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Gender as a Moderator between Work-Family Conflict, Job and Family Satisfaction

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Abstract

The study examined the effect of work-family conflict on job and family satisfaction among university junior staff in Ghana. It further tested the moderating role of gender on the relationship between work-family conflict dimensions and job and family satisfaction. A quantitative approach was adopted. A multi-stage sampling technique was employed to select 339 respondents. Descriptive and inferential statistics were used to analyse the data. The results revealed a negative effect of work-family conflict on both job satisfaction and family satisfaction. Further analysis showed that gender moderates the relationship between work-family conflict (FIW) and family satisfaction. Recommendations are made to the University authorities and employees on how to minimize the negative effects of work-family which can lead to better job and family satisfaction in this paper.

Key Words: work-family conflict, job satisfaction, family satisfaction, gender, junior staff

Introduction

The pressures of work for individuals in various organizations has been intensifying in recent years due to the advancement of technology and overload of information all attributed to globalization and the urge to fulfil consumer or customer satisfaction. All these occur in the quest to gain customer patronage and the strive for organizational success which in effect triggers organizational policies and practices to change, leaving huge responsibilities on the employees which might result in work and family conflict (WFC) (Nweke & Ezueh, 2015; Afzal & Farooqi, 2014; Chiappo & DiDona, 2014; Akintayo, 2010). Human Resource Management practices across the globe have made it clear that humans or employees are the most difficult resources to manage and imitate especially in educational institutions.

The educational sector just like the other sectors is prone to the effect of work family conflicts (WFC) because of the demanding nature of employees' job, bureaucratic system and the completion for more students in the sector. Work-family conflict is operationally defined by Greenhaus (2010), as the involvement in one sphere being made more difficult as a result of the individual's participation in another domain. Despite the enormous studies done on work-family conflict focusing on either the bi-direction of work-family conflict or the multidimensionality (Erdamar & Demirel, 2016; Qiu & Fan, 2015; Madhavi, 2015; Afzal & Farooqi, 2014; Turliuc & Buliga, 2014; Rathi & Barathi, 2013; Beutell, 2010). This current study focused on the bi-directional nature of the conflict to come out with an in-depth effect of the conflict on employees' job and family satisfaction.

Previous studies done on the relationship between job satisfaction and WFC has focused on employees' general job satisfaction (Turliuc & Buliga, 2014; Nawab & Iqbal, 2013; Rathi & Barath, 2013) without throwing much emphasis on relevant and critical variables such as the type of job, working conditions, supervision as well as interpersonal relationship among colleagues separately since job satisfaction is subjective to individuals. Another gap in WFC literature has to do with the fact that very few works has been done on the relationship between WFC and individual family life satisfaction. Literature reviewed indicated that researchers who attempt to assess the level of family satisfaction normally include either family satisfaction as part of life satisfaction studies in association with other variables (Afzal & Farooqi, 2014; Nawab & Iqbal, 2013) without highlighting on the elements of family satisfaction (Shockley & Singla, 2011).

Final gap in literature is the role that gender plays in WFC. For a long period of time, previous studies have mainly focused on female employees' when exploring work-family conflict, (Bloemberg & Beek, 2011). From literature reviewed, majority of studies indicated that men and women reported similar levels of work, life and family success with differing levels of work-family conflict (Martinengo et al., 2010). Contrary to this, Centre for Advanced Human Resource Studies (2010), discovered that men with the most traditional gender attitudes experience the most guilt when their family clashes with their work, compared to that of women. Until recently, it is clear that the problem is also relevant for men. It is against this backdrop that we sought to further examine the moderating effect of gender on the relationship between WFC and job and family satisfaction among employed junior staff in a public institution in Ghana where there are strong traditional gender roles for men and women. The results of the study are expected to help employees balance work and family effectively in order to improve their attitude toward work and family responsibilities.

Literature Review

Theoretical Review

Three main theories underpin this study and they explain the relationships between the variables under study. The theories include: Domain Specificity, Source Attribution Model and the Gender Perspective Theory.

The Domain Specificity was propounded by Frone, Russell and Cooper (1992). The main premise of the theory explains how one role domain inhibits another role domain of an individual which makes it difficult meeting the demands of the latter role.

Source Attribution Theory by Shockley and Singla, (2011) also argued on the basis that when an individual encounters negative outcome or decline in performance in a particular domain, that individual is likely to psychologically attribute blame to the source of the problem to other domain. According to Shockley and Singla, this source attribution of conflict is usually grounded in Appraisal Theories which expounds when self-relevant roles are threatened. The sexual characteristic is also capable of influencing the behaviour of individuals in the work and family domain because of the various obligations that men and women have in these domains (Bloemberg & Beek, 2011).

The Gender Perspective Theory stipulates that it is the culture and society that governs what the male and female obligations are. The gender perspective theory proposes that an individual will experience work-family conflict if he or she is not able to fulfil his or her obligations; hence women are still required to meet the demands emanating from both work and family domains. This theory fits the current study because the study deems to find out if gender plays significant role in moderating the obligations of male and female in work-family conflicts and job satisfaction as well as family satisfaction.

Empirical Review

Overview of Work-Family Conflict

Work-family conflict can be bidirectional in nature (work interfering with family and family interfering with work). Bagger and Li (2012), referred work to family conflict as conflict triggered by necessities from the work domain that confines one's capabilities to meet obligations in the family, whereas family to work conflict refers to conflict triggered by necessities from the family domains that confines one's capabilities to meet obligations at work. The antecedent of these conflicts specifically time demanded by reason of one role obstructing an employee to set aside ample time for other roles; the strain of a particular role making it tough to achieve the needs of the other; and precise behaviour necessitated to apportion one role that make it tiring for the success of the other roles. Previous research has indicated that such contention between WFC and FWC can also be associated to negative outcomes like low job and family satisfaction, decline in work performance, increase level of stress and even high intention to quit (Amstad, Meier, Fasel, Elfering & Semmer, 2011).

The Effect of WFC on Job Satisfaction

Modern-day bosses find job satisfaction as one of the most challenging and multifaceted areas when handling their staffs (Afzal & Farooqi, 2014). Erdamar and Demirel (2016), suggested that job satisfaction is, individuals' being satisfied with what they do, their being effective at what they deal with and feeling content in all aspects of the job.

A study done Dartey-Baah (2015) among corporate leaders in Ghana, where he examined the effect between the work-family conflicts construct and job satisfaction along with the difference in work-family conflict. The results showed a negative effect of WFC on the managers' job satisfaction. His findings are in partial support of Madhavi (2015). Madhavi investigated the relationships among work-

family conflict, social support and employees' satisfaction both in work and life in general of a public sector organization in India. Though his results indicated that work interference with family conflict was positively related to the employees work, it was observed that overall work-family conflict had a negative effect on job satisfaction, social support and life satisfaction.

Similarly, Afzal and Farooqi (2014) conducted a quantitative study on the impact of work-family conflict and family-work conflict on employees' job satisfaction and life satisfaction among public university employees of Gujranwala Division of Pakistan. Their result revealed a negative relationship among work and family conflict, job satisfaction and life satisfaction. They attributed their findings to the demanding nature of the two demanding roles (work and family roles).

H₁: WFC will negatively affect job satisfaction.

H₂: Work interference with family (WIF) will negatively influence job satisfaction.

H₃: Family interference with work (FIW) will negatively influence job satisfaction.

Effect of WFC on Family Satisfaction

From literature reviewed, Henderson (2014) and Afzal and Farooqi (2014) considered family satisfaction as embedded and a standard to measure an individual's overall satisfaction level in life. Family satisfaction may be defined as the extent to which an individual is satisfied with his or her family life or situation (Rathi & Barath, 2013). There have been mixed results interms of the relationship between WFC and family satisfaction. Some scholars have established a positive relationship between work-family conflict and family satisfaction (Pattusamy & Jacob, 2016) and others asserted a negative relationship between work-family conflict and family satisfaction (Beutell, 2010). Extreme job requirements and the continuous increase in family needs have made it extremely difficult for an employee to establish an equivalent balance between these two domains (Nawab & Iqbal, 2013) or the twin tasks as indicated by Mensah (n.d.).

Pattusamy and Jacob (2015) delved into work-family conflict and job and family satisfactions in which work-family balance was tested as a mediator among members of teaching faculty in various higher education institutions. The result indicated that work-family balance partially mediate the relationship between work-family conflict and job and family satisfaction. Also, the authors established that there was an indirect effect of WFC on job and family satisfactions.

Bagger and Li (2012) also assessed whether the impact of work and family centralities would moderate the relationship between FWC and family and job satisfaction. Their result presented the relationships between FWC and job and family satisfaction to be jointly manipulated by work and family centralities. Based on the literature reviewed above, the following hypotheses were formulated for testing.

H₄: WFC will negatively affect family satisfaction.

H₅: Work interference with family (WIF) will negatively influence family satisfaction.

H₆: Family interference with work (FIW) will negatively influence family satisfaction.

Relationship between WFC and Gender

Bloemberg and Beek (2011) examined the gender differences in perceived work-family conflict among 1249 Dutch employees using questionnaire. The findings revealed a negligible gender differences in work-family conflict indicating minor gender differences in the levels of perceived work-family conflict among men and women. However, their study did not find much gender differences in the way that work and family demands leads to work-family conflict.

Another study by Shockley and Singla (2011) tested gender as the moderating variable in the pattern of work-family conflict and work-family enrichment and the job and family satisfaction relationships. Findings showed that work interference with family resulted in family satisfaction been strongly related than as compared to job satisfaction and family interference with work leads to job satisfaction rather than family satisfaction.

H₇: Gender will not moderate the relationship between work-family conflict (WIF & FIW) and job satisfaction.

H₈: Gender will not moderate the relationship between work family conflict (WIF & FIW) and family satisfaction

Conceptual Framework

Work-family conflict

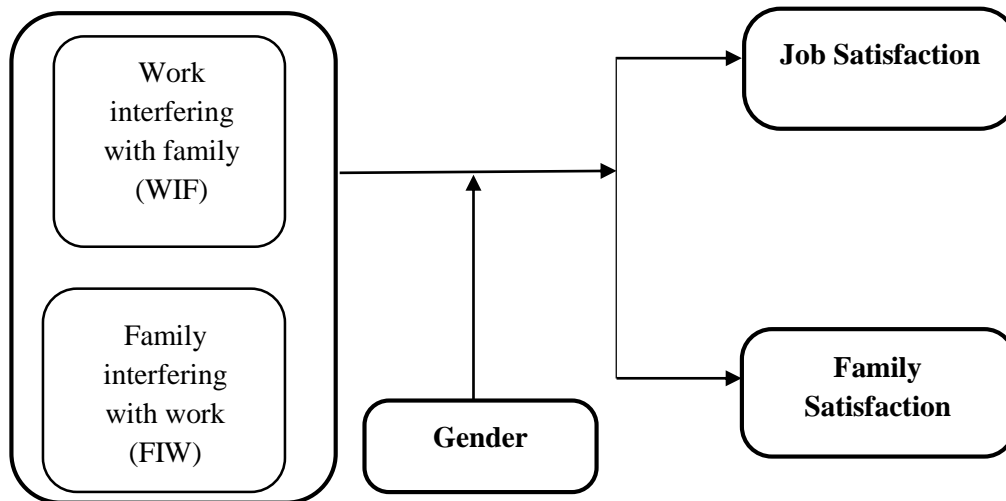


Figure 1: Relationship between the independent variable, dependent variable and moderating variable as hypothesized in this study (Authors’ construct, 2016).

Methodology

Research Design

The study was a cross-sectional survey design. The researchers adopted a quantitative approach using self-administered questionnaire. The content measures levels of job satisfaction, family satisfaction and the experience of work-family conflict among university junior staff and tested for the moderating effect of gender.

Population and Sample

The targeted population for the study was junior staff from the University of Cape Coast in Ghana. A multi-stage (stratified, cluster and convenience) sampling technique was employed to select 339 participants out of 2870 junior staff employees using the Krejcie and Morgan (1970) sample determination formula. The junior staffs selected included conservancy cleaners and labourers, clerks, hall assistants (porters), cooks, artistry, drivers, security officers, laboratory assistants and technical staff. Data were collected predominately by structured questionnaire. Voluntary participation of respondents was employed and participant consent was also sought before data was collected.

Respondents were assured of anonymity and confidentiality of their responses. To test for reliability of the scale a pilot-test was first conducted using 20 respondents from Cape Coast Technical University. As indicated in Table 1, the reliability co-efficient of the questionnaire sub-scale ranged between 0.61 to 0.89 which shows reasonable levels of internal consistency reliability of the scales (Nunnally, 1978). The questionnaires were administered to 361 university junior staff, and 339 questionnaires were returned showing a response rate of 93.9%.

Table 1: Reliability Co-efficient of the Questionnaire's Sub-scales after pre-tesing

Variables	Number of items	Co-efficient
Work to Family Conflict	18	0.89
Job satisfaction	20	0.78
Family satisfaction	7	0.61

Instrument

Structured questionnaire was used for data collection and it was made up of 4 sections (Sections A, B, C and D) with 58 items in all. Section A consisted of 13 items which focused on the demographic variables of respondents such as sex, marital status, length of service. Section B measures work-family conflict using a scale developed by Carlson, Kacmar and Williams' (2000) with a total of 18 items. Section C measured job satisfaction level of employees by adopting the Minnesota Job Satisfaction Questionnaire (MSQ) short version developed by Weiss, Dawis, England and Lofquist (1967) with a total item of 20. Section D also was the family satisfaction scale developed by Lodahl and Kejner's (1965). Seven items from their job satisfaction scale which has been modified to measure family satisfaction among employees was specifically used. The scale was measured using a Likert scale with response options ranging from Strongly Disagree = 1 to Strongly Agree = 5.

Data Analysis

The data was processed using IBM SPSS Statistics Software (SPSS, version 20) and participants' demographic data was analysed through the use of frequencies and percentages. Hypotheses were tested using Regression analysis. All the hypotheses were tested under 95% confidence interval and a significance level of .05.

Results and Discussion

Demographic Characteristics of respondents

Majority of respondents were males representing 73.5 percent. Also, majority of the respondents were between the ages of 29-39 representing 50.4 percent. Further, greater number of respondents was married representing 61.7 percent. One hundred and forty-seven of the respondents had a secondary level education.

Hypothesis 1: WFC will negatively affect job satisfaction.

Table 2: Relationship between Work-Family Conflict and Job Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.342	.103	.100	-5.803	33.676	.000

Results from table 2 show a negative relationship between WFC and job satisfaction which depicts that employees tend not to be satisfied with their job if they experience work-family conflict. This finding

of the study is in line with Dartey-Baah (2015) study which also showed a negative effect of WFC on managers' job satisfaction in Ghana. Though his samples were managers it presupposes that employees who experience work-family conflict will have a negative effect on their job satisfaction irrespective of their job position. It can be deduced that both managers and junior staff job satisfaction level can be lowered when they experience work-family conflict.

Hypothesis 2: Work interference with family (WIF) will negatively influence job satisfaction

Table 3: Relationship between Work Interference with Family (WIF) and Job Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.495	.071	.068	-4.761	22.665	.000

Table 3 indicates that there is a negative relationship between Work Interference with Family (WIF) and job satisfaction. The findings show that whenever an employee work interferes with their family roles, their job satisfaction reduces. The current study is consistent with Afzal and Farooqi (2014) as well as Anafarta's (2010) studies which concluded that work interference with family conflict has a negative effect on job satisfaction.

Hypothesis 3: Family interference with work (FIW) will be negatively affect job satisfaction.

Table 4: Relationship between Family Interference with Work (FIW) and Job Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.482	.073	.070	-4.877	23.790	.000

Table 4 result indicates that there is a negative effect of family interference with work (FIW) on job satisfaction. The findings of this study is also in agreement with that of Afzal and Farooqi (2014) but is in disagreement with that of Anafarta's (2010) which stipulates that family interference with work does not affect job satisfaction because of the basis of working conditions.

Hypothesis 4: WFC will negatively affect family satisfaction.

Table 5: Relationship between WFC and Family Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.081	.051	.048	-4.128	17.040	.000

As shown in Table 5, it is revealed that there is a negative effect of work-family conflict on family satisfaction. The current study is in line with the findings of Pattusamy and Jacob (2015), that when employees ensure balance between work and family responsibilities it enhances family satisfaction and vice versa.

Hypothesis 5: WIF will negatively affect family satisfaction.

Table 6: Relationship between Work Interference with Family (WIF) and Family Satisfaction

Beta	R square	Adjusted R square	t value	F	Sig.
-.102	.027	.024	-2.992	8.952	.003

As indicated in Table 6, work interference with family (WIF) had a negative effect on family satisfaction. This finding is in support of Beutell’s (2010) which showed a negative relationship between Work Interference with Family (WIF) and family satisfaction. However, the findings in not in agreement with that of Pattusamy and Jacob’s (2016) study, which rather shown a positive and significant relationship between WIF and family satisfaction.

Hypothesis 6: Family interference with work (FIW) will negatively affect family satisfaction

Table 7: Effect of Family Interference with Work (FIW) on Family Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.137	.053	.050	-4.252	18.081	.000

Table 7 indicates that there is a negative effect of Family Interference with work on family satisfaction. The F value is 18.081 which is significant at P = 0.000 depicting that Family Interference with work (independent variable) do appear as statistically significant predictor of family satisfaction. The findings of this study are also in agreement to that of Beutell’s (2010) study. Although, Beutell studied work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy and domain satisfaction, it was revealed that there was a negative relationship between FIW and family satisfaction.

Hypothesis 7: Gender does not moderate the relationship between WFC (WIF & FIW) and family satisfaction.

Table 8: Effect of WFC on Family Satisfaction with Gender as a moderator

	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	Beta	Std. Error	Beta			
Model 1						
(Constant)	24.907	.978			25.46	.000
WIF	-.080	.019	-.223		-4.08	.000
Gender	-.913	.514	-.097		-1.78	.077
Model 2						
(Constant)	21.949	.970			25.72	.000
FIW	-.080	.019	-.225		-4.16	.000
Gender	-.853	.510	-.091		-1.67	.096
Interaction/Moderator	-.112	.044	-.138		-2.54	.012

R-square value: Model 1 - .061 and Model 2 - .080

Dependent Variable: Family Satisfaction

From model one in Table 8, it is revealed that there is a significant negative effect of work-family conflict (WIF) on family satisfaction. However, gender was not a significant predictor of family satisfaction with a t-value of -1.78, p-value of .077 and a standardised beta of -.079. R-square value of .061 was obtained in the first model suggesting that 6.1% of the variances in the family satisfaction can be explained by work-family conflict when moderated by gender.

From model two in Table 8, work-family conflict again significantly predicted family satisfaction when moderated by gender with a t-value of -4.16, a p-value of .000 and a standardized beta of -.225. The result reveals that gender significantly moderates the relationship between work-family conflict (FIW) and family satisfaction. In the second model, an R-square value of .080 was obtained suggesting that 8.0% of the variances in the family satisfaction can be explained by work-family conflict when moderated by gender. The findings of Shockley and Singla are in line with the current study that work interference with family results in family satisfaction when gender acts as moderator.

Hypothesis 8: Gender does not moderate the relationship between Work family conflict (WIF & FIW) and job satisfaction.

Table 9: Effect of WFC on Job Satisfaction with Gender as a moderator

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
Model 1					
(Constant)	72.435	2.998		24.16	.000
WIF	-.342	.059	-.321	-5.80	.000
Gender	.486	1.526	.018	.318	.751
Model 2					
(Constant)	72.406	3.01		24.088	.000
FIW	-.341	.059	-.321	-5.774	.000
Gender	.507	1.532	.018	.331	.741
Interaction/Moderator	-.027	.130	-.012	-.210	.834

R-square value: Model 1 - .097 and Model 2 - .094

Dependent Variable: Job Satisfaction

In Table 9, model one reveals that there is a significant negative effect of work-family conflict (WIF) on job satisfaction. However, gender was not significant predictor of job satisfaction with a t-value of .318 with a p-value of .751 and a standardised beta of .018. The result from model two in Table 9 reveals that gender does not significantly moderate the effect of work-family conflict (FIW) on job satisfaction with a t-value of -.210, a p-value of .834 ($p > .050$) and a standardized beta of -.012. Comparatively, the standardized beta for work-family conflict in model 1 and 2 is the same which suggests that gender does not moderate the effect of work-family conflict as a composite on job satisfaction.

This implies that the rate of the effect of work-family conflict (WIF & FIW) on job satisfaction does not change with gender. The findings of this study corroborates with that of Bloemberg and Beek (2011) that revealed a negligible gender differences in work-family conflict indicating minor gender differences in the levels of perceived work-family conflict among men and women.

Practical implications and Recommendations

Researchers have proved that work family conflict could have detrimental effects on the individual, family and the organization as a whole. The results of this study indicate that, there is a negative relationship between work-family conflict and job satisfaction among junior staff. This shows that junior staff of the university who experience work-family conflict are not satisfied with their work. Given the demanding nature of their work which mainly involves more physical abilities, it will not be surprising that those employees who experience higher level of work-family conflict have lower levels of job satisfaction.

This requires that supervisors of junior staff should be encouraged to create supportive work environment where colleagues could support others who may have to attend to urgent and important family duties. With a negative relationship between work interfering with family and job satisfaction as indicated by this study, supervisors monitoring junior staffs are encouraged to offer full assistance and more flexible work schedules in order for junior employees to manage the conflict emanating from work when need arises.

Also, it was revealed in this study that a negative relationship existed between family interfering with work and job satisfaction, this depicts responsibilities of employees at home impeding on the demands at work. Here, there is a possibility of gradually reducing the job satisfaction level of the employee. Junior employees of the university are required to make effort to discuss their work design by seeking for redesigning of jobs when such needs arise.

Finally, employees are encouraged to seek for social support from spouse, family and friends by sharing family responsibilities and delegating certain family duties to ease heavy household tasks which may help increase family satisfaction level. It is required at this stage for management to implement policies such as job-protected paternity leaves and flexitime work schedules without discriminating against any gender group.

Limitations of the Study and Directions for Future Research

Despite the strengths of the design employed in this study, there is a limitation of using solely quantitative approach which limits the holistic responses of the respondents. It is therefore, recommended that either qualitative approach or mixed methods could be employed to bring out the in-depth explanations of the results.

Conclusion

In attaining a balance in work and family demands, dedicating equal amounts of time and energy to each domain is paramount but difficult to accomplishment. The purpose of this study was to examine the effect of work-family conflict on employees' job and family satisfaction among junior staff in the university taking into consideration the moderating role of gender. The results revealed negative relationships between work-family conflict, job satisfaction and family satisfaction. Further results indicate that though gender did not moderate the relationship between work-family conflict and job satisfaction, it however, moderated the relationship between work-family conflict and family satisfaction.

Gender moderated the relationship between work-family conflict and family satisfaction can be explained within the framework of the employees' workload and their family responsibilities. Both

male and female junior staff may have similar work roles and report to their supervision however, they may have different responsibilities at their various homes since the Ghanaian society has culturally accepted roles for males and females (Gyekye, 2003). Again, the extent to which work-family conflict affect job satisfaction does not depend on whether the junior staff is a male or female but possibly dependent on factors such as the subjective nature of the individual (personality, traits, preference) and the type of job. These findings may be helpful for the University management and staff to take necessary measures in order to minimise work-family conflict and its negative effects on junior staff.

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