

The Impact of Manager Support and Work Family Conflict on Job Satisfaction

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Abstract

Work-family conflict is a serious issue for both employees and organizations. It leads to multiple consequences at both levels. Work-family conflict causes employees to develop negative attitudes toward work due to an unbalanced life between their job and family. Job satisfaction is one of these attitudes and work-family conflict leads to unsatisfied individuals. On the organizational side, such conflict may result in lower organizational performance and success because of unsatisfied employees. In this context, manager support can serve as a beneficial resource for alleviating the influence of work-family conflict on employees. Therefore, the present study aimed to examine the impact of work-family conflict on employee satisfaction considering the mediating role of manager support. The study data was collected using questionnaires. The results of the study demonstrated that work-family conflict has an effect on job satisfaction and such effect was reduced by manager support.

Key words: conflict, work-family conflict, job satisfaction, manager support, supervisor support



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INTRODUCTION

The work and family relationship has been an important research field due to the changes in the workplace and employee demographics. This has led researchers to focus on work-family conflict in the last few years, resulting in theoretical models, empirical studies and work-family activities sponsored by organizations. Such advance in research on work-family conflict is mainly based on the attempts of organizations to help their employees to achieve a balanced work-family life.

Work-family conflicts are a common and significant issue for employees, which also have an influence on employees' families and organizations. Work-family conflict is believed to have great importance specifically in the business life of modern era (Burke & El-Kot, 2010; Grandey et al., 2005).

The factors related to work have an impact on the family life and vice versa (Trachtenberg et al., 2009). As suggested by Greenhaus and Beutell (1985), work-family conflict results from the inconsistency of demands related to the work and family roles. According to Greenhaus et al. (2006), there are expectations associated with a particular role, and such expectations cause individual to fail to fulfil the other role's requirements, causing that a weak performance of that role and thereby, leading to work-family conflict.

Recent studies are increasingly interested in this issue, expressing that individuals experience conflict between their roles related to the family and work domains, which is referred to as work-family conflict. Such studies have been mostly conducted in the Western countries and the respective theories are often about the evident relationship between work-family conflict and work demands such as heavy workload and working long hours (Spector et al., 2007, Boyar et al., 2008; Kim et al., 2005). Work demands are measured by working hours, and it is probably the most consistent factor used to predict the work-family conflict (Batt & Valcour, 2003; Berg et al., 2003; Kossek et al., 2006). Therefore, work and family domains should be balanced in order to satisfy the demands in both domains in an effective way, and to reach and utilize the resources required in this matter (Bass et al., 2008).

Work-family conflict can be reduced by manager support since a supportive environment has a significant impact on employee satisfaction both at work and in family (Thompson et al., 1999). On the other hand, based on the role theory, there is a negative relationship between work-family conflict and job satisfaction, referring to a reduction in job satisfaction when there is an increased conflict (Kahn et al.,

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1964). As well, the classic models of job satisfaction, such as the model of March and Simon (1958), express the effect of agreement between work roles and other significant life roles on job satisfaction. Based on this theoretical background, the present study aims to investigate the impact of work-family conflict on job satisfaction and the mediating effect of manager support on this relationship.

WORK-FAMILY CONFLICT

In a general sense, work-family conflict (WFC) is regarded as a multi-dimensional and complicated construct. The concept of work-family conflict has a bidirectional nature as from work to family and from family to work, several types based on time, strain and behavior, and it is peculiar to several roles in life including the roles of spouse, parent, care of elderly and recreation. Work-family conflict is a result of interference of work demands with familial responsibilities, whereas family-work conflict (FWC) occurs when work activities are prevented by familial responsibilities. The present study discusses only the conflict from work to family. The work-life fit refers to the employees' perceived balance between work and personal life, sense of assurance during the work and the flexibility to care for both work and familial responsibilities. Thus, a balance between work and family refers to a fit between personal and work lives. Kahn et al. (1964) used the role theory to explain the notion of work-family conflict. The authors suggested that the behavioral expectation of other people for an individual is the most significant determinant of his/her behavior. According to the role theory, the expectation for an individual's each different role can lead to inter-role conflict due to the pressure felt by that individual to meet all expectations related to his/her roles at work and in family. Based on this theory, Kahn et al. (1964) described work-family conflict as a kind of inter-role conflict including reciprocally inconsistent pressures related to the role in work and family domains. This inconsistency is derived from the increased difficulty experienced in attending to the work role because of attending to the familial role and vice versa. Although such attendance to multiple roles has a negative effect, an individual can be engaged in multiple roles and manage a balance between work and family by keeping conflicting identities related to those multiple roles separated or having coherent personal values over such identities, as proposed by the social identity theory (Lobel, 1991).

From this perspective, the organizational culture is a significant factor determining the general attitudes of employees toward their organization (Thompson et al., 1999). Smith (2005) found that employees perceiving greater organizational support toward such balance between their work and personal life were inclined to maintain their jobs in the child welfare sector. It is more likely for employees working in a more supportive organization with a work-family culture to take advantage of work-family benefits than those working in a less supportive organization with a work-family culture (Thompson et al., 1999). In this sense, a supportive work-family culture is an organizational environment helping employees achieve a balance between work and family, and has a great influence on family satisfaction, job satisfaction and commitment to organization, thereby minimizing work-family conflict (Gordon et al., 2007; Mesmer-Magnus & Viswesvaran, 2005; Thompson et al., 1999). Organizational support, also called manager support, leads to decreased work-family conflict, especially for the employees working long hours (Fox & Dwyer, 1999). Therefore, employees working in an organization with more work-family benefits would have greater attachment to their organizations and feel less work-family conflict compared to those working in an organization providing less work-family benefits (Thompson et al., 1999).

Prior research demonstrates that work-family conflict results in negative outcomes at both individual and organizational levels. Empirical studies have established that work-family conflict is positively correlated with the outcomes on individuals such as alcohol use, consumption, depression and physical issues (Warner & Hausdorf, 2009; Ballout, 2008; Wilson et al., 2007). Besides employees and their close circle, work-family conflict is also related with several organizational outcomes such as dissatisfaction at work, reduced performance, commitment to organization, increased rates of turnover and irregularity in attendance to work (Willis et al., 2008; Kim et al., 2005).

In collectivist cultures, the family factor is still important and influential in society, and individuals consider themselves a constituent of the family (Bakan et al., 2004). In the literature, there are multiple studies investigating how work-family conflict is related with job satisfaction in individualistic cultures (Behan & Drobnic, 2010; Carlson et al., 2010; Lourel et al., 2009; Carly et al., 2002); however, the research on collectivist cultures is relatively scarce (Baral & Bhargava 2010; Ergeneli et al., 2009; Hassan et al., 2010).

Therefore, the first hypothesis of the present study is developed as follows:

Hypothesis 1. Work-family conflict has a negative effect on job satisfaction.

JOB SATISFACTION

Job satisfaction is the combination of individuals' positive and negative feelings for their job (Robbins, 2005). According to Lu et al. (2005), job satisfaction is a "global feeling about the job" or the cumulative attitudes that are related with each other regarding various aspects of the job. Satisfaction has been measured using single items in many studies; however, the job satisfaction theory of Herzberg (1966) proposes two basic need categories as intrinsic (drivers) and extrinsic (work-related), which is stronger on conceptual basis. In this regard, Warr et al. (1979) states that job satisfaction is the degree of an individual's satisfaction with the intrinsic (the job) and extrinsic (work environment) factors.

Job satisfaction is a significant employee attitude, which is an established and essential construct, involving intellectual, emotional and behavioral facets of individuals' work and personal lives. Job satisfaction has consequences at both individual and organizational levels (Judge & Klinger, 2007). A lower level of satisfaction is predictive of work-related negative attitudes and behaviors such as decreased efficiency and absenteeism (Spector, 1997).

Since organizations involve people, satisfaction of these individuals with their job can determine the organizational performance and success (Riaz & Ramay, 2010). Organizations try to achieve their goals mostly depending on their employees' satisfaction (Rao & Malik, 2012). Job satisfaction drives employees to develop positive attitudes toward their job and organization, while job dissatisfaction leads to negative attitudes (Khalid et al., 2012). It is known that a satisfied employee is always a beneficial employee, whereas dissatisfaction makes an employee become an organizational liability (Abbas et al., 2013).

Satisfaction is regarded as one of the most complicated aspects by the modern day supervisors, which they have to deal with during their management. Satisfaction and dissatisfaction can be predicted by the job characteristics and work values of employees besides many other factors. Nevertheless, work-family conflict has gained increasing attention of business professionals and investigators since it is now highly common among employees (Bond et al., 1997; Grandey et al., 2005).

Prior research demonstrated an inverse correlation between work-family conflict and job satisfaction (Bruck et al., 2002; Parasuraman & Simmers, 2001). Job satisfaction is expected to decrease with the increased work-family conflict according to the role theory (Frone et al., 1992; Kopelman et al., 1983). Such negative relationship is reported in multiple studies (Adams et al., 1996; Carlson et al., 2000; Netemeyer et al., 1996; Perrewe et al., 1999). A cross-cultural study by Aryee (1992) investigated the precursors and consequences of work-family conflict among female employees in Singapore. The author found a negative correlation between work-family conflict and job satisfaction. Noor (2004) studied work-family conflict among female employees in Malaysia and concluded that work-family conflict was significantly and negatively related with job satisfaction. Likewise, the cross-national study by Netemeyer et al. (2004) analyzed the work outcomes of this conflict. The sample of their study included employees from Puerto Rico, Romania and America. They reached a negative relationship between work-family conflict and job satisfaction. Finally, Calvo-Salguero et al. (2012) also reported a negative correlation between work-family conflict and job satisfaction in their study including employees from Spanish public institutions.

MANAGER SUPPORT

Several scholars express that formal policies on family support are not enough alone to minimize the demands related to work and family since such policies are based on the informal judgment of the managers (Hammer et al., 2009). Broadly speaking, informal manager support has been described as a major determinant in minimizing work-family conflict (Allen, 2001; Behson, 2002).

The support of a manager along with empathy and understanding toward an employee's familial responsibilities leads to enhanced cognitive resources of that employee to manage the stress and thereby, decreases the potential conflict with demands at work (Bakker & Demerouti, 2007). Kossek et al. (2011) states that "supervisory work-family support is likely to be a more psychologically and functionally useful resource to manage work-family stressors, such as time, strain, or behavior-based conflicts ... than general workplace social support" (p. 294).

Manager support may be conceptualized as the appreciation and attention of supervisors about employees' contribution and well-being (Eisenberger et al., 2002; Kottke & Sharafinski, 1988). From the social exchange theory framework, the gestures of good will be corresponded in the future (Blau, 1964; Homans, 1961). Accordingly, an employee who is treated well by his or her organization will probably correspond with more positive attitudes toward that organization (Meyer & Allen, 1991). This is because managers are some kind of representatives of an organization and manager support should lead to positive organizational attitudes in a general sense (Levinson, 1965).

Manager support lightens work-family conflict and family-work conflict of employees (O'Driscoll et al., 2003) and improves job satisfaction (Sergeant & Frenkel, 2000). On the other hand, work-family conflict or family-work conflict has a destructive impact on work-related employee outcomes such as performance and job satisfaction (Eby et al., 2005; Netemeyer et al., 2004; O'Driscoll et al., 2004).

Empirical studies have demonstrated that there is a negative relationship between manager support and work-family conflict (Kossek et al., 2011; Lapierre & Allen, 2006). The studies by Allen (2001) and Thompson et al. (1999) demonstrated the inspiring power of manager support on employees to exploit family-friendly benefits with no fear of penalty. As a result, an environment friendly to the family is generated and employees believe that participation in familial responsibilities does not indicate a loss of work resource, even minimizes work-family conflict issues in such environment (Kossek et al., 2001; Lobel & Kossek, 1996). Such argument was supported by Behson (2005) who presented a more concrete evidence that informal support (manager support) has a more significantly predictive value compared to formal support (organizational activities) for work-family conflict, job satisfaction and work stress. Research also provides a strong evidence that specifically manager support has an alleviating effect on the relationship between job stressors and job strain (Cohen & Willis, 1985; Viswesvaran et al., 1999).

Managers can influence the satisfaction levels of employees. According to Erdogan and Enders (2007), employees are likely to have greater job satisfaction when they feel that their manager really cares about their work-family balance, resulting in a positive attitude toward their manager and job. Prior research has demonstrated that employee satisfaction can be significantly predicted by the manager support for work-family balance (Parasuraman & Alluto, 1984; Baral & Bhargava, 2010; Straub, 2010). Netemeyer et al. (1996) showed that work-family conflict had a negative relationship with job satisfaction. The study by Bragger et al. (2005) reported that job satisfaction was negatively affected by increased pressures at work and in family. Likewise, the study by Mauno et al. (2012) found that manager support for work-family balance had a positive relationship with job satisfaction regardless of occupation and gender.

Considering the additional resources employees gain by manager support to manage adverse influence of high workloads, we propose that supportive managers reduce work-family conflict and enhance job satisfaction. Therefore, the second and the third hypotheses of the present study are formulated as follows:

Hypothesis 2: There is a positive relationship between manager support and job satisfaction.

Hypothesis 3: There is a negative relationship between manager support and work-family conflict.

METHODOLOGY

Research Goal

This study aims to determine the impact of work-family conflict on job satisfaction and the mediating effect of manager support. According to the model developed for this purpose, it is assumed that work-family conflict has an effect on job satisfaction, and this effect is reduced partially or fully by manager support.

Participants and Procedure

A sample of 284 participants working in the service industry was selected by convenience sampling. Of the participants, 68.4% were female and 31.6% were male, and 52.7% were married and 47.3% were single individuals. Mean age was 35.4 years (SD=10.8). Study data were collected using a set of questionnaires consisting of 34 items in total. 125 questionnaires were completed online and 159 offline. Questionnaires were collected over a period of 4 weeks.

Measures

Work-family conflict was measured using the multi-dimensional scale developed by Carlson et al. (2000). It consists of 9 items for work-to-family conflict. Three items each measures different dimensions of work-family conflict: time-based WFC (e.g. "The time I must devote to my job keeps me from participating equally in household responsibilities and activities"), strain-based WFC (e.g. "Due to stress at home, I am often preoccupied with family matters at work") and behavior-based WFC (e.g. "Behavior that is effective and necessary for me at home would be counterproductive at work"). Each item is measured on a 5-point Likert type scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The Cronbach's alpha of the scale was 0.89.

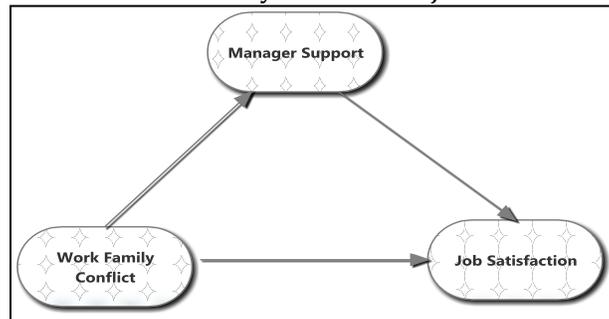
Job satisfaction was measured using the 20-item Minnesota Job Satisfaction Questionnaire developed by Weiss et al. (1967). The items were measured on a 5-point Likert type scale with 1 ("not satisfied"), 2 ("somewhat satisfied"), 3 ("satisfied"), 4 ("very satisfied") and 5 ("extremely satisfied"). This scale measures a general job satisfaction with intrinsic (e.g. "Being able to keep busy all the time") and extrinsic satisfaction (e.g. "The way my boss handles his/her workers"). The Cronbach's alpha of the scale was 0.70.

Manager support was measured using the Job Content Questionnaire (JCQ) developed by Karasek et al. (1998). The 5-item subscale measuring psychological demands was used in this study (e.g. "My supervisor pays attention to what I am saying"). The items were measured on a 5-point Likert type scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The Cronbach's alpha of the scale was 0.72.

Research Model

Based on the research model created according to the research hypotheses, work-family conflict has a direct effect on job satisfaction, whereas it has an indirect effect through manager support (Figure 1).

Figure 1. Proposed model concerning the mediating role of manager support in the relationship between work family conflict and job satisfaction



STATISTICAL ANALYSES

This part of the research included reliability analyses and exploratory factor analyses of the job satisfaction, work-family conflict and manager support scales, and was followed by the research model testing via structural equation model. The adequacy of the research model was evaluated through the following goodness of fit indices:

- RMSEA (Root Mean Squar Error of Approximation) which should be below 0.05 for a good fit,
- GFI (Goodness of Fit Index) which shows the amount of variances and covariances explained by the model and should be greater than 0.90 for an adequated fit of the model,
- AGFI (Adjusted Goodness of Fit Index) should be greater than 0.90,
- CFI (Comparative Fit Index) also should be greater than 0.90.

SEM were undertaken by AMOS 16.0 (Arbuckle 2007).

Results

The reliability analysis of the items in the **job satisfaction** scale produced a Cronbach's Alpha coefficient of 0.89. The adequacy of the data for the factor analysis was determined by examining the KMO value, which was found 0.90. The result of Bartlett's test of sphericity (1675.693, $df=120$, $p=0.000$) was also found significant. When explanatory factor analysis was applied to the 20-item scale, 16 items (except 4 items) were collected under 4 factors and the total variance was 0.61, which is a good explanatoriness level for social sciences (Table 1). The first factor, according to the items collected under it, was named the *Statue* factor with a total explanatoriness share of 20.2%, the second factor was named *Management* with a total explanatoriness share of 14.4%, the third factor was named *Dynamism* with a total explanatoriness share of 13.4% and the fourth factor was named *Materiality* with a total explanatoriness share of 13.1%.

The reliability analysis of the items in the **work-family conflict** scale produced a Cronbach's Alpha coefficient of 0.89. The KMO value of the scale was 0.87, which indicates that the data is adequate for the factor analysis. The result of Bartlett's test of sphericity (Chi-Square=1395.268, $df=28$, $p=0.000$) was also found significant. When explanatory factor analysis was applied, 8 items were collected under 2 factors and the total variance was 0.73, which is a good explanatoriness level for social sciences. The first factor, according to the items collected under it, was named the *Time* factor with a total explanatoriness share of 40%, and the second factor was named *Behavior* with a total explanatoriness share of 33%.

In the reliability analysis of the items in the **manager support** scale, one item was removed from the scale and the Cronbach's Alpha coefficient was found 0.90. The KMO value of the scale was 0.83, which indicates that the data is adequate for the factor analysis. The result of Bartlett's test of sphericity (Chi-Square=702.724, $df=6$, $p=0.000$) was also significant. When explanatory factor analysis was applied, 4 items were collected under a single factor and the total variance was 0.76, which is a good explanatoriness level for social sciences. The factor, according to the items collected under it, was named the *Manager Support* factor.

Test of the Structural Model

According to Baron and Kenny's method (BKM), a four-step approach is needed to support a mediation condition. First, there should be a statistically significant association between independent and dependent variables (Work family conflict and job satisfaction). Second, the independent variable should be correlated significantly with the mediator variable(s) (Work family conflict and manager support). Third, the mediator variable(s) should have a statistically significant association with the dependent variable(s). Finally, full mediation is considered to exist if the statistically significant correlation between the independent variable (work family conflict) and the dependent variable (job satisfaction) becomes non-significant when the mediator variable(s) (manager support) is/are included in the equation.

The goodness of fit indices for the model created for testing the hypothesis H₁ that assumes a negative effect of work-family conflict on job satisfaction were found as follows: $\chi^2(237, N = 284) = 341.650$; $p < .05$; GFI = 0.91; AGFI = 0.88; CFI = 0.97; RMSEA = 0.04. The hypothesis H₁ was affirmed.

The goodness of fit indices for the model created for testing the hypothesis H₂ that assumes a positive relationship between manager support and job satisfaction were found as follows: $\chi^2(159, N = 284) = 267.292$; $p < .05$; GFI = 0.92; AGFI = 0.89; CFI = 0.96; RMSEA = 0.049. The hypothesis H₂ was affirmed.

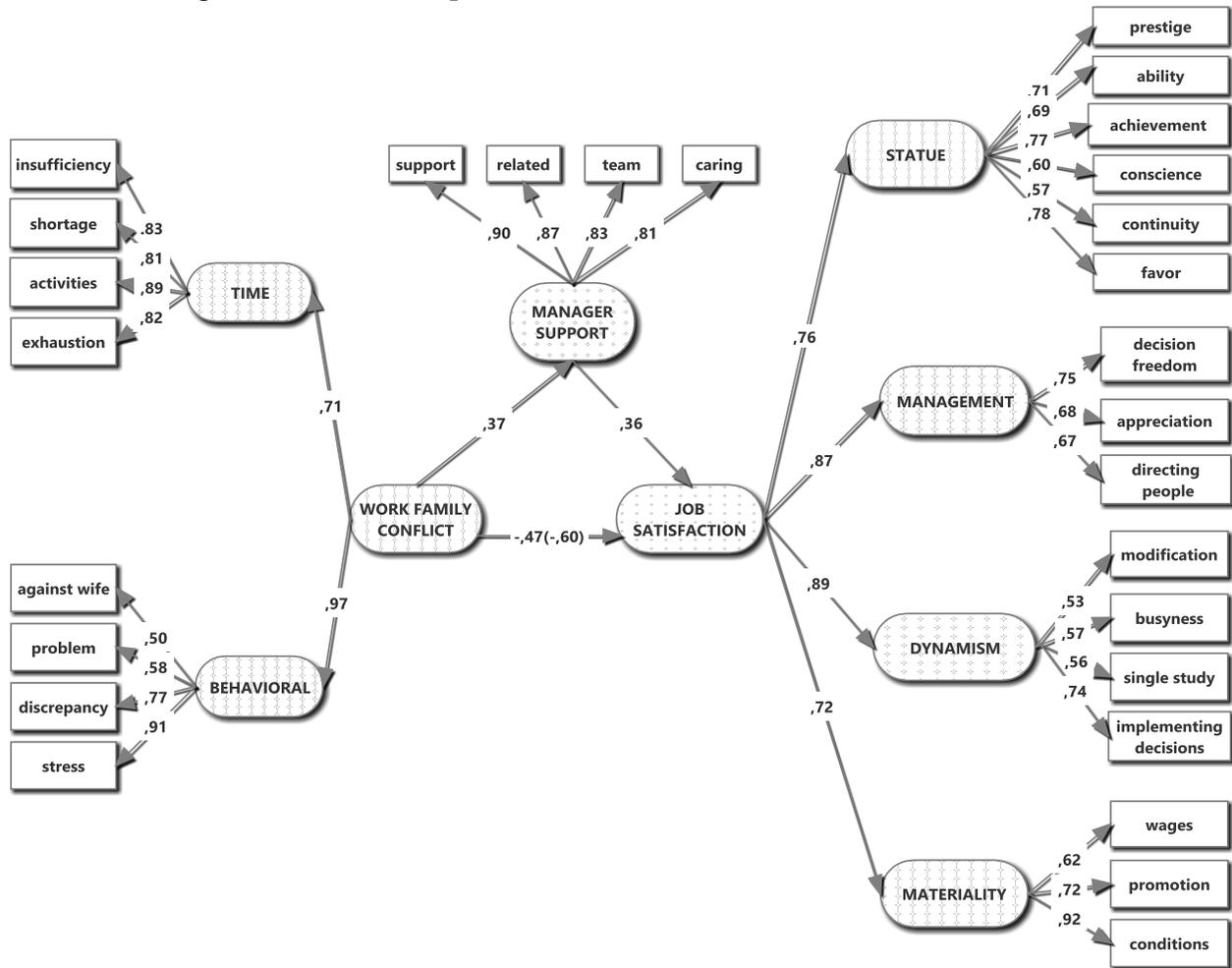
The goodness of fit indices for the model created for testing the hypothesis H₃ that assumes a negative relationship between manager support and job satisfaction were found as follows: $\chi^2(47, N = 284) = 72.249$; $p < .05$; GFI = 0.96; AGFI = 0.94; CFI = 0.99; RMSEA = 0.044. The hypothesis H₃ was affirmed.

The proposed model (Figure 1) was tested and yielded an acceptable fit to data as indicated by the following goodness of fit statistics: $\chi^2(332, N = 284) = 505.08$; $p < .05$; GFI = 0.89; AGFI = 0.86; CFI = 0.96; RMSEA = 0.043.

Based on the analyses, all of the research hypotheses were affirmed at a reliability level of .05. The research result indicates that manager support is a partially mediating variable between work-family conflict and job satisfaction. The mediating variable manager support reduces the negative relationship between work-family conflict and job satisfaction.

Figure 2 demonstrated that the job dynamism is the factor with the greatest effect on job satisfaction, which is followed by management, status and materiality factors. For job dynamism, the prominent drivers are decision implementation and lone-working opportunity. For the factor management, the most important driver is the employees' freedom to implement their own decisions as provided by the manager, which was followed by appreciation. For the factor status, the prominent drivers are the feeling of accomplishment acquired from the job, the feeling of being someone in the community and the feeling of working in a job compatible with one's abilities. For the factor materiality, the most prominent drivers are working conditions and promotion opportunities, whereas the least important driver is the amount of pay.

Figure 2. Standardized parameter estimates for the final structural model.



* The numbers in parentheses refer to the coefficients for the direct paths when the mediator is not included in the model.

**p<.05

The most important factor causing work-family conflict is the factor behavior, and this factor is most affected by stress. The second factor causing work-family conflict is the time problem, and employees experience difficulties in participating in family activities due to workload. For manager support, the most prominent factor is the support provided to the employees by the manager in relation to the job. This is followed by the concern for the employees, importance placed on teamwork and attention paid to the employees.

DISCUSSION

The present study investigated the impact of work-family conflict on job satisfaction and the mediating effect of manager support on this relationship. Results showed that work-family conflict has a negative impact on job satisfaction and manager support decreases this effect, referring to a mediating role. In this regard, this study contributes to the management literature regarding the importance of manager support for organizations.

The conflicts employees experience between their professional and familial domains are referred to as work-family conflict (Greenhaus & Beutell, 1985). This inter-role conflict is associated with multiple

consequences at professional, familial and organizational levels. It has been suggested that manager support helps to minimize work-family conflict and role ambiguity, leading to decreased work-family conflict and increased job satisfaction (Carlson & Perrewe, 1999). In this regard, the results of the present study demonstrated that the employees are experiencing an imbalanced life between work and family, which is reduced in the presence of support from their managers. Therefore, this study may be beneficial for organizations to develop and implement practices that would help their employees to minimize work-family imbalance and reach a work-life fit.

Manager support is an important type of support that can grant employees socio-emotional resources to cope with the demands at work. It alleviates employees' work-family conflict (O'Driscoll et al., 2003) and also leads to enhanced employee satisfaction (Sergeant & Frenkel, 2000). Job satisfaction, in turn, is a very significant employee attitude, which constitutes the basis of organizational success. In this context, the present study showed that university employees have higher levels of satisfaction and lower levels of conflict between their work and family when they receive support from their supervisors. Therefore, this study contributes to the existing body of literature on organizational management by demonstrating the significance of workplace support.

Finally, the most important contribution of the present study is to the work-family research on collectivist cultures since there are a very limited number of studies in this regard. Individualistic and collectivist cultures are generally associated with different influences on work-family domains and individual attitudes toward job. The findings of this study are in agreement with Spector's (2007) theory that work-family conflict has a greater impact on job satisfaction in collectivist cultures compared to individualist cultures. Thus, this study can advance the dynamics of work-family conflict in a collectivist culture as well as the variation in employee satisfaction.

PRACTICAL IMPLICATIONS

Since a supportive organizational environment would minimize work-family conflict and improve job satisfaction, organizations may consider providing their employees with flexible work schedules and family-oriented activities in order to help them to manage a balance between their work and personal lives. This would also have an additive effect on employee satisfaction and result in greater organizational success through satisfied employees. In a similar vein, organizations may invest in training programs or workshops on time management and effective scheduling for alleviating the employees' stress related to work. Providing regular psychological support can be also beneficial to employees for learning how to deal with work and family problems.

Organizations should create an environment where employees can easily bring up their familial problems without hesitation. Furthermore, managers should be specifically attentive about heavy workload, long working hours, excessive stress and unnecessary shifts in working positions, which are known as predictors of work-family conflict.

STUDY LIMITATIONS AND FUTURE RESEARCH

The present study has limitations that may provide research topics for future research. The first one is the generalization of the study findings. A larger sample size would produce more global results. Second, the data of this study were collected using self-reported questionnaires, meaning that only the views of the employees were included in the study. Future research may include the views of managers to analyze the viewpoint of supervisors. As well, spousal or familial support may be investigated by comparing it with workplace support.

In the cultural context, this study was conducted in a collectivist country. It is well known that individualist and collectivist cultures have different structures and impacts on individuals. Therefore, future research may advance this cultural viewpoint and compare the findings, which would provide a great contribution to the available literature. Furthermore, the impact of gender may be studied to reveal its impact on work-family conflict in collectivist cultures.

This study examined only job satisfaction as a variable for organizational outcomes. Future studies can include other organizational variables such as organizational commitment and organizational performance, or individual variables such as self-efficacy and well-being.

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