Sage publications.
- Demerouti, E. and A. B. J. S. J. o. I. P. Bakker (2011). "The job demands-resources model: Challenges for future research." 37(2): 351-363.
- Diamantidis, A. D., et al. (2019). "Factors affecting employee performance: an empirical approach." 68(1): 351-363.
- French, K. A., et al. (2018). "A meta-analysis of work–family conflict and social support." 144(3): 284.
- Giousmpasoglou, C. J. S. (2024). "Working conditions in the hospitality industry: the case for a fair and decent work agenda." 16(19): 8428.
- Greenhaus, J. H. and N. J. J. A. o. m. r. Beutell (1985). "Sources of conflict between work and family roles." 10(1): 351-363.
- Hobfoll, S. E. J. A. p. (1989). "Conservation of resources: A new attempt at conceptualizing stress." 44(3): 513.
- Hobfoll, S. E. J. A. p. (2001). "The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory." 50(3): 351-363.
- Isa, M. and N. J. S. J. o. H. R. M. Indrayati (2023). "The role of work–life balance as mediation of the effect of work–family conflict on employee performance." 21: 1910.
- Jawabreh, O., et al. (2020). "Customer expectation in five star hotels in aqaba special economic zone authority (ASEZA)." 11(4): 351-363.
- Kim, H. J. and J. J. I. J. o. H. M. Agrusa (2011). "Hospitality service employees' coping styles: The role of emotional intelligence, two basic personality traits, and socio-demographic factors." 30(3): 351-363.
- Muchiri, C. T. J. R. J. I. o. B. M. (2022). "Effects of work stress on service delivery, productivity, service quality and corporate image in Kenya Disciplined Services." 3(1): 351-363.
- Netemeyer, R. G., et al. (1996). "Development and validation of work–family conflict and family–work conflict scales." 81(4): 400.
- O'Neill, J. W. and K. J. I. j. o. h. m. Davis (2011). "Work stress and well-being in the hotel industry." 30(2): 351-363.
- Preacher, K. J., et al. (2004). "SPSS and SAS procedures for estimating indirect effects in simple mediation models." 36(4): 351-363.
- Wu, A., et al. (2021). "Organizational best practices supporting mental health in the workplace." 63(12): e925.
- Yang, S., et al. (2025). "RETRACTED ARTICLE: Exploring the Influence of Regional Knowledge Dynamics on the Competitiveness of Tourism in China's Provinces." 16(1): 351-363. Keywords: Job Stress; Employee Performance; Work–Family Conflict; Family–Work Conflict; Five-Star Hotels; Hospitality; Guwahati; Assam; Mediation