

Impact of Work-Family Conflict on Job Satisfaction and Life Satisfaction

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ABSTRACT

Due to the worldwide increasing competition and the flourishing economy throughout the world, the shift in the demographic make-up of workforce is noteworthy. The importance of studies regarding work and non-work domain of life has increased. Of these, one of the particular interests to researchers has been the impact of work on family life and vice versa. The intense job demands and the increasing family demands have made it difficult for an individual to maintain a balance between the two.

The study signifies the impacts of various antecedents of work domain on work family conflict. This thesis has used the multiple role phenomena to better assess the outcomes of work family conflict on job satisfaction and life satisfaction. Data from doctors working in both public and private hospitals was collected and analyzed.

The analysis in this study indicated that work domain create significant impact on WFC. Job autonomy from the work domain and family friendly policies can help better synchronize and manage the demands of both work and family domain. Study is a contribution towards improving the well-being of doctors by supporting their personal and professional aspect of life so that delivery of quality service in hospitals can be assured.

KEYWORDS: Work Family Conflict, Multiple Role Phenomena, Job Autonomy, Work Family Culture, Family Friendly Policies, Job Satisfaction, Life Satisfaction

1. INTRODUCTION

The phenomenon of the work has taken place along with the concept of life in this world. The nature of work has been evolving through ages and is now a source of personal satisfaction beyond the scope of earning a living for the family. The advent of internet and the flourishing economies worldwide has made the working hours and the job demands escalating as ever (Joshi et al, 2002). Such increasing demands have provoked the individual to put forth his best potential for the realization of his personal and professional goals. Along with the efforts for the accomplishment of such goals, individuals play different type of roles in their lives. Each of these roles inflicts demands regarding time, energy and commitment. When such demands are not contented, stress takes place that leads to the consequences of a conflict. Thus, when an individual fails to play a fair balance among “work and non-work life roles”, participation in more than one different role becomes difficult and we have work life conflict (Higgins and Duxbury, 2005).

This research paper tries to examine the combined effects of various antecedents contributing towards WFC and investigate the significant influence of WFC on job satisfaction and life satisfaction. The organization of the paper is as follows: the first chapter presents the introduction of the chapter with supporting literature review described in the second chapter. The third chapter is about methodology, and the final chapter describes the interpretation of the study as conclusion and recommendations.

1.1. Objective of Research:

The goal of this research is to identify the extent to which various antecedents of work and family contribute towards WFC and its influence on “job satisfaction” and “life satisfaction”. The study mainly has following two purposes:

1. Identify the extent to which the antecedents contribute towards WFC.
2. Investigate the relationship of “work-family conflict”, “job satisfaction” and “life satisfaction.”

1.2. Focus of Study:

Since last few years, as there is a considerable shift in the demographic make-up of workforce, the importance of studies regarding work and non-work domain of life has increased. Of these, one of the particular interests to

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researchers has been the impact of work on family life and vice versa. The conflict occurring from work domain is quite obvious due to the work stressors as long working hours, limited authority, work overload etc., but the transcendent from the family domain needs to be given much consideration by the management. In today's era, the family structure has been deviated from traditional single breadwinner template (Premeaux.F.Sonya , Cheryl L. Adkins and Mossholder .K.W,2007). Pakistan representing a collectivist culture constitutes family units where one is not just responsible for his immediate family (as spouse and children) but have elder care responsibilities as well. Meaning thereby, a worker living alone may not understand or have gone through spouse related conflict or child care responsibilities but may have responsibilities regarding elder care (Premeauxetal, 2007). Hence every individual (whether married or unmarried) can be prone to WFC or FWC depending upon the circumstances.

2. LITERATURE REVIEW

Olorunfemi (2009) elucidated that “work-to-family conflict occurs when experience at work interferes with family like extensive, irregular or inflexible work hours, work overload and other forms of job stress. The concept of WFC is not just confined to job and family but its “multidimensional nature” can be clarified by the MRP.

2.1. Multiple Role Phenomena (MRP):

For the MRP, Kahn,Wolfe, Quinn, Snoek, &Rosentha (1964) associatedWFC as role theory, where individuals tend to play multiple roles in their life leaving them under a state of conflict regarding role fulfillment. Boles et al, (2001) supports the argument that WFC occur when the demands from both the job and family become unmanageable. The over abundance of demands makes it hard to perform in the respective domains according to the roles. However, the other side of the picture depicts a positive opinion favoring the MRP as a facilitator in adequate role performance by various studies. Marks (1977), gave the idea that accomplishment of role demands consumes energy. This energy has the potential to be expanded as required and so proposed that role fulfillment can have positive impact if it tends to produce abundant energy for the accomplishment of role demands.

2.2. Multiple Roles and Family Structure:

The importance of studying WFC has been given more consideration since the structure of family has been deviated from that of traditional single bread-winner template to dual-career couples (Premeauxetal, 2007). The culture of Pakistan is a reflection of collectivist society where an individual within a family unit is obliged to perform multiple roles i.e., role of a spouse, role of a parent, caring role for elders, home and leisure activities (Kossek&Ozeki, 1998). The number of workers who live alone may not have know-how about WFC related to spouse or even child care responsibilities but they may have elder care responsibilities in their family unit (i.e., mother, father, brothers or sisters, guardian etc.). Moreover, beyond family responsibilities, workers may have home care responsibilities and may trade-off between work and leisure time to fulfill such responsibilities (Premeauxetal, 2007). The studies of Leaptrott and Mc'Donald (2008) also revealed the overlapping of “work and non-work roles” being faced by the managers in making important decisions.

2.3. Resource Theory:

Researchers have related the resource theory with WFC to clearly understand the outcomes of this phenomenon. The studies of Wiley (2007) related the concept of WFC with the perception of exhaustion of resources or actual loss of resource. This concept can be related to poor repercussions as performance lower than desired level, low levels of commitment and unacceptable performances. Before proceeding further, its important to have a clear concept for the word resource. Hobfoll (1989) defines resources as “those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects.” Whenever an individual perceives that a resource that can be gained is no more, the resource that can be gained is lost or the resource that will be gained cannot be realized, the situation can be prone to stress. On the other hand, anything that increases the likelihood of these resources to be materialized, the consequences for WFC are decreased and possibility of positive outcomes is improved.

2.4. Dimensions of WFC:

According to the earlier studies, there are three dimensions of WFC; the conflict due to time, the conflict due to strain and the conflict due to behavior. Greenhaus&Beutell, (1985); Small & Riley (1990) state that “time-based conflict occurs when time pressures cause a preoccupation with one role even while struggling to meet the demands of another role.” Greenhausetal, (1985) define “strain-based conflict” as the difficulty in performance of a role due to strain generated by another role. “Behavior-based WIF” indicates that “behaviors expected at work cause

problems if they are enacted with one's family, while behavior based FIW indicates that behaviors expected at home would cause problems if they are used at work." Kahn, Wolfe, Quinn, Snoek, & Rosentha (1964) reported that incompatibilities among roles causes participation in another role difficult.

The "multi-dimensional nature" of WFC constitutes both work and family domain. The work domain comprises of the work characteristics, the family domain comprises of family characteristics. Work characteristics may directly influence WFC negatively arranging for the resources to balance the job and family responsibilities of employees. On the other hand, if unsupportive work/family characteristics exist, they may positively relate to WFC by draining the resources leading stress which further run over into work and family domain (Premeaux, 2007). Many authors have studied the linkage of inter-role conflict with HR policies where Anderson, Coffey and Byerly (2002) studied linkage of organizational policy and practices including Family-friendly policies (FFPs) and WFC with various job-related outcomes and found that both WFC and FWC were linked to work outcomes.

2.5. Work Domain:

To lower the impact of WFC, the managers can contribute through the work domain as the variables are within the organizational context. The literature has identified many variables that belong to work domain and having the impact of WFC as long working hours, work overload, job stress, job insecurity etc., but the variables we have chosen are due to their confined and direct impact on WFC. The presence of FFPs, supportive "work family culture" and job autonomy provides an individual the tools to manage and balance their work and family domains.

2.5.1. Job Autonomy:

Job autonomy is one of the resource that help worker balance work and family roles. We assessed the relationship of job autonomy with WFC because the presence of job autonomy gives the freedom to employees to prioritize and schedule the work and determine the better way to carry out the given task. Aryee (1992) noticed that the instrumental value attached to job autonomy in the form of schedule inflexibility gives psychological enrichment to employees that makes them better balance their both work and family domains. The studies of Preamux (2007) revealed a negative relationship of job autonomy with multi-role WFC and FWC. The discretion given to manage the demands thus becomes the control mechanism that has a direct impact to lessen worker's felt conflict (Premeaux, 2007). Studies of Aryee (1992) has found job autonomy to directly impact WFC but similar to the studies of Parasuraman and Simmers (2001), Premeaux (2007) did not discover effects of job autonomy on either direction of WFC may be due the distorted distribution of autonomy in their sample.

2.5.2. The Availability of Family Friendly Policies(FFPs):

Despite of limited research in this regard, lots of evidence have been stated indicating the FFPs as a resource that help employees manage with the hassle of work and family in more effective manner (Solomon, 1994; Thomas & Thomas, 1990). The study by Akintayo (2010) also emphasized the on organizational support programs to reduce the burden of WFC interface of employees. The field study of Premeaux (2007) revealed three main policies regarding flexibility of schedule, care of dependents and the support programs. The result was similar to the studies of Judge and Colquitt (2004) who found that available FFPs do not have an impact on WFC. However the ability to arrange the work hours accordingly and the availability of dependent care were negatively correlated to WFC. Despite the emphasis of FFPs on WFC from various studies Sutton and Noe (2005) have found that FFP having no relationship or a negative relation of FFP with employee retention, stress decrease and improvement in productivity in presence of proper implementation of policies within the organization.

2.5.3. Perceived Work Family Culture:

Researchers conducted on work family culture have examined three facets: "perceived career consequences", "perceived organizational time demands", and support concerns from the management (Anderson et al., 2002; Thompson et al., 1999). "Perceived career consequences" of using FFPs pertains to the belief of employees that they may expose their careers in coming ahead by using a FFP such as parental leave (Thompson et al., 1999). "Perceived organizational time demands" relate to employees perception of their expectations from the employer to work long hours, taking their assignments home for evenings and on weekends meaning thereby the interference of work in family domain (Thompson et al., 1999). Support from the management depicts employees' perception about their managers as supportive and understanding regarding their family responsibilities (Thompson et al., 1999 and). The absence of negative perception about consequences of their career of using FFPs and perceived support from the management have significant relationship with WFC moreover, the organizational time demands were not significantly related. Meaning thereby, the more positive perceptions about "work family culture", the more

perceived resources to bridge up the gap between “time-based” and “strain- based WFC” across “work and non-work roles” (Premeaux, 2007).

This study has chosen to incorporate both FFPs and the supportive work family culture to assess the extent to which the management provided policies and their availability benefit the employees in reducing the probability of WFC.

2.6. Outcomes of Work Family Conflict:

Much of the studies have been conducted on the consequences of WFC. Researchers have explored the different impacts of WFC on various job outcomes as employee performance, employee satisfaction, organizational commitment and turnover intentions (Lapierre, Hackett, & Taggar, 2006; Yavas et al., 2008; Premeaux 2007)

2.6.1. Job Satisfaction:

“Job satisfaction is generally defined as an employee’s affective reactions to a job based on comprising actual outcomes with desired outcomes.” (Cranny, Smith & Stone, 1992)

Locke (1969) defined “job satisfaction as an emotional state resulting from appraising one’s job.” Kim and Ling (2001) defined as “The state of being pleased with one’s job.” Frone (2003) found both forms of FIW negatively related to family satisfaction. He stated that if a family becomes responsible for the un-accomplishment of assigned tasks in form of time and energy, FWC results which relate negatively to job satisfaction. Huang et al. (2004) noted that “FIW is also related to lower levels of job satisfaction, higher levels of absenteeism, tardiness at work, and intentions to quit.” Boles et al. (2001) reported that WFC is associated negatively to attitudes at job and overall satisfaction in job. Similarly, Netemeyer, Boles, and McMurrian (1996) found a negative relationship between both forms of WFC and job satisfaction. Namasivayam and Mount (2004) derived out a positive interference of family with work and also found FIW positively related to job satisfaction; Karatepe and Sokmen (2006), on the other hand, reported FIW negatively related to job satisfaction. Thus FIW with positive energies can increase” job performance” and its satisfaction but the negative interference of family in work decrease job satisfaction. Moreover, supporting the bi-directional nature of WFC, targeting solutions for work outcomes (e.g., job satisfaction) at work characteristics has greater influence than targeting the non-work outcomes (e.g., family satisfaction) (Jesse & Michael, 2008).

2.6.2. Life Satisfaction:

Job and family are major components of our lives. Thus these two domains formulate an impact on life satisfaction of an individual. Life satisfaction incorporates all the aspects of one’s life in which he is involved as in for his daily routine activities. The more there is a conflict between both the work and non-work domain, the more dissatisfied is the life. Kim & Ling (2001) and Arora et al., (1990) reported a negative relation of WFC and life satisfaction. Moreover, the studies of Holahan and Gilbert (1979); Pleck et al, (1980); Greenhaus (1983) also reported the same results for “dual career couples” and others. Cooke and Rousseau (1984) hypothesized that inter-role conflict create stress and strain that results in life dissatisfaction but the study couldn’t find a significant positive relationship among the two variables because of the reliability concerns of both the measures. Furthermore, the study of Staines et al. (1986) found that WFC creates job and life dissatisfaction mostly among those families where both husbands and wives are working. This was investigated and notified that the domestic burden for both husband and wife is increased and the responsibilities interfere between work and family domain. However, the results at the end didn’t support the argument. Googins and Burden (1987) examined the multiple role phenomena with life satisfaction and found that job-family role strain is a major contributor in decreasing the well-being if an individual and lower the life satisfaction. Moreover, the gender was not associated with the conflict, both male and female workers are equally entangled in job-family role have lower levels of satisfaction with their lives.

3. THEORETICAL FRAMEWORK

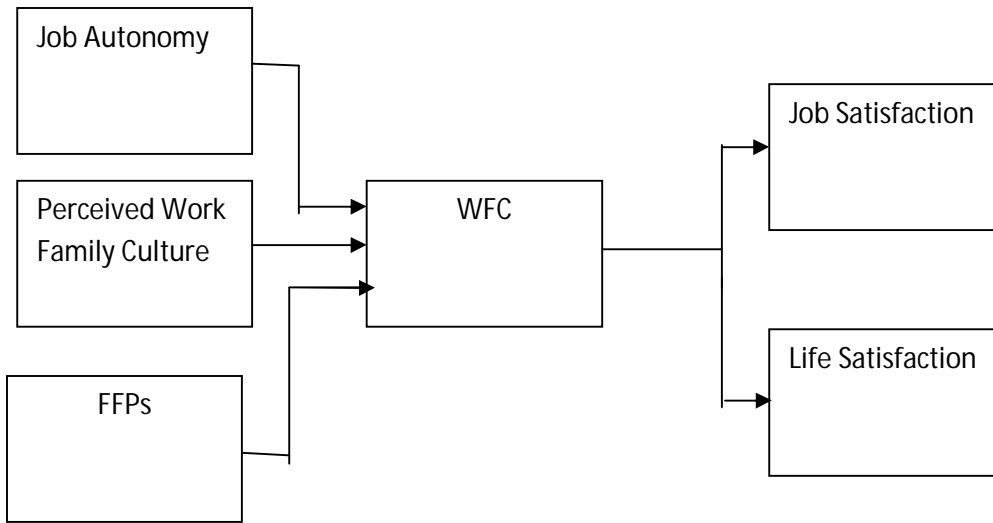


Figure 1.1 Conceptual Framework for the impact of WFC on Job Satisfaction and Life Satisfaction

3.1. Hypothesis:

The proposed statements that are to be tested are:

- H₁: Job autonomy is associated with WFC.
- H₂: Work-family culture is related to WFC.
- H₃: FFPs availability is associated with WFC.
- H_{4A}: WFC is related to job satisfaction.
- H_{4B}: WFC is related to life satisfaction.

3.2. Methodology

The methodology to conclude the findings included the technique for sampling and the statistical tools used for testing the results.

3.2.1. Sample Profile

The sample size n is of 321 respondents. Simple random sampling is done targeting MBBS doctors working in vicinity areas of Hassan Abdal, WahCantt, Taxila, Rawalpindi and Islamabad. Out of the approximate population of 800 doctors, 321 were taken as our respondents, thus the sample is a representative sample with a percentage of 40%. Both public and private sector hospital are included. Within the culture of our country, family unit is not just confined to spouse and children but includes the elder/parents as part of the unit. So our study will not just be confined to dual-career couples. Both male and female (married) doctors with children are considered as the family responsibilities are shared by both the individuals. This profession tends to have much of the imbalance between job and family responsibilities due to society demands and inflexible time schedules. Thus the time-based and strain-based conflict would be more evident at this level.

3.2.2. Instrument

A structured questionnaire was used to collect the information from the respondents. Total 400 questionnaires were distributed, out of which 321 questionnaires were taken for the analysis. So we can say that the response rate was 80%. The first few questions are based upon the basic information regarding gender, marital status etc.

The second portion of the questionnaire is pertaining to the experiences and perception of the respondents with their responses in most of the variable constructs as 5-point response scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.2.3. Measures:

Variables (from work characteristics and family characteristics) are measured using a combination of published scale and items related to the present study. Most of the constructs have been taken from the study of Premaux(2007).

Job autonomy was measured using eight items developed by Parasuraman and Alutto (1981) on a 5-point scale (1 very false; 5very true). Three dimensions of **work-family culture** were measured using a scale developed by Thompson et al. (1999). They are perceived managerial support, perceived career consequences of using work-family programs and perceived organizational time demands. Sample items include, ‘In general, managers in this organization are quite accommodating of family-related needs;’ ‘In this organization, employees who participate in available work-family programs are viewed as less serious about their careers than those who do not participate; These items were measured using a 5-point response format (1 strongly disagree’; 5 strongly agree’).

Family friendly policy (FFP) availability was measured using items developed for the present study. A list of FFPs is to be developed based on a review of the literature and on interviews with managerial staff from the participating organizations. Participants will be asked to indicate availability of each FFP in their organization. Response options are ‘available, but I have not used it,’ ‘available, and I have used it,’ ‘not available,’ ‘don’t know’ and ‘explicitly defined’ according to Judge and Colquitt (2004).

WFC was measured using the scale developed by Carlson et al. (2000) following the suggestions of Kossek and Ozeki (1998). WFC was measured using 12 items, 6 each as time-based and strain-based work,spouse, children and elder care responsibilities. All items were measured using a 5-point response format (1=strongly disagree; 5=strongly agree)(Premaux,2007)

Job satisfaction is measured with three items developed by Cammann and colleagues (1983) using a 5-point scale (1 ‘strongly disagree’; 5 ‘strongly agree’). The scale is provided along with the options available concerning personal growth, development and support etc.

The five-item **life satisfaction** has been taken from the study of Diener, Emmons, Larsen, and Griffin (1985). Response options ranged from 1 (Strongly disagree) to 5 (Strongly agree). Sample items include “‘In most ways, my life is close to my ideal.”

4. RESULTS

4.1. Descriptive Analysis:

The response rate from our respondents was moderate as due to the external political environment, the doctors were at strike. So the 100%response rate couldn’t be achieved. More than 400 questionnaires were distributed among married doctors of 7-8 hospitals in the vicinity areas. Out of these, 321 questionnaires were returned. The questionnaires were personally monitored to control any perceptual errors.

The data collected generated following results of the demographic variables such as gender, number of children, job tenure and working hours for the descriptive analysis:

Tables 1-5					
Variable	N	Minimum	Maximum	Mean	Std. Deviation
gender	321	1.00	2.00	1.4829	.50049
marital status	321	1.00	4.00	2.1340	.45152
organizational time demands	321	1.00	4.00	2.1028	.77783
job tenure	321	1.00	4.00	3.1651	.99412

Table 1 Descriptive Analysis of data

4.2 Regression Analysis:

When we want to assess the predictive power of variables, we use simple regression model. In regression analysis, we fit a predictive model to our data and use the model to predict value of dependent variable (DV) from one or more independent variables (IV). In our model one independent variable has to be checked for its impact on dependent variable.

4.2.1. Hypothesis 1:

Hypothesis	Variables	R	R ²	Adj-R ²	F	β	t	Sig
1	Job autonomy and WFC	.678	.657	.655	412.179	-.708	84.334	.000

Table 2 Regression analysis of Job autonomy, Work family conflict and Family work conflict

By the regression analysis of hypothesis 1 the value of R is 0.678 that represent a simple correlation between the job autonomy and work family conflict and family work conflict. The value of R² is 0.657 for hypothesis 1 explains job autonomy has 65.7% effect on the work family conflict .F value is 412.179 that represent regression model is a good predictor of dependent variable of work family conflict and family work conflict. B value in the table is -.708 that represent if job autonomy is increased by one unit the work family conflict will be decreased by 0.708.

4.2.2. Hypothesis 2:

Hypothesis	Variables	R	R ²	Adj-R ²	F	β	t	Sig
2	Work family culture and WFC	.529	.388	.386	101.871	.602	26.493	.000

Table 3 Regression analysis of Work Family Culture, Work family conflict and Family work conflict

By the regression analysis of hypothesis 2 the value of R is 0.529 that represent a simple correlation between the job autonomy and work family conflict. The value of R² is 0.388 for hypothesis 2 that explains work family culture has 38.6% effect on the work family conflict. F value is 101.871 that represent regression model is a good predictor of dependent variable of work family conflict. Beta coefficient value in the table is 0.602 that represent if work family culture is increased by one unit the work family conflict will be increased by 0.602.

4.2.3. Hypothesis 3:

Hypothesis	Variables	R	R ²	Adj-R ²	F	β	t	Sig
3	FFPs and WFC	.597	.504	.502	306.711	-.681	36.148	.001

Table 4 Regression analysis of FFPs, Work family conflict and Family work conflict

By the regression analysis of hypothesis 3 the value of R is 0.59 that represent a simple correlation between the FFPs and work family conflict. The value of R² is 0.504 for hypothesis 3 that explains job autonomy has 50.4% effect on the work family conflict. F value is 306.711 with significance value less than 0.02, that represent regression model is a good predictor of dependent variable of work family conflict. B value in the table is -.681 that represent if FFPs is increased by one unit the work family conflict will be decreased by 0.681.

5.2.3. Hypothesis 4:

Hypothesis	Variables	R	R ²	Adj-R ²	F	β	t	Sig
4A	WFC and Job Satisfaction	.661	.624	.624	682.544	-.683	62.310	.000
4B	WFC and Life Satisfaction	.639	.582	.580	377.967	-.668	48.764	.000

Table 5 Regression analysis of Work family conflict, Job Satisfaction and Life Satisfaction

By the regression analysis of hypothesis 4A and 4B the value of R is 0.661 and 0.639 that represent a simple correlation between WFC, job satisfaction and life satisfaction. The value of R² is 0.624 explains that WFC has 62.4% effect on job satisfaction and also has effect of 58.2 % on life satisfaction. F value is 682.544 and 377.967 with significance value of 0.00 less than 0.02, that represent regression model is a good predictor of dependent variable. B-value in the table is -.683 and -0.668 that represent if WFC is increased by one unit job satisfaction will be decreased by 0.683 and life satisfaction will be decreased by 0.639.

4.3. DISCUSSION

The work characteristics taken in our study have the potential to manage for the balance between work and non-work domain. The job autonomy has been found to be related with both of WFC as the authority to prioritize the work responsibilities above all may provide the way to exempt the strain and stress that may intervene from either of the domains. The results have been found consistent with the findings of Aryee (1992).

WFC is related to work family culture but to our surprise the relation is not negative but positive. This already have been notified by the previous studies that work family culture comprising of managerial support, career consequences and time demands should have positive perceptions by the management. The negative career consequences as taken leaves for family, absenteeism due to sick child or elder, the long working hours as the option for taking work to home can't be applied here, all creates negative impact on a doctor's professional career. Thus without positive perceptions regarding the individual personal life responsibilities on job, work-family culture can't perform its role despite the positive support of supervisor. The FFPs have been found to have significant impact on WFC. The results are similar to the findings of Solomon (1994); Thomas & Thomas (1990). WFC and FWC are

negatively related to FFP as flexible schedules and dependent care services. This was obvious as for the female doctors living in a separate family unit instead of joint family system. The long duty hours were not manageable without the dependent care service availability.

WFC is negatively related to job satisfaction and life satisfaction. When an individual is unable to carry out his assignments on time or is unable to prove himself at the best of his potential, the imbalances and the un-adequacy of work transcends into the family domain and thus the imbalance results in stress and dissatisfaction. The dissatisfaction can be defined here in simple terms as when an individual does not get a difference in his input and desired output. The inability to complete the given tasks on time and the ambiguity and un-certainty in terms of a person's career, future, family life in terms of a stable future, successful career and handsome earning for a well-settled and stable family life deteriorates the satisfaction level of one's job and life indeed. In today's era of competitiveness and the inflation rates in our economy, every individual wants to have a better future in terms of his job and a settled family life and to earn for family and fulfill the responsibilities of both the domain under such saturated environment is really hard and thus job and life dissatisfaction is obvious. Similarly, Netemeyer, Boles, and McMurrian (1996) found a negative relationship between both forms of WFC and job satisfaction.

4.4. Limitations and Future Research:

- The study can be extended by focusing on the female respondents only as in our collectivist society, females are supposed to be more entangled by the multiple role phenomena as mother, sister, daughter and wife.
- The family friendly policies as included in our study were based on the list revealed by the previous studies. So the elaborate programs can also be included including the health care facilities etc.
- Behavior-based WFC needs to be studied through longitudinal study.
- The future study may undertake the observational study to notify the impact of family friendly policies on an individual and can also monitor his performance.

4.5. Conclusion:

Work and family are the important aspects of life of every individual. Both of the domains are interdependent on each other. If any discrepancy occurs in one domain, the effects get obvious in the other domain. Both have the bouncing effect. The more force (in terms of time and energy) is applied in one aspect ignoring the other one, the more forcefully the effects are bounced back in the other domain. The imbalance in work and family has resulted in several negative outcomes. This study has signified the negative impact of WFC on job satisfaction and life satisfaction. So the managers need to think upon for the effective policies regarding balancing of work and family needs and assurance of their availability as required to lessen the burden of family responsibilities at work places (Solomon, 1994; Thomas & Thomas, 1990). This would reduce the impact of WFC and FWC on job satisfaction and life satisfaction to some extent and the continuance commitment, dedication and continuity with the profession can be achieved.

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