A STUDY OF WORK – FAMILY CONFLICT AND JOB SATISFACTION

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ABSTRACT
The issue of work–family conflict has been receiving increased attention in research. The interface between work and family is important to organizational researchers and managers because of its potential to influence job satisfaction, job involvement and organizational commitment. There have also been swift social changes in the work place with fewer individuals willing to accept organizations’ lack of regard for home and family life. More people are stepping up and speaking out about the difficulty of managing both work and home life and are seeking “balance” in their personal and professional lives. This article discusses about work family conflict, job satisfaction, the relationship between these two constructs and finally concludes with an implication for organizations and employers regarding the importance of the topic.

KEYWORDS: work-to-family conflict, Family–to-work conflict, Job satisfaction.

1. Introduction
This study is about the relationship between work family conflict and job satisfaction inorder to be useful for employers and practitioners as the today’s workers try to juggle their work role and their family role. Coping with family roles and work roles has been found to produce interrole conflict. This interrole conflict has been labelled WorkFamily Conflict (Greenhaus & Beutell, 1985). This paper introduces the reader the meaning of work family conflict, job satisfaction and the relationship between these two in the light of available literature and past research findings on the topic.

Work family conflict is considered to be an important issue in today’s business world (Burke & El – Kot, 2010: Grandey, Cordeino, & Crouter, 2005). In recent years, there has been an increasing interest in the conflict between work and family life domains, and recent studies highlight the conflict experienced by individuals between their roles in the family and at work, which is covered under the heading called work – family conflict.

The work family conflict is one of the issues in modern society. There are so many argument related work family conflict in the world. Contemporary business world is not family friendly, insufficient social security arrangements and frequent economic crises have significant negative effects on family. The work family conflict should not be considered as a problem of an
organization alone. It is a deviation from the existing family life. And the work family conflict is regarded as an inevitable consequence of employee functionality. It adversely affects the health and performance of the employees of an organization. Hence, it should be understood that if the work family conflict of an individual worker not only affects the institution or organization he/she concerned but also other institutions and organization of an economy as well.

Work-family conflict is a common problem among employees. As well as being socially undesirable, such conflict also negatively impact a number of other areas. For example, such conflict has been found to increase the risk of prolonged fatigue and is associated with higher levels of absenteeism. Work-family conflict has been related to important individual and organizational outcomes, such as absenteeism (Barling, MacEwen, Kelloway, & Higginbottom, 1994; Goff et al., 1990; Hepburn & Barling, 1996; Kossek, 1990; Kossek & Nichol, 1992; MacEwen & Barling, 1994; Thomas & Ganster, 1995), intentions to leave work (Aryee, 1992; Burke, 1988) and decreased job, family, and life satisfaction (Bedian et al., 1988; Boles, Johnston, & Hair, 1997; Burke, 1988; Higgins, Duxbury, & Irving, 1992; Kossek & Ozeki, 1998; Thomas & Ganster, 1995).

The relationships between job satisfaction and both work-family conflict and family-work conflict are more important in today’s societies becoming modernized. The consequences of the conflict could be seen as a reduction in the level of an individual’s satisfaction from his/her job, family, or life (Burke & El-Kot, 2010; Ryan & Sagas, 2009; Anafarta & Irmak, 2009). Studies indicate that work-family conflict creates negative consequences on both the individuals and the organizations. Empirical studies conclude that there is positive correlation between work-family conflict and the impacts on individuals, such as drinking alcohol, exhaustion, work depression, work anxiety and physical problems (Warner & Hausdorf, 2009; Ballout, 2008; Wilson, Polzer-Debrwyne, Chen, & Fernandes, 2007; Rotondo, Carlson, & Kincaid, 2003).

Not being limited only by the employees and their families, work-family conflict leads to many other organizational consequences, such as work dissatisfaction, low performance, organizational commitment, irregular attendance at work and high turnover rate (Willis et al., 2008; Kim et al., 2005). Work – to – family conflict and Family – to – work conflict have been found to have similar relationships with particular outcomes. Both Work – to – family conflict and Family – to – work conflict have shown a negative relationship with work outcomes such as job satisfaction and organizational commitment (Carlson, Grzywacz, & Kacmar, 2010; Carly, Allen, & Spector, 2002; Netemeyer, Boles, & McMurrian, 1996).

2. Work – family conflict
The term “family” has been reinvented in the past ten years and is defined in rather loose terms to account for all the disparities. Family, once defined as “a group of persons sharing common ancestry” (Merriam-Webster, 1967) has been re conceptualized. The National Institute of Mental Health (U.S) defines today’s family as: “a network of mutual commitment” (2005). This very broad definition of family was created to represent the new structures that are the reality of families today. Families in today’s day and age include, but are not limited to the
following: single parents, biracial couples, blended families, unrelated individuals living cooperatively among others (Crawford, 1999).

Work family conflict is the term often used to characterize the conflict between the work and family domains. Work family conflict is defined as “...a form of inter-role conflict in which work and family demands are mutually incompatible, meeting demands of both the domains is difficult” (Higgins, Duxbury & Lyons, 2007).

In another view, Work-family conflict refers to "a form of interrole conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities"; and family-work conflict refers to "a form of interrole conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities" (Netemeyer, Boles, and McMurrian 1996, 401)

Valcour & Batt (2003), Greenhaus and Beutell (1985) stated that work family conflict occur contribution in work role create problems in contribution in family role. They said that work – family conflict could arise from tough time demands, stress originated in one role spillover to other role disturbing the quality of life, and behaviours that were appropriate in one domain but are considered as inappropriate in other domain. The demands of a role can be thought of as the responsibilities, requirements, expectations, duties and commitments associated with the given role.

In Greenhaus and Boutell’s study (as cited in Willis, O’Conner, & Smith, 2008), work-family conflict is defined as a consequence of inconsistent demands between the roles at work and in the family. In other words, work-family conflict exists when the expectations related to a certain role do not meet the requirements of the other role, preventing the efficient performance of that role (Greenhaus, Tammy, & Spector, 2006). Therefore, it could be said that the conflict between work and family domains tends to stem from the conflict between the roles. Several studies reveal that work and family are not two separate domains as they are highly interdependent, having a dynamic relation with one another. While family life is affected by the factors at work, the reverse is also experienced (Trachtenberg, Anderson, & Sabatelli, 2009; Namasivayam & Zhao, 2007).

3. Directions of Work Family conflict

Work family conflict can be explained as bi – directional (Hammer, 2002; Frone, Russel & Coper, 1992, Frone,Yardly & Marshal,1997) and contains two components ; work – to – family conflict and family – to – work – family conflict. Work to family conflict means that work interferes with family and family to work conflict means that family interferes with work. Work to family conflict arises when work interrupt family life and family to work conflict arise when family interrupt work. (Frone, 2000). Gutek, Searle, and Klepa (1991) also identified the bi-directionality of WFC, such that conflict can take the form of work interfering with family (work-to-family conflict) or the form of family interfering with work (family-to-work conflict).
I. Work-to – Family Conflict (WFC)

Work family conflict can arise as a result of demands at working making it more difficult to accomplish tasks associated with one’s family. Work-family conflict means a conflict of work and family interrelated roles. Greenhaus and Beutell (1985) stated that work family conflict occur when contribution in work role creates problems in contribution of family role.

According to (Burke, Weir & DuWors, 1980) the wives of the senior administrators perceived that their husbands’ occupational demands are affecting their home such as stress on communicating. Family conflicts can range from childcare, scheduling conflicts with spouse, and work demands required outside of work itself. These conflicts can lead to different levels of involvement in the work place. Adams, King, and King (1996) found that people with higher job involvement have more job satisfaction, but people with higher job involvement have more family conflict.

II. Family-Work Conflict (FWC)

Family work conflict means the conflict arises when meeting of family demands by an individual creates disturbance in his/her work-life. Similar to work – family – conflict, family – work – conflict occurs when responsibilities associated one’s family roles interfere with work related demands. In the case of family – work – conflict, demands associated with family such as child care or caring of an aging parent, interfere with work demands. Conflict results in an incompatibility between role demands in both work and family domains.

Frone et al. (1992) constructed one of the first widely used models of the work-family interface. As shown in figure 2.1 and 2.2, the model focused on the relationship between work-related factors when exploring work-to-family conflict and family-related factors when exploring family-to-work conflict.

![Figure 2.1 work – to - family conflict model based on Frone et al. (1992) and adapted from Ford, Heiner & Langkamer (2007)](image-url)
4. Dimensions of Work Family conflict

The construct of work-family conflict (WFC) is multi-dimensional and refers to conflict that may be time-based, strain-based or behavior based (Greenhaus & Beutell, 1985). Different types of both work-to-family conflict as well as family-to-work conflict are characterized by different types of conflict originally discovered by Greenhaus & Beutell (1985). These include: time-based, strain-based, and behavior-based conflict.

**Time – based conflict** occurs because “time spent on activities within one role generally cannot be devoted to activities within another role” (Greenhaus & Beutell, 1985, p.77). In other words, Time-based conflict occurs when role pressures stemming from the two different domains compete for the individual's time (e.g., requiring employees to work late with little notice might make it difficult for employees to meet family obligations, like picking up a child at daycare). Time-based conflict is related to how many hours per week a person works versus how many hours they are not at work. The number of hours worked has been found to be a cause of work – family conflict. Time-related conditions such as long work hours, schedule inflexibility, shift work requirements, and overtime/evening duties are consistently related to WFC (Byron, 2005, Judge, Boudreau, & Bretz, 1994; Parasuraman, Purohit, Godshalk, & Beutell, 1996).

**Strain-based conflict** suggests that strain experienced in one role crosses-over and interferes with participation in another role (e.g. the stress of tending to a sick child affects one’s ability to
concentrate at work). Work stress is caused by conflict within one’s occupational role, work role ambiguity, and work role overload (Khan & Byosiere, 1992) and leads to role pressure and incompatibility (Greenhaus & Beutell, 1985). Conversely, family related stress such as marital and parental conflict can lead to interference with work roles (Byron, 2005). Work / family conflict that results from strain from a given role exists when this strain affects one’s performance in another role. In this way, strain from one role, which can include stress, tension, anxiety, irritability and fatigue makes it more challenging to fulfill obligations from another, competing role. Strain-based conflict is a look at how stressors from both home and work life can produce symptoms such as tension, anxiety, fatigue, depression, apathy, etc. which can ultimately affect work and family life.

Behavior-based conflict occurs when specific behaviors required in one role are incompatible with behavioral expectations in another role. For example, a male managerial business executive might be expected to be aggressive and objective on the job, but his family members may have different expectations of him. While at work, certain behaviours are expected; while at home interacting with his family, other behaviours are expected. Aggression and emotional restriction required for managerial positions are incompatible with the need for harmony and emotional openness by family members. If the person is unable to adjust their behavior to comply with the expectations of different roles, there is likely to be conflict. For example, studies on correctional officers found that behaviour-based conflict was related to work stress and job satisfaction (Lambert, Hogan, Camp & Ventura, 2006, Triplett, Mukllings, & Scarborough, 1999).

4. Theories of work family conflict
There is several theories related work family conflict such as, (a). Role Theory (b). Social exchange theory, (c)theory of interdependence, and (d)social identity theory.

The work – family field has been dominated by role theory which predicts that multiple roles lead to role stress, which in turn result in strain (Kahn et al., 1964) that is one of the causes of work – family conflict (Greenhause and Beutell, 1985). Role theory is defined as an “expected pattern or set of behaviors that exist in the minds of people and often focus on how the enactment of one role interacts with another” (Ilgen & Hollenbeck, 1991). This idea of “Role theory” has been researched a lot in regard to work-family conflict. According to Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964), roles are the result of expectations of others about appropriate behavior in a particular position. Role conflict is described as the psychological tension that is aroused by conflicting role pressures. Role theory suggests that conflict occurs when individuals engage in multiple roles that are incompatible (Katz & Kahn, 1978).

Social exchange theory puts more emphasis on the interaction between people. According to this theory, social interactions depend on the rewards and costs involved in the exchange. The theory of interdependence further developed social exchange theory, emphasizing the dynamic aspects of dyadic interaction and pointing out the need to maximize the satisfaction of both participants to ensure the maintenance of the interaction process.
On the other hand, social identity theory proposes that people can invest in several roles and achieved work-family balance by ensuring that conflicting identities (e.g. control and power in manager role versus nurturance in parent role) are separated, or by applying consistent personal values across identities (Lobel, 1991).

Currently, the most widely used theory for explaining work-family conflict is the conservation of resources theory (Grandey & Cropanzano, 1999; Hobfoll, 1988, 1989). Unlike traditional theories that define strain in terms of either an outcome or a perception of environmental challenges (e.g., Lazarus & Folkman’s [1984] “stress-appraisal-strain-coping” theory), the conservation of resources theory also takes into account worries about the possible loss of resources in the future, such as the depletion of energy required to complete future tasks. This theory proposes that people strive to protect and build resources, such as objects (e.g. money, house), conditions (e.g. quality of one’s roles, external support), energies (e.g. time and level of energy), and personal characteristics (e.g., beliefs such as a positive outlook). Psychological stress occurs when these resources are lost or threatened. Work-family conflict is conceptualized as the consequence of “resources being lost in the process of juggling both work and family roles” (Grandey & Cropanzano, 1999, p. 352).

5. Antecedents of work family conflict
The increase in dual career couples and single-parent households and the decrease in traditional, single-earner families mean that the responsibilities for work, housework, and childcare are no longer confined to traditional gender roles, with the number of stay-at-home mothers being under fifteen percent (U.S. Census, 2007).

Research has identified several variables that influence the level of work / family conflict. In the case of both time – based and strain – based work /family conflict, variables such as the size of the family, the age of children, the number of hours worked outside the home, the level of control one has over one’s work hours, how flexible or inflexible work hours are, and the level of social support impact the experience of work / family conflict.Several studies found that Work family conflict relates positively to number of hours employees devote to work (Grzywacz & Marks, 2000) and negatively to flexible schedules and managerial support (Bernas & Major, 2000). Some Antecedents of family – work – conflict includes stress factors such as low spousal support ( Erdwins et al.,2001), the number of hours spent on work, and parental demands (Fu &Shaffer, 2001).

Further, it has been documented that employees with significant dependent care responsibilities (e.g., employees who have responsibilities caring for young children, employees with large families, employees who care for dependent elders) tend to report higher levels of work-family conflict (see Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985; and Scharlach & Boyd, 1989). Some studies have found that women experience greater work-family conflict (see Gutek, Searle, & Klepa, 1992). Research has also examined organizational factors (e.g., characteristics of the employee's workplace) that can affect work-family conflict. For example, the impact of workplace culture on employees' perception of work-family conflict has been
widely noted (see Galinsky et al., 1996; Greenhaus & Beutell, 1985; Thompson, Beauvais, & Lyness, 1999).

Dixon and Bruening (2005) argued that there are multilevel influences on the work-family interface, including individual, organizational, and sociocultural variables.

At the **individual level**, Dixon and Bruening (2005) argued that characteristics such as personality, values, family structure, coping mechanisms, and sex can impact work-family conflict. The presence of children in the home and a person's sex may be the most significant factors related to work-family conflict. Those with children living in the home, especially preschool-aged children, generally report higher work-family conflict (Byron, 2005; Carlson, 1999; Hughes & Galinsky, 1994; Kirchmeyer, 1998). In addition, women tend to experience more work-family conflict (Frone, Russell, & Cooper, 1992), greater life stress related to that conflict (Parasuraman & Simmers, 2001), lower job satisfaction (Sagas & Cunningham, 2005), and lower family satisfaction (Parasuraman, Greenhaus, & Granrose, 1992) than men. Other individual level variables that may be related to work-family conflict include age (Allen, 2001; Thomas & Ganster, 1995) and education (Allen, 2001). For example, Allen (2001) found a consistently weak, positive relationship between work-family conflict and education in a sample of men and women from varying occupations, and Thomas and Ganster (1995) reported age differences in health outcomes related to work – family conflict.

At the **organizational level**, flexibility in work schedules, on-site child care or child care referrals, and family leave (Bailyn, 1997; Caudron, 1997; Clark, 2001; Dixon & Bruening, 2005) are examples of organizational policies and structures that assist employees in balancing work and family needs. In addition to policies, several scholars have argued that a supportive organizational culture is critical for reducing work-family conflict. A supportive organizational culture helps to reduce work-family conflict, thereby increasing both job and family satisfaction (Allen, 2001; Byron, 2005; Clark, 2001; Kossek & Ozeki, 1998; Thompson et al., 1999).

At the **socio cultural level** cultural norms, such as traditional gender ideology, can influence work-family conflict. Knoppers (1992), among others (e.g., Inglis, Danylchuk, & Pastore, 1996, 2000; Pastore, 1993; Williams, 1995) argued that male-dominated professions, such as coaching, can strongly impact the work-family interface by creating underlying cultures in which successful employees must devote not only all of their resources but also those of a full-time backup person responsible for managing all domestic responsibilities.

6. **Research on work family conflict**

Much of the research on work-family conflict has been based on the premise that multiple roles inevitably create strain (e.g., Chapman, Ingersoll-Dayton, & Neal, 1994; Frone et al., 1992; Goff, Mount, & Jamison, 1990; Hammer, Allen, & Grigsby, 1997), as suggested by role theory (Katz & Kahn, 1978) and role scarcity (Goode, 1960). However, there is a growing body of research which has found evidence of positive spillover, both from work to home and from home to work. The results of some of these studies support the enhancement hypothesis, which proposes that an
individual's supply of energy is abundant and expandable (Marks, 1977). Multiple roles may be life enhancing in that they provide additional sources of social support, increased skills, and heightened self-esteem and well being. Baruch and Barnett (1987), for example, found that women who had multiple life roles (e.g., mother, wife, and employee) were less depressed and had higher self-esteem than women and men who had fewer life roles. However, it is the quality of roles that is important. That is, the greater the quality of a person's multiple roles (e.g., having an interesting, challenging job and a happy home life), the greater their self-esteem. Barnett and Hyde (2001) give a comprehensive overview of this line of research.

Hugick and Leonard (1991) found in the Gallup survey that 34% of Americans experience a considerable amount of work-family conflict. Several other studies showed that employees who report high levels of work-family conflict had lower job satisfaction. Ernst-Kossek and Ozeki (1998) have found that people with high levels of family conflict tend to be less satisfied with their jobs.

Research during the last twenty-five years has sought to explore and better understand the numerous ways in which family and work roles influence one another (Barling & Sorensen, 1997; Greenhaus & Parasuraman, 1999). Although early researchers might have assumed that the worlds of work and home were separate (Brotheridge & Lee, 2005), numerous empirical studies and several review articles examining the work-family interface have documented that the two domains influence, and are influenced by, each other (e.g., Allen, Herst, Bruck, & Sutton, 2000; Bellavia & Frone, 2005; Boyar, Maertz, Person, & Keough, 2003; Byron, 2005; Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Ford, Heinen, & Langkamer, 2007; Grandey, Cordeiro, & Crouter, 2005; Huang, Hammer, Neal, & Perrin, 2004; Voydanoff, 2005). This recognition has prompted many researchers to consider at least two directions of conflict or interference, work-to-family (work-family conflict) and family-to-work (family-work conflict), as they have tried to establish how work and home-domain variables are related to these forms of conflict.

Parasuraman and Simmers (2001) studied that how work and family role features affected work-family conflict. He also studied indicators of psychological well being among males and females workers who are self employed or organizationally employed. In that study, employment type and gender were independent variables. They concluded that as compared to the organizational employees, self employed employees enjoy more self-sufficiency, and flexible working hours which leads to more job involvement and job satisfaction however they also experience more work-life conflict and less family satisfaction.

7. Job satisfaction

Satisfaction in general refers to the overall positive feelings people have about anything. It may be an organization, whether as an employee, customer, supplier, or regulator. It can be measured informally by listening to people talk or by asking them how they feel (Curtis & Phillip, 2001). Thus, job satisfaction would express such positive feeling of an individual towards his/her job (Robins & Coulter, 2003; Daft, 2003). In general people experience this attitude when their
work matches their needs and interest, when working condition and rewards are satisfactory and when the employees like their co-workers. Job satisfaction is important because satisfied employees are perceived to perform better.

Job satisfaction is defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969). Further, Job satisfaction's many definitions include the degree to which an employee is content with his/her job, the difference between an employee's perceptions about what he/she expects to receive and what he/she actually receives at work, and the degree of fit between what an employee is seeking from an organization and what the organization requires from its employee (Mumford, 1972; Cranny, et al., 1992; Hellman, 1997; Spector, 1997; Phillips & Connell, 2003). This definition indicates that job satisfaction is multidimensional or multifaceted and subject to the influence of the organization's human resource strategies (Cranny, et al., 1992; Spector, 1997).

The five principal facets of job satisfaction, as derived from the Job Descriptive Index, are satisfying work, equitable pay, promotion opportunity, and satisfaction with supervisors and coworkers (Smith, et al., 1969; Smith, 1992; Phillips & Connell, 2003). These facets of job satisfaction originate from a wide range of additional variables such as the supervisor's management style, personal growth, being treated with respect, interesting work, organizational commitment to the employee, good workplace communication, work/family balance, workplace autonomy, employment market, well managed company, trust in management, and type of employer (Ryan, et al., 1996; Spector, 1997; Abraham, 1999; Canadian Policy Research Networks, 2000; Johnson, 2000; Hom & Kinicki, 2001; Trevor, 2001; Harvard Business Essentials, 2002).

Clearly, employees are seeking meaningful employment, organizational support, work/family balance, and career advancement as major determinants of their job satisfaction levels. Although financial support is a factor in job satisfaction and in employee willingness to accept either a domestic or an overseas assignment, the influence of other factors, such as fulfilling work, spousal work, and work/family balance, are more central considerations (Runzheimer, 1998; Linehan & Walsh, 1999, 2001).

8. Work family Conflict and job satisfaction

Over the past 20 years, organizations and scholars have become increasingly concerned with the interface of work and family. A burgeoning field related to work-family conflict and balance suggests that organizational factors play a large role in helping or exacerbating work-family tensions (for a review, see Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Helping employees achieve work-family balance is important, because it has been linked to higher job, family, and life satisfaction (Carlson & Kacmar, 2000) as well as increased employee involvement, decreased absenteeism, decreased turnover, and increased employee performance.
Previous research studies have proposed that there is a link between work family conflict and job satisfaction (Ahuja, Chudoba, George, Kaemar, Harrison, 2002; Perry, Jenkins, Repetti & Cracker, 2000). Work family conflict has been found to be negatively related to several variables linked to job satisfaction (Strok, Brett and Reilly, 1996). Researchers have shown that conflict occurring as a result of demands from work and family can lead to a decrease in satisfaction including life satisfaction, marital satisfaction and job satisfaction (Netemeyer, Boles & McMurrian, 1996).

Allen et al. (2000) found a negative relationship between job satisfaction and work-to-family conflict and family-to-work conflict. Lapiere et al. (2008) also found a negative relationship between job satisfaction and work-family conflict and family-work conflict. In a cross-cultural study examining the antecedents and outcomes of work-family conflict in a sample of working women in Singapore, Aryee (1992) found a correlation of -.31 between work-family conflict and job satisfaction. Netemeyer et al. (1996) also found that work-family conflict was negatively related to job satisfaction reporting a correlation of -.36. In another study, Boles et al. (2001) found that work-family conflict was not only significantly and negatively related to job satisfaction in general, but also to all of the facets of job satisfaction such as satisfaction with supervision and promotion. A meta-analysis by Kossek and Ozeki (1998) also found that work-family conflict was negatively related to job satisfaction, producing a mean weighted correlation of -.36.

Noor (2004) examined work-family conflict in Malaysian women and found a low but significant relationship of -.18 between work-family conflict and job satisfaction. Although they did not make any direct hypotheses regarding the relationship between workfamily conflict and job satisfaction, Carlson and Kacmar (2000) found a small but significant relationship ($r = -.15$) between the two variables. However, other individual studies seemed to suggest that the relationship between work-family conflict and job satisfaction was not a strong or as clear-cut as assumed (e.g. Bedeian et al., 1988; Carlson & Kacmar, 2000; Lyness & Thompson, 1997).

Further, Negative relationships have been found between work-family conflict and job satisfaction (Greenhaus & Parasuraman, 1986; Kopelman et al., 1983; Mohd. Kamil., 1993; Parasuraman, Greenhaus, Rabinowitz, Bedeian, & Mossholder, 1989; Sekaran, 1985) as well as between work-family conflict and family satisfaction (Aryee, 1992; Greenhaus & Kopelman, 1981; Parasuraman et al.; Pleck, Staines, & Lang, 1980).

James S. Boles Professor of Marketing at Georgia State University, in his study of Influences of Work-Family Conflict on Job Satisfaction, Life Satisfaction and Quitting Intentions Among Business Owners: The Case of Family-Operated Businesses, examined the effect of inter-role conflict between the family and business domains among operators of small businesses and family-owned businesses. Findings indicate that work-family conflict can significantly affect job and life satisfaction of owners as well as their propensity to seek a new line of work. Results
vary among owners depending on whether or not they work with other members of their immediate family. Owners that employ other family members experience significantly higher levels of work family conflict.

9. Conclusion and Implications for organizations

Significance of work-life conflict has been proved from previous researches that work-life conflict is present in most situations than do family-work conflict and work domain is found to be major determinant of the work life conflict. So employer must be aware of the practices and issues which might lead to such conflict. Warner (2005) stated the work life conflict was more significant. “Work-life programs are effective in reducing work-family conflict, and efficient in improving attitudes” (Konrad & Mangel, 2000).

In recent years, there is increasing evidence that companies are becoming more aware of the dynamics and inter-role functioning of their employees as workers and as individuals with a home life. Accordingly, many companies today are implementing family-responsive human resource policies and practices that promote work-family balance and, it is hoped, can reduce stress in both environments (see Peeters et al., 2005; PerrySmith & Blum, 2000).

In order to reduce dissatisfaction and stress resulted from work-family conflict among employees, many factors are identified from the previous researches. According to Mc-Croskey, work place helped employees to coordinate between work family roles by:

1. Organizational culture: by providing supportive and friendly culture to balance both work and family life of their employees (Mc-Croskey, 1982; Ontario women’s directorate, 1991). Person-environment fit revealed that good fit of individual within organizational culture resulted in less work-life conflict and more employees” satisfaction (Chatmans, 1991).

2. Supervisor support: as immediate supervisor helps employees to face low level of difficulties by giving less stress in work. Green Berger et al. (1989) demonstrated if immediate supervisor of married mothers with preschool age children are supportive and flexible he/she can provide less strain to them.

3. Family-oriented benefits: according to (Paris, 1989; Raabe & Gessner, 1988) if formal benefits are provided to employees that will help them to coordinate between work-family responsibilities to lower work-family role strain. Family-friendly policies and increased organizational support help working women to manage work family conflict and their health outcomes.

Work family facilities are protective factors which eliminate the affect of work family conflict on mental health of adults and it is when work family facilities are higher than the work family conflicts (Piotrkowski,). The use of family-friendly policies, number of hours worked per week, and supervisor support were predictive of work-family conflict (Frye & Breaugh, 2004).