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Research Article

WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE: A STRATEGIC EVALUATION IN FOOD AND BEVERAGE ENTERPRISES IN KÜTAHYA

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Abstract

The aim of this study is to evaluate work-life balance and performance of employees of food and beverage businesses in Kütahya. This research is a qualitative research and semi-structured interview technique was used in line with the purpose of the research. Accordingly, the findings were analyzed and interpreted through descriptive analysis. Accordingly, it has been observed that the most basic problem in establishing work-life balance is due to long and tiring working hours. Food and beverage businesses are an area where the relational communication model is more active than other service areas. For this reason, food and beverage businesses, which have a service-intensive and fast-paced working environment, need active employees very much. On the other hand, it has been determined that the intense efforts of employees to create work-life balance cause a decrease in performance. In this context, suggestions are presented to identify and prevent the problems faced by employees in food and beverage businesses who have difficulty in establishing a work-life balance. In a relational work environment such as a food and beverage business, it is thought that the study will benefit the sector in the direction of economic development, depending on the literature and the increase in the power of providing employment and the increase in employee performance, since the negative situations caused by conflict and lack of internal motivation are heard firsthand and the deficiencies are expressed by the employees themselves.

Keywords: Employee Performance, Business, Work Life Balance, Kütahya, Food and Beverage Businesses

Introduction

Work-life balance is an important issue that attracts managers' attention in human resources departments in today's world (Thulasimani, Duraisamy and Rathinasabapathi, 2010). Accordingly, employees who cannot maintain a work-life balance may have problems related to decreased commitment to work and the organization, increased absenteeism, increased occupational injuries and accidents, deterioration of individual health, and avoidance of fully performing their job responsibilities (Wirtz, 2011). The main reasons include long, tiring, and irregular working hours, excessive or less than required workload, low wages, role conflict, lack of involvement of employees in work-related decisions, and inadequate physical facilities arising from the work environment (Kılıç and Sakallı, 2013). At the same time, economic, social, and cultural changes have enabled women to participate more in the labor market. It is observed that women have more difficulties than men in establishing a work-life balance due to the relationship between their participation in the labor market and their social status (Clutterbuck, 2003). This has led to an increase in the interaction between work and family life (Kapız, 2002). In recent periods, there has been an increase in conflicts that have reached the point where working individuals have to choose between work and family (Stevens and Hildebrandt, 2006).

Work-life balance has become an important issue that should be more closely considered, evaluated, and oriented by managers in the human resources department since it causes adverse effects on human resources, which is the most important element of the organization (Thulasimani et al., 2010). The concept of human

resources working for the enterprise means productivity, production, and profit (Hildebrandt, 2006). This approach, which holds the organizational structure responsible for serving a common purpose, is also responsible for supporting each individual's health, welfare, desire, and peaceful work (Wong and Ko, 2009). Because the link between employees, productivity, profit, and organization is vital for businesses (Wirtz, 2011), it has been observed that businesses that help working employees establish a work-life balance have positive outcomes both individually and organizationally (Naithani, 2010). Individual results are as follows: the opportunity for employees to improve themselves in their time outside of work, an increase in the productivity, responsibility, and commitment of individuals to the workplace, better and more effective communication with employees, improvement in teamwork, and an increase in employee motivation (Lockwood, 2003). Regarding the positive organizational results in businesses that help employees establish a work-life balance, it has been observed that businesses have gained the power to compete in this field by holding the human resources market, increased organizational image and workforce quality, and achieved the advantage of increasing market margin (Manfredi and Holliday, 2004). At the same time, organizations increase the rate of return on investments in personnel by ensuring that employees stay in the organization for a longer period through work-life balance (Cieri et al., 2002). On the other hand, businesses that motivate employees to establish a work-life balance prevent additional financial expenses by enabling the employee turnover rate to decrease (Lockwood, 2003). The importance of work-life balance for businesses is also revealed regarding its causes, consequences, and positive and negative aspects. Accordingly, every business that wants to continue its vital activities should help employees to provide internal motivation. On the other hand, it should put forward strategies to improve the ability to manage the conflict between the different demands of working individuals and the time and energy spent at work (Song et al., 2012). Strategies for establishing work-life balance on the employee include planning time management effectively, arranging to spend vacation days and weekends resting, and getting away from prejudices (Thulasimani et al., 2010). It is seen that businesses should take measures to balance the pressure caused by the competitive market within the organization. (Clutterbuck, 2003).

As a result of the literature review, although there are studies on the concept of work-life balance in the production/consumption, healthcare, and hospitality sectors in particular, it is considered that expanding the research on the food and beverage sector and Kütahya could be a contribution to the literature and the sector. Accordingly, it is important to interpret the impact of the concept of work-life balance on performance through interviews in order to understand the problems in the sector. This study, which investigates the concept of work-life balance, which is considered an obstacle to the progress of food and beverage businesses that provide two-way service in the form of production and presentation and where customer satisfaction is important, is aimed to provide benefits to the sector. The study is expected to contribute to the sector in terms of managing the labor market more effectively, recruiting or improving employee qualifications, and guiding other researchers who want to research this subject. At the same time, it is also expected to benefit the sector in terms of economic development by increasing employee performance.

Literature Review

Work Life Balance

Balance is defined as being in mental and emotional harmony while performing individuals' vital activities and social relations (TDK). Although stability behavior is sought in balance, a static structure is not expected; on the contrary, stability emphasizes a rhythmic change suitable for human structure (Özgül, Erkmen and Karaarslan, 2020). In addition to its semantic connotations, balance has various psychological definitions. Freud considered the view on balance as a means of reconciling the conflicting desires of the ego, id, and superego, which are part of the personality traits, and emphasized the integrative and unifying effect of the concept of balance (Freud, 1923). According to another psychological research definition, balance does not mean the absence of tension in an individual's life but keeping it at the most appropriate and acceptable level (Maslow, 2001). From this perspective, the concept of balance is shaped around meeting the individual's biological, psychological, and social needs (Howell and Hall, 1999). Accordingly, satisfying these needs at the most appropriate level for the conditions enables the individual to achieve balance while maintaining his/her life (Maslow, 2001). Many positive psychology-oriented studies developed in recent years refer to positive psychotherapy and the balanced life model (Stevens and Hildebrandt, 2006). According to this model, it is emphasized that a person can be healthy to the extent that he/she achieves and maintains balance in four important life areas: physical, spiritual, social, and mental (Peseschkian, 2015). Research shows that individuals have difficulty establishing harmony in the field of work-life balance, which is one of these four important life areas grouped and forms another subsystem shaped within the title of social life (Günay, 2016).

Positive developments resulting from technological advances, increases in individual income levels, regulation of working hours, and increased interest in social life have also led to the inability to achieve a balance arising from the conflict between work life and private life (Güleryüz, 2016).

Work refers to the pursuits and career initiatives based on the individual's life activities, while life refers to the health, well-being, social relationships, family, and the remaining free time needed to fulfill his/her life activities (Sharma and Nayak, 2016). Accordingly, work-life balance is the individual's satisfaction with the existing work and non-work-life conditions with minimal role conflict and progress in integrity (Sturges and Gues, 2004). Accordingly, individuals who want to establish a work-life balance must manage their social lives most effectively (Pekdemir, Koçoğlu and Gürkan, 2014). The individual who wants to manage his/her social life effectively should achieve individual satisfaction in these two areas by establishing a balance between the requirements related to work and private life (Dilek and Yılmaz, 2016). Giving the same level of importance to the roles that the individual has to play in his/her work and private life is accepted as the most important step in establishing a balance (Gökkaya, 2014). According to another approach, the concept of work-life optimization, which is accepted as two sub-dimensions of the concept of work-life balance in the literature, it has been observed that the most important behavior of the individual in establishing work-life balance is to achieve the optimum instead of giving the same level of importance (Kapız, 2002). Accordingly, putting family at the center of one's life and putting work responsibilities in the second plan does not mean that the individual has moved away from the concept of balance. In this case, the individual is expected to achieve the most appropriate work-life balance (Karavardar, 2015). According to another definition, work-life balance is the ability of individuals to balance their family and personal interests between their social and business activities (Saif, Malik and Awan 2011). According to another definition, work-life balance is individuals having enough time to fulfill their responsibilities in work and family life (Guest, 2002).

It has been concluded that some negative situations occur in individuals who struggle to establish a work-life balance. Accordingly, individuals who have difficulty establishing a work-life balance frequently experience feelings of stress, which has a disturbing effect on physical and mental aspects (Genç and Gümüş, 2016). At the same time, it has been determined that there are also results such as an increase in the intention to leave the job, the stress caused by work-life conflict to the point that it affects both parties, adverse developments created by the feeling of burnout, and indirect or direct disengagement from the organizational structure due to a decrease in job loyalty (Küçükusta, 2007). Work-life balance concerns individuals, employers, and other organizations (Gerçek, Atay and Dündar, 2015). In this context, when the organizational consequences of work-life balance are examined, it has been observed that the concept of work-life satisfaction can cause important outputs such as work performance, health, good or bad mood, high or low levels of job satisfaction (Doğrul and Tekeli, 2010). Since the negative development of these outputs is predicted to be effective primarily on job performance, it can cause significant losses for organizations and employers in terms of loss of workforce, decrease in profit margin, loss of time and labor, regression, and loss of competitiveness in the sectoral field, loss of reputation (Rani, 2011).

Employee Performance

Performance is the quantitative and qualitative expression of the result that the individual, group, or organization responsible for fulfilling the requirements of a job can achieve towards the intended goal through that job (Küçükusta, 2007). According to another research, the concept of performance, which covers all achievement and acquisition processes, can also be expressed as the degree of success shown in fulfilling the work or task deemed necessary (Karakaş and Ak, 2003). On the other hand, performance is defined as the effort and adaptation process that is put forth to achieve goals by using appropriate technology and equipment together with individual talents and skills (Biçer, 1997). The concept of performance is divided into two groups: task and contextual performance. Task performance is the working process that occurs due to the implementation of a specific task plan by individuals or groups responsible for fulfilling the job (Borman and Motovidlo, 1997). The task performance process depends on the main elements of the task plan. These are the goals set, the actions planned to achieve the goals, the measurement of the resulting success, and the evaluation of effectiveness (Rotundo and Sackett, 2002). On the other hand, contextual performance encompasses behaviors that provide organizational, social, and psychological support rather than actual task activities and ensure that the tasks are performed appropriately (Borman, 2004). At this point, psychological conditions like individuals' motivation, willingness to participate, and sense of volunteerism towards the work they are held responsible for are examined (Van Scotter and Motowidlo, 1996). In another sense, the concept of contextual performance can be defined as the totality of behaviors that are not within the individual's job description but affect the individual's performance against the task (Van Scotter and Motowidlo, 1996). Channeling individual

performance into the business environment in which one is obliged to work reveals the concept of job performance (Karaman, 2009). Accordingly, the performance of a business system and individual performance concepts are similar in functioning, and the standard output for both concepts is seen as the degree of fulfillment of the purpose or task (Benligiray, 2014). In business administration, performance parallels development with the contemporary management approach (Mistepe, 1998). Accordingly, it is also known that the concept of performance in terms of business is an important concept that defines the level of achievement of the goals the business wants to achieve in the short and long term (Zerenler, 2003).

Employee performance is defined as the degree of realization of the task and the expected goal (Kasnaklı, 2002). Employee performance aims to explain the relationship between what the employee is expected to do in his/her job and what he/she performs (Karaman, 2009). Accordingly, each transaction and action the employee performs to fulfill the job is considered performance behavior (Argon, 2004). While organizational performance refers to the total performance of the system, organizational performance consists of employees, which creates a total performance perception (Gist and Mitchel, 1992). Accordingly, when contemporary management systems applications attach importance to the concept of employee performance, it is observed that it is due to accepting that the success of organizations and businesses depends on the performance of the personnel (Sigler and Pearson, 2000). It is known that employers or managers who want to increase employee performance, which significantly impacts businesses, resort to practices that will cause motivating effects on employees (Benligiray, 2014). Autonomy and initiative-taking, which aims to increase the sense of having more control over work and commitment to work and organization, can positively affect employee performance (Thomas and Tymon, 1994).

Related Studies

Güran and Güler (2019) highlighted in their study that individuals who want to create a work-life balance can effectively minimize the problems arising from conflict if they can separate their work and non-work lives with precise lines with the "partition theory" method. Duxbury (2003) examined the psychological development of individuals with work-life balance problems. Accordingly, he revealed that feelings of burnout, depression, and dissatisfaction are among the psychological reflections. Girdap (2019) examined the physical reflections of the work-life balance problem in individuals. Accordingly, he stated that individuals experienced heart disorders, increased head and back pain, and stomach disorders. Parida (2017), in his study investigating the factors affecting work-life balance, stated that organizational structure and employees' workload, participation in management, work motivation sources, and confusion due to lack of definition of job roles and working conditions are important in establishing work-life balance. Kapız (2002) drew attention to the stress-related problems of individuals who have difficulty establishing a work-life balance and concluded that there may be consequences that will negatively affect the quality of work and life. Topgül (2017) examined the problems experienced in work-life balance in two different aspects: individual and organizational. Accordingly, he concluded that individual employee problems negatively affect organizational productivity outputs.

As a result of investigating the effects of work-life balance on employee performance, Başol (2018) highlighted in his study that the concept of income is placed at the center of measuring social welfare as the biggest reason for the emergence of work-life balance. Accordingly, work-life balance is as important as income in measuring social welfare. Wong and Ko (2009) emphasized that work-life balance is a strategic human resource management model that enables employees to feel emotionally and physically well. Accordingly, they concluded that employee productivity can increase by providing favorable conditions. Clutterbuck (2003) emphasized in his study that employees' job satisfaction and welfare levels can be increased by preventing conflict that may occur in the concept of work-life balance. Taştan (2014) concluded that employees' negative thoughts and behaviors that may occur due to stress will decrease in the face of organizational support and understanding. Jang (2009) observed that work-family and work-life conflict levels decrease as employees' perception of organizational support increases. Cain (2018) stated that when an individual achieves success in establishing a work-life balance, his/her work performance increases as a result of continuing his/her work as an individual in a good mood. Joshi (2016) revealed that individuals who successfully establish work-life balance enter the process of subjective well-being. This situation gives a positive perspective on life and provides productivity due to its positive effect on work and organizational commitment. Suprayitno (2024) demonstrated that work life balance policies implemented in small and medium sized enterprises are an important factor in increasing employee engagement. Nurhalisa, Hamid and Qamaruddin (2024) state that work-life balance has a positive effect on performance and motivation in businesses managed by women entrepreneurs when combined with empowering leadership approaches. Specifically, in high-stress sectors like

food and beverage, Althammer, Wöhrmann and Michel (2024) have proven that providing employees personal skills training like boundary management reduces emotional exhaustion and improves individual well-being.

Method

This research is a quantitative research and semi-structured interview technique, which is commonly used in social sciences, has been used for the purpose of the research. *Ethical committee approval for this study was obtained from the Scientific Research and Publication Ethics Committee of Dumlupınar University's Social and Human Sciences and Publication Ethics Committee (Decision No 63, Dated February 3, 2023).* In the semi-structured interview technique, the order and number of questions and the interview environment could demonstrate variance and flexibility. In this respect, it is possible to obtain in-depth information about the study (Şişik, 2017). The findings obtained have been analyzed and interpreted through descriptive analysis. Descriptive analysis, which is one of the qualitative analysis types, involves the process of summarizing and interpreting the data classified according to predetermined questions and themes and the findings related to these data. The main purpose is to present the data collected as a result of interviews and observations in an organized manner (Başkale, 2016). Interview technique is a data collection method used in qualitative research (Punch, 2005). The purpose of the interview technique is to collect information based on conversation, but it also allows understanding the feelings and thoughts of the people involved in the research about the relevant subject or situation (Berg and Lune, 2015). The interview technique is accepted as an important method to understand the experiences, attitudes, and behaviors of individuals on the research topic (Sevencan and Pilingiroğlu, 2007).

The population of the study consists of the employees of food and beverage establishments in Kütahya. The questions used in the research have been developed by utilizing the studies of Ekinci and Sabancı (2021). The study of Ekinci and Sabancı (2021) shows that the "Work Life Balance Scale" developed by Fisher, Bulgar and Smith (2009) were adapted into Turkish. It has been preferred to use this scale adapted into Turkish due to its high reliability and the fact that it contains questions suitable for the scope of the study. Thus, 5 questions from Ekinci and Sabancı's (2021) study have been used within the scope of the study. The questions used are "Does your personal life pace prevent you from being productive in your work life?", 'Do you think that you neglect your personal life due to the requirements of your job?', 'Do you think that your social life is in the background due to your job?', 'Does the time you spend at work and the energy you spend prevent you from performing your personal activities?', 'Does your work life prevent you from spending time with your family? Descriptive analysis that a qualitative research approach has been used to analyse the data. According to this approach the interviews with participants initially produced raw data in the form of transcribed texts. These texts have then been systematically organised under themes determined by the research questions summarised and interpreted alongside direct quotations from participants' statements to enrich the findings. The questions are analyzed and it is understood that there are approaches to measure work-life balance such as the effect of personal life tempo on employee productivity, how personal life changes depending on work requirements, and what are the effects on work tempo and social life. The participants' answers to the questions have been analyzed and the findings obtained have been presented in an organized manner.

Within the scope of the research, 40 people working in food and beverage businesses have been interviewed between October 16 - November 18, 2022. According to the research's objective the requirement to have worked in the sector for a minimum of six months has been determined to guarantee that the participants' experiences regarding work-life balance are substantial. Random sampling method was used in the selection of people, and the data collection process has been concluded by observing that the answers given by the participants have reached the saturation point with frequent repetition. All of the interviews have been conducted face-to-face in the organizations where the employees work. The interviews recorded with the help of a device and transcribed in the working environment. The duration of the interviews varied according to the availability of the employees, working conditions, meal breaks and leave rights, but on average lasted between 12-17 minutes.

Results and Discussion

Respondents' Profile

In the study, questions have been asked to determine the participants' demographic information. The findings are presented in Table 1. In the table, Vocational Schools are abbreviated as "VS" in the information on the level of education.

Table 1. Demographic Characteristics of Participants

Participant	Age	Education Level	Position in the Company	Professional Experience (Years)
P1	24	VS	Chief waiter	4
P2	33	High School	Chef	9
P3	41	High School	Chef	16
P4	29	High School	Waiter	5
P5	27	High School	Waiter	5
P6	30	VS	Cashier	7
P7	45	High School	Chef	11
P8	21	VS	Courier	3
P9	27	Faculty	Accounting	4
P10	23	High School	Waiter	2
P11	47	High School	Chef	7
P12	40	VS	Chef	15
P13	22	Faculty	Chef	5
P14	19	VS	Bellboy	3
P15	38	High School	Waiter	6
P16	25	High School	Chief waiter	6
P17	51	Primary School	Dish washer	9
P18	23	Faculty	Chef	5
P19	24	VS	Reception staff	4
P20	28	High School	Bellboy	4
P21	22	High School	Bellboy	3
P22	36	High School	Chief waiter	11
P23	28	VS	Chief waiter	9
P24	42	High School	Waiter	8
P25	25	VS	Bellboy	6
P26	20	High School	Bellboy	4
P27	24	High School	Bellboy	3
P28	42	High School	Chief waiter	5
P29	28	High School	Waiter	3
P30	21	VS	Waiter	4
P31	27	High School	Courier	8
P32	31	High School	Waiter	6
P33	43	High School	Waiter	9
P34	29	VS	Chief waiter	6
P35	32	High School	Waiter	7
P36	24	High School	Courier	5
P37	22	High School	Courier	3
P38	19	High School	Courier	2
P39	24	High School	Courier	4
P40	28	High School	Waiter	7
Total	**40**			

Table 1 shows that the ages of the participants range between 19 and 51 years old. Regarding the education levels of the employees, it is observed that one employee has primary school level education, 26 employees have high school level education, 10 employees have vocational school level education, and three employees have faculty level education. Within the scope of the research, it is seen that the employees have a minimum of 2 years and a maximum of 16 years of work experience. In addition, their positions in the business have been analyzed. It has been determined that six employees work as chief waiters, 11 employees work as waiters, one employee works as a cashier, six employees work as motor couriers, one employee works as an accountant, seven employees work as chefs, six employees work as bellboys, one employee works as a receptionist and one employee works as a dishwasher.

The Relationship Between Work-Life Balance And Employee Performance

According to the aim of the study, five questions have been asked of the employees of food and beverage establishments in Kütahya to reveal the relationship between work-life balance and employee performance. The findings related to these questions are given below.

Analyzing the answers given by the employees in different departments of food and beverage establishments to the question, "*Does your personal life pace prevent you from being productive in your work life?*" it has been observed that most of the answers have been given as "*Yes, it is an obstacle because the rest periods between the two are insufficient*" or "*It prevents me from being productive at work because I have difficulty keeping up with both.*" Accordingly, some of the responses are as follows;

P3: "*To provide food and beverage services, you must always be ready. If the preparations and plans for the next day are unclear from today, the work order is disrupted, so I have no concept of working hours. This situation forces me to direct my personal life according to work, which is difficult for me.*"

P5: "*Since the working hours are very long, I do not have time to do the work accumulated at home, and when I try to do and finish the work, I do not have time to rest. If I come to work without enough rest, that day can be unproductive.*"

P6: "*Especially in the summer months, there are periods when work is hectic, and when I spend time on my personal affairs during those periods, I cannot rest enough, and sleep deprivation prevents me from having a productive working day because I have to start work early in the morning.*"

It has been observed that employees working in different departments of food and beverage establishments responded to the question, "*Do you think that you neglect your personal life due to the requirements of your job?*" as "*Yes because I am exhausted after the end of working hours*" or "*I do not have time to meet my other needs because I work including weekends and use my leaves during the week*". Some of these responses are as follows;

P9: "*My job causes me to be mentally very tired; my head is so full of work-related issues that I often forget about other things I have to do. I even postpone other tasks on purpose, making it difficult to fulfill my personal needs, shopping, or other activities.*"

P10: "*Yes, it is an obstacle because I have to work on weekends, and sometimes I can only take my week vacation once every two weeks due to the intensity, so I cannot find time for my other jobs.*"

P7: "*Due to busy working hours, there is no time left to do my work, and even if there is, I use this time to carry out the needs of my family, so I have to postpone my work constantly, or I can fulfill very little of it.*"

It has been observed that the majority of the employees who work in different departments of food and beverage establishments responded to the question *"Do you think that your social life takes a background due to your job?"* as *"Yes, my social life takes a background because I do not have enough time to participate in social activities"* or *"I can spend very little time with my social circle because my working hours are long and tiring."* Accordingly, some of the answers given are as follows;

P13: "*I think because I spend very little time between home and work, but I work very long hours at work. I have no time to participate in social environments and activities.*"

P14: "*My social life takes a background because I have little time for it. On the days I take leave, I have to choose between spending time with my social circle and resting.*"

P16: "*Since we have a shift work system, I can adapt to the social environment to a small extent, but despite this, I think it takes a background, especially during the shift periods that coincide with the closing hours at night, I only have time to sleep.*"

It has been observed that employees working in different departments of food and beverage establishments mostly answered the question *"Do the time you spend at work and the energy you spend at work prevent you from fulfilling your activities?"* as *"Yes, I do not have time to participate in activities that will support my personal development"* or *"I can complete personal development activities by spreading them over very little time."* Accordingly, some of the answers given are as follows:

P25: "*Even if I have time after a busy working day, I cannot participate in any personal development activities due to fatigue.*"

P26: *"I have to constantly postpone the activities I think of for personal development because I cannot get efficiency from any activity I participate in after I leave work."*

P27: *"I cannot participate in any personal development activities even if I want to because of the long and tiring working hours in the summer season. I can find more time in the winter when business is slower."*

Most of the employees in different food and beverage establishments departments answered, *"Does your work life prevent you from spending time with your family?" "Yes, it does; I cannot spend enough time with my family."* Accordingly, some of the answers given are as follows:

P15: *"We can only spend a very short time with my family outside of working hours because my husband also works. Sometimes, we cannot attend our children's school and family events, weddings, or other important events. It can also be tough for us to participate in activities together as a family."*

P30: *"My workload can cause me to miss important time for my family. Since I plan my days off to spend time with my family, I have to spend time with my children or elders even if I am tired that day."*

P40: *"Sometimes I do not get enough rest because I try to spend time with my family during the time left over from my shift work system and on my days off. I have to come to work without resting. This situation, which causes me to be tired or sleep deprived, can leave me in a difficult situation."*

Conclusion and Recommendations

This study aims to evaluate the work-life balance and performance of employees of food and beverage establishments in Kütahya. Accordingly, it has been determined that the biggest obstacle to establishing a work-life balance is long and tiring working hours, which negatively affects performance. The response of [P17] as "working hours are very long and some days there are additional working hours, so there is no time for anything else other than work" supports the study of Parida (2017). Accordingly, working conditions are critical in establishing a work-life balance. On the other hand, [P37] 's comment that "I experience stress because I cannot spare time for my family and other social circles and I lose my motivation towards work" is in line with Duxbury's (2003) study, which explains that individuals who have difficulty in establishing a work-life balance experience physical and psychological discomfort. Accordingly, it has been determined that individuals who have difficulty in establishing a work-life balance tend towards stress and anxiety disorder behaviors. [P24] 's comment that "having to work very long hours alienates me against work and my employers and makes me feel that they do not think about me, they only think about the business and their earnings," as stated in Girdap's (2019) study, provided the understanding that individuals who have difficulty in establishing work-life balance experience destructive emotions such as burnout and depression and that this situation weakens the bond to the organization. [P21] said, "I have a reluctant working day when I think my work life is an obstacle to my personal development, family, and social environment. When several employees who experience this situation show the same performance with the same thoughts, work capacity, and quality can decrease." Her comment is similar to Topgül's (2017) study in which she concluded that individual employee problems hurt organizational productivity outcomes. [P8] 's statement that "employees have difficulty in establishing a work-life balance because employers only focus on earnings and ignore employees" supports the study of Başol (2018). Accordingly, employees feel a sense of worthlessness because profit is at the center of social welfare.

As a result of the interviews with the participants in the study, the decisions and plans made regarding work and operation are taken by ignoring the employees' personal needs. On the other hand, employees feel physically and mentally tired due to long, unplanned, and variable working hours, high workload, and the expectation of a constant smiling face and positive attitude due to a relational service approach. For these reasons, role transitions between work, family, and social life are often impossible for employees. In this case, employees frequently reflect their work stress on their social lives and families, which may increase conflict. Likewise, the reflection of problems arising from negativities in family or personal life on their work can lead to loss of adaptation and motivation for employees.

Employees' inability to get enough rest, both mentally and physically, can lead to feelings of fatigue and various psychological disorders. As a result of the interviews, it has been observed that psychologically, the thought of losing the job or not being able to meet other personal needs can lead to negative behaviors such as dissatisfaction, pessimism, anxiety, and anger. Considering that sectoral development is a common goal between employees and employers, it is known that both sides need a working environment with a level of satisfaction in order to achieve this goal. Planning needs to be designed and implemented effectively and fairly.

Businesses need to get their employees to the highest efficiency level. In this case, if workload, working hours, and shift arrangements are made around employees' personal lives and expectations, the intrinsic motivation of employees and their work performance outputs will become more efficient. It is envisaged that balanced sectoral growth can only be realized through businesses that provide the opportunity to establish work-life balance and through employees who have succeeded in establishing work-life balance. Through supportive practices that will facilitate the establishment of work-life balance, employees will be able to behave more carefully, attentively, and motivated while fulfilling the requirements of their jobs.

The study should be evaluated together with its limitations, such as conducting the research only in Kütahya, not using statistical software in the evaluation of the interviews, and subjective factors (the researcher's knowledge, experience, ability to interpret correctly, etc.) that are criticized in quantitative research in the interpretation of the evaluations. Considering these limitations, the recommendations developed as a result of the study can be listed as follows:

• Decisions about the operation within the organization should be made with team planning.

• In order to maintain organizational commitment, employees should be able to have a say in the decisions taken on behalf of the operation, and their opinions should be taken into account and included in the implementation.

• Measures should be taken to create flexible working plans without ignoring employees' personal lives.

• Another employee should not be forced to stay at work for long instead of an absent or authorized employee. In this case, measures should be taken to provide substitute employee support instead of the employee who cannot come to work that day.

• Knowing that motivation does not consist of material expectations, motivational methods such as allowing employees to leave work early and extra leave on special days and times should be followed.

• In case employees need intellectual development, employee motivation should be provided through training, seminars, and different activities within the workplace.

• Employees should be given enough time to spend with their families and rest during intense and long working hours or busy periods such as summer.

• Shifts should be organized by workload and working hours.

• In future studies, it may be recommended to conduct research in different cities by taking into account the issues mentioned in the limitations of this study and to observe possible differences by repeating the subject in Kütahya.

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