

# RELATIONSHIP OF WORK FAMILY CONFLICT AND ENRICHMENT WITH ORGANIZATIONAL COMMITMENT AMONG SALES PERSON

T.G. Vijaya\* and R. Hemamalini\*\*

*\*Professor, PSG Institute of Management, PSG College of Technology, Coimbatore, India*

*\*\*Professor, Department of Management Studies , K.S.Rangasamy College of Technology, Tiruchengode, India. Email: amguruhema@yahoo.co.in (Corresponding Author)*

---

**Abstract** *This paper distinguishes the two types, work family conflict and work family enrichment as an independent variable which effects the increase or decrease in organizational commitment. Along with conflict and enrichment, satisfaction with work and family was also considered as an variable to determine the relationship of the work life elements with organizational commitment. Samples were drawn from sales person working in different private organization, about 110 sales person were selected. The study has identified that conflict displays a negative association or decrease in commitment, were as enrichment and satisfaction displays a positive association or increase in commitment. By applying gender as a control variable, it was identified that male put in more commitment than female repondents based on the study.*

**Keywords:** *Work Family Conflict, Family Work Conflict, Work Family Enrichment, Family Work Enrichment, Work Satisfaction, Family Satisfaction and Organizational Commitment.*

---

Sales have been considered as one of the most rewarding and challenging fields of employment in India. This field has its own charm and identity, which is different from other fields of specializations. Due to attractive remuneration package, extensive traveling involved and target-driven performance incentives, many ambitious candidates enter into sales and get success. This field is most suitable for aggressive, extrovert, result-oriented persons, who like extensive traveling and meeting people. This field of employment has been usually dominated by male aspirants. However, due to opening of markets and attraction for sound remuneration, many female incumbents have started entering into sales. Primarily, a working person has two roles to play: professional and personal roles. This has a significant role in shaping the performance of an individual especially in Indian context. Along with the role of an employee, the person has to do justice with various other roles of like: son/daughter, husband/wife, father/mother etc. Each role demands specific expectations from incumbents. Due to factors organizational and personal factors, role clashes are observed which lead to adverse effects on performance at all levels. Role clash is also caused by the reverse relation i.e. personal level stress affecting job performance. This role clash results into stress and burnout leading to work-life imbalance. Work-life balance is a state where an individual manages real or

potential conflict between different demands on his or her time and energy in a way that satisfies his or her needs for well-being and self-fulfillment (Clutterbuck, 2003).

Work-life imbalance is a common phenomenon seen in salespersons. In sales, one has to work on toes to complete the sales targets. At times, their performance goes down due to internal and external factors. This starts affecting their personal lives as well. As many organisations and employees seek ways to better manage the tensions between work and other life demands, there has been a growing body of research examining work-family and work-life issues (Byron 2005; Greenhaus and Powell 2006). Widespread interest in this field of research and practice is evident across developed regions of the world (Korabik, Lero and Ayman 2003; Poelmans 2003). There is also rising awareness of work-life issues in developing countries (e.g. Joplin et al. 2003). Practitioner and academic interest in this area evolved from substantial demographic and technological shifts such as the increased participation of women in the workforce, the changes in family structures, and the increase of flexible work options. Worldwide, there is increasing recognition that work-life issues are highly salient for many people (Spector et al. 2004). Unfortunately, there is a fundamental hole in the argument that businesses should help workers balance their work and family lives. Specifically, there is little empirical

research to support the claim that workers or organizations actually benefit from a ‘balanced’ work and family life. True, there is consistent evidence that elevated work–family conflict, or the extent to which responsibilities in one domain interfere with responsibilities in another domain, is associated with poor organizational outcomes (Allen et al., 2000; Kossek & Ozeki, 1999; Mesmer-Magnus & Viswesvaran, 2005). It is also true that evidence is emerging suggesting that organizations might benefit by promoting work–family enrichment, or the degree to which participation in one domain (e.g. work) enhances individual performance or quality of life in another domain (e.g. family) (Greenhaus & Powell, 2006; Grzywacz & Bass, 2003; Grzywacz et al., 2007; Hammer et al., 2005). However, researchers to date have *assumed* that the absence of work–family conflict or the presence of work–family enrichment is equivalent to work–family balance (Frone, 2003). The conceptual distinction among work–family balance, conflict and enrichment and the potential necessity of a concept like work–family balance remains underdeveloped and empirically unsubstantiated. In the new millennium, contemporary organizations are benefiting from a global, diverse, technologically savvy, and highly productive workforce (Hitt, 2000). It is ironic that these very same demographic shifts, economic trends, technological advances, and competitive forces also have contributed to a workforce that is increasingly experiencing work–life conflict (Friedman, Christensen, & DeGroot, 1998). *Work–life conflict* refers to competing role pressures brought on by activities that are related versus unrelated to work, such that fulfilling one’s work responsibilities makes it difficult to attend to activities outside the work domain, and vice versa (Greenhaus & Beutell, 1985). Grounded in role theory (e.g., Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964), “work–life conflict is a particular type of interrole conflict in which pressures from the work role are incompatible with the pressures from the [life outside of work] role” (Thomas & Ganster, 1995, p. 7). In the present research, we use the term *work–life conflict*, as opposed to *work–family conflict*, to reflect the fact that the extra-work demands in people’s lives include, but are not necessarily limited to, the domains are mutually incompatible in some respect. That is, participation in the work [family family.

## 1. WORK FAMILY CONFLICT

Based on the work of Kahn et al. (1964), the following definition of work-family conflict is offered: a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role. WF conflict is most frequently defined (Frone, 2003) as a form of interrole conflict in which the role pressures from the work and family] role is made more

difficult by virtue of the participation in the family [work] role” (Greenhaus & Beutell, 1985, p. 77). Inherent in this definition is the bidirectional nature of WF conflict. There is WF conflict, where aspects of work life are deleterious to family life; however, there is also FW conflict, where aspects of family life are deleterious to work life. However, almost all research has either been limited to WF conflict or has confounded the bidirectionality of the construct (Frone, 2003). Much research has focused on the direct effects of WF conflict on various aspects of work and family life. Frone (2003) reported “the results consistently show that work-to-family conflict is reported to occur more frequently than family-to-work conflict” (p. 149). Countless studies have shown WF conflict and FW conflict to be associated with “dissatisfaction and distress within the work and family domains” (Parasuraman & Greenhaus, 2002). Work–family conflict is generally defined as a form of interrole conflict in which the demands of work and family role are incompatible in some respect, so that participation in one role is more difficult because of participation in the other role. In this study, a global measure of WFC is used, capturing time-based and strain-based types of conflict (see Greenhaus & Beutell, 1985). Studies also further indicate that work-family conflict influences a number of outcomes including psychological distress and work related impacts such as job satisfaction, organization commitment, and ultimately, turnover (Adams, King, & King, 1996; Aryee, Luk, & Stone, 1998; Boles, Howard, & Donofrio, 2001; Kinnunen, Geurts, & Mauno, 2004; Netemeyer, Boles, & McMurrin, 1996).

## 2. WORK FAMILY ENRICHMENT

Work–family enrichment, on the other and, can be defined as the extent to which participation in one role is improved by virtue of participation in the other role. Again a global measure is used, capturing both affective and developmental forms of facilitation (see Carlson, Kacmar, Wayne, & Grzywacz, 2006). Previous research suggests that WFC and WFE are not bipolar opposites of each other, but rather conceptually distinct and orthogonal constructs, showing a differential relationship with job-related resources (Grzywacz & Butler, 2005). While laying the groundwork for a theory of work-family enrichment it is important to avoid common oversights that have undermined other theoretical statements about the linkages between work and family. Edwards and Rothbard (2000), in a recent review of the literature, contend that previous theoretical discussions have not adequately characterized the sign of the relationship between work and family, and rarely are the compelling forces behind work-family linkages specified. These authors further argue that inadequate attention has been given to the distinction between the compelling forces behind various work-family linkages and the causal structures through which they operate.

### 3. WORK SATISFACTION

Work satisfaction is an important work related attitude among sales people. Satisfaction with the job is directly related to organizational commitment. (Brown & Peterson 1993). Work satisfaction is the most widely studied variable in organizational research because of its well-established impact on a vast array of outcomes, including performance, commitment, and turnover (Spector 1997). Moreover, a review of the role conflict literature indicates that studies proposing links between work–family conflict and work satisfaction have also witnessed a dramatic increase. For instance, the majority of studies have shown that work–family conflict is associated with decreased levels of job satisfaction (Adams, King, and King 1996; Near, Rice, and Hunt 1980; Yogeve and Brett 1985). The negative effect of work–family conflict on job satisfaction may be attributed to multiple factors, including role stress, role conflict, and decreased physical or mental health. Meta-analytic evidence reinforces this finding by suggesting that work–family conflict has a significant inverse effect on work satisfaction, and this effect is more pronounced for female employees (Kossek and Ozeki 1998). Job satisfaction is said to have the largest effect on commitment. Therefore, this factor should be increased to improve an employee’s commitment to an organisation.

#### 3.1. Family Satisfaction

Family satisfaction is defined as the response to present family functioning as compared with an individual’s inner sense of what is desirable (Olson, 1986). Satisfaction is a cognitive appraisal and an emotional response to what was and what could be (Olson, 1986). Researchers have proposed that increased levels of work-family facilitation might be related to both greater job and family satisfaction (Edwards & Rothbard, 2000; Grzywacz et al., 2002). Hanson et al. (2006) emphasize that a transfer of positive valence affect, skills, behavior, and values promotes better role performance (Hanson et al., 2006). In this regard, the positive spillover between work and family should lead to enhanced role performance through the improvement of family satisfaction, by a greater social support (Hanson et al., 2006). Empirical evidence has supported this notion with Brockwood’s finding (2002) work-family positive spillover to be positively related to family satisfaction (cited in Hanson et al., 2006).

#### 3.2. Organizational Commitment

Organizational Commitment is highly valuable. Studies have highlighted that commitment has a great impact on the successful performance of an organisation. This is because

a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behaviour i.e., a willingness to go over and beyond their required job duties. And if human resources are said to be an organization’s greatest assets, then committed human resources should be regarded as an organisation’s competitive advantage. The concept of organizational commitment has attracted considerable attention as an attempt to understand the intensity and stability of employee dedication to work organizations. Organizational commitment is the relative strength of an employee’s attachment or involvement with the organization where he or she is employed. Organizational commitment is important because committed employees are less likely to leave for another job and are not more likely to perform at higher levels. Commitment has recently been defined as “as force that binds an individual towards a course of action” (Meyer and Allen, 1984).

### 4. MEASURES

**Work–family conflict:** We used the 18-item work–family conflict scale developed by Carlson et al. (2000). This scale consists of nine items that measure the work to family direction of conflict. An example item is, ‘My work keeps me from my family activities more than I would like.’ The Cronbach alpha for this scale was .78. The other nine items measures the family to work direction of conflict. An example item is, ‘Due to stress at home, I am often preoccupied with family matters at work.’ The Cronbach alpha for this scale was .84

**Work–family enrichment:** We used the 18-item work–family enrichment scale developed by Carlson et al. (2006). This scale consists of nine items measuring the work to family direction of enrichment. An example item is, ‘My involvement in my work helps me to acquire skills and this helps me to be a better family member.’ The Cronbach alpha for this scale was .74. This scale also consists of nine items measuring the family to work direction of enrichment. An example item is, ‘My involvement in my family puts me in a good mood and this helps me be a better worker.’ The Cronbach alpha for this scale was .91

**Work satisfaction:** We used the three-item work satisfaction measure designed by Hackman and Oldham. (1975). An example item for this scale is, ‘I am satisfied with the kind of work I do in my job.’ The Cronbach alpha for this scale was .72.

**Family satisfaction:** We used the five-item family satisfaction measure designed by Brayfield and Rothe (1951). An example item for this scale is, ‘I feel fairly well satisfied with my family life’. The Cronbach alpha for this

scale was .76.

**Organizational commitment:** We used a nine-item scale of organizational commitment designed by Balfour and Wechsler (1996). An example item for this scale is, 'I am quite proud to be able to tell people who it is that I work for.' The Cronbach alpha for this scale was .82.

**Control variables:** Control variables of gender and marital status were included in this study to reduce spurious results owing to the potential influence of demographic characteristics.

H1: The male group will have greater job satisfaction and organizational commitment than compared female group.

H2: The married group will have greater commitment than compared to unmarried group.

H3: Work–family enrichment and family work enrichment is positively associated with organizational commitment.

H4: Work–family conflict and family work conflict is negatively associated with organizational commitment.

H5: Work Satisfaction is positively associated with organizational commitment.

H7: Family Satisfaction is positively associated with organizational commitment.

## 5. RESULTS

The participant includes sales person working in different private organization. Samples were drawn from sales person working in different private organization, about 110 sales person were selected. Questionnaires were personally distributed and response received. The demographic break down of the respondents indicate that majority of the respondents about, 84.5% of the sales person were within the age group 25-35 years. In this study 63.6% of the respondents were male and 36.4% of respondents were female. The marital status of the respondents is an important demographic in the present study as having a married life

and children as a increased responsibility for individuals and mostly work life conflict situation arises when there is an imbalance between work and family life. The demographic table indicates that 63.6% of employees are married and their response represents a true picture of work life balance. The numbers of children in the family are 78.2 % of the respondents have children, 11.1% of the respondents were having 2 child and 10.7% of them were not having children. The experience of the respondents indicates that 66.4 % of respondents are with experience greater than 5 years and 24.5% of the respondents are of 1-2 years of experience. The family type of the respondents shows that 67.3% of the respondents were living in nuclear family and 32.7% of respondents were living in a joint family. The study has included male, female, married and unmarried individuals to prove a balanced demographic mixture in its sample.

The above table shows the different mean score of the variables taken for the study based on the gender. It could be clearly noted that the commitment of male(28.55) has the highest mean score than that of female. Among the work family conflict and family work conflict male has the highest mean score, but for work family enrichment and family work enrichment female has the highest mean score which represents conflict is being taken up by men than women and enrichment is being given importance by women than men. Work satisfaction (28.91) is more for men and family satisfaction is more for women. Thus the table 1 reveals that the male and female group differ significantly on work satisfaction, family satisfaction and orhganizational commitment. Thus the hypothesis H1 is accepted.

It implies that when married employees are more concerned with the security of the job and wishes to stay in one company with loyalty there by showing higher mean score for normative commitment (30.64). Employee who is not married and single does not have much commitment over the family were he always thinks and keeps searching for jobs which would get him the maximum income and does not show much loyalty to the organization. Married employee generally faces many problems at home in order to balance his role at work and family, therefore he takes more conflict

**Table 1:** Representing The Mean Score for the Variables Based On Gender

Variables	Male Mean Score	Female Mean Score	t-value
Organizational commitment	28.55	26.39	2.54*
Work family conflict	28.43	26.73	-1.62
Family work conflict	28.37	26.93	-1.23
Work family enrichment	26.15	33.43	0.99
Family work enrichment	28.73	25.86	0.78
Work satisfaction	28.91	25.32	2.24*
Family satisfaction	26.96	31.04	2.63*

\*  $p < .05$ , \*\*  $p < .01$ .t

**Table 2:** Representing the Mean Score for The Variables Based on Marital Status

Variables	Single Mean Score	Married Mean Score	t-value
Organizational commitment	26.72	30.64	0.54
Work family conflict	28.61	26.75	-1.44
Family work conflict	26.92	30.22	-1.72
Work family enrichment	26.43	31.22	.98
Family work enrichment	29.69	24.53	1.12
Work satisfaction	28.95	26.06	1.20
Family satisfaction	25.64	32.86	1.52

\*  $p < .05$ , \*\*  $p < .01$ .

from family to work (30.22). Unmarried employee takes work to family conflict more (28.61). Married employee strives more for family satisfaction (32.86), were as a single person tries more for job satisfaction. Table 2 shows that none of the variables are significant thus proving the hypothesis H2 is rejected.

Means, standard deviations, and correlations for the variables of interest appear in Table 3. It shows that the relationship between work family conflict and family work conflict is negatively associated with commitment, indicating that the greater work family conflict or family work conflict lesser commitment. There by proving the hypothesis H4. It was

**Table 3:** Summary Statistics and Correlations for All Variables

Variable	M	SD	1	2	3	4	5	6	7
1. Work-family conflict	4.88	1.12	1.000						
2. Family-work conflict	4.52	1.53	.41*	1.000					
3. Work-family enrichment	3.68	1.05	-.27*	-.39*	1.000				
4. Family-work enrichment	3.98	.98	-.25*	-.40*	.62*	1.000			
5. Work satisfaction		4.34	1.42	-.36*	-.28*	.50*	.38*	1.000	
6. Family satisfaction		3.74	1.12	-.41*	-.24*	.36*	.56*	.39*	1.000
7. Organizational commitment	4.34	1.55	-.34*	-.32*	.44*	.42*	.55*	.47*	1.000

Note. Higher scores reflect greater outcome favorability (lower work-life conflict). Coefficient alphas are in parentheses.

\*  $p < .01$ .

**Table 4:** Regression Results, Study 1

Organizational commitment				
Predictor variables	Rsquared	b	ta	p
Control variables (entered in Step 1)				.03
Constant		4.47	18.94	.000
Gender		-.039	1.55	.12
Marital status		0.05	0.25	.80
Main effects (entered in Step 2)				.34
Work-family conflict		-0.12	.96	.34
Family-work conflict		-0.24	1.58	.22
Work-family enrichment		0.549	3.57**	.002
Family-work enrichment		0.56	2.01	.03
Interaction term (entered in Step 3)				.42
Work satisfaction		0.195	3.089**	.012
Family satisfaction		0.254	2.014**	.005

also noted that higher the family work enrichment and work family enrichment higher the commitment as based on H3 which is positively associated. As shown in Table 3, commitment is significantly but moderately correlated with elements of enrichment and conflict ranging from .322 to .569. This finding would suggest low correlation with conflict with moderate correlation being between work–family enrichment and family-to-work enrichment and the highest correlation with work satisfaction. It also seen that work satisfaction and family satisfaction, H5 and H6 is accepted by having positive relation with commitment.

Consistent with usefulness analysis we examined commitment along with each outcome and reported the results below. Next, we examined the impact of commitment when entered after all the other work–family elements were included. The results for the final regression analyses on all of the work and family related outcomes can be found in Table 4. Examining commitment as the dependent variable, when work–family elements was entered in Step 2, 34 percent of the variance was explained. However, when the work satisfaction and family satisfaction were entered each independently associated with organizational commitment, and accounted for 42 percent of the variance in this outcome.

## 6. FUTURE RESEARCH

Results from this research suggest a number of avenues for further research. Future sales force research should examine the work and non-work effects of work family variables. Examining the moderating effects of gender in models of salesperson behaviour might uncover other differences regarding how men and women respond to various aspects of the sales environment that could help improve sales force management practices. This study is limited by its sample. A larger study may provide a more “balanced” test of the interrelationship between the constructs.

## 7. CONCLUSION

In conclusion, our research offers a foundational starting block for further theoretical and empirical investigation in the area of work family areas and commitment. By creating a measure of commitment grounded in balance as a skill or ability possessed by individual employees, we established the distinctiveness of several common work–family concepts (conflict, enrichment, and satisfaction). Furthermore, results suggest that, conceptualized and measured in this way, balance can lead to valuable organizational and individual outcomes. We hope that our work is valuable to both scholars and practitioners interested in understanding and maximizing performance in the work and family domains.

## REFERENCES

- Adams, G. A., King, L. A. & King, D. W. (1996). Relationships of Job and Family Involvement, Family Social Support, and Work-Family Conflict with Job and Life Satisfaction. *Journal of Applied Psychology*, August, 81, pp. 411-420.
- Aryee, S., Luk, V. & Stone, R. (1998). Family Responsive Variables and Retention-Relevant Outcomes among Employed Parents. *Human Relations*, 51(1), pp. 73-87.
- Allen, T. D., Herst, D. E., Bruck, C. S. & Sutton, M. (2000). Consequences Associated with Work-To-Family Conflict: A Review and Agenda for Future Research. *Journal of Occupational Health Psychology*, 5, pp. 278-308.
- Boles, J. S., Howard, W. G. & Donofrio, H. H. (2001). An Investigation into The Inter-Relationships of Work-Family Conflict, Family-Work Conflict and Work Satisfaction. *Journal of Managerial Issues*, 13(3), pp. 376-390.
- Brockwood, K. J. (2002). An Examination of Positive Work-Family Spillover among Dualearner Couples in the Sandwiched Generation. Unpublished Doctoral Dissertation, Portland, OR: Portland State University.
- Brown. & Peterson. (1993). The Effect of Effort on Sales Performance and Job Satisfaction. *Journal of Marketing*, 5.
- Byron, K. (2005). A Meta-Analytic Review of Work-Family Conflict and Its Antecedents. *Journal of Vocational Behavior*, 67(2), pp. 169-98.
- Campbell. C. S. (2000). Work/Family Border Theory: A New Theory of Work/Family Balance. *Human Relations*, 53, pp. 747-770.
- Carlson, D. S., Kacmar, K. M. & Williams, L. J. (2000). Construction and Initial Validation of a Multidimensional Measure of Work-Family Conflict. *Journal of Vocational Behavior*, 56, pp. 249-76.
- Carlson, D. S., Kacmar, K. M., Wayne, J. H. & Grzywacz, J. G. (2006). Measuring the Positive Side of the Work-Family Interface: Development and Validation of a Work-Family Enrichment Scale. *Journal of Vocational Behavior*, 68, pp. 131-64.
- Clutterbuck, D. (2003). Managing the Work-Life Balance. (pp. 8-9). UK: Chartered Institute of Personnel and Development.
- Edwards, J. R. & Rothbard, N. P. (2000). Mechanisms Linking Work and Family: Clarifying the Relationship between Work and Family Constructs. *Academy of Management Review*, 25, pp. 178-199.

- Friedman, S. D., Christensen, P. & DeGroot, J. (1998). *Work & Life: The End of the Zero-Sum Game*. Harvard Business Review, pp. 119-129.
- Frone, M. R. (2003). Work-family Balance. In: Quack, J.C.; Tetrick, L.E., (ed.), *Handbook of Occupational Health Psychology*. (pp. 13-162). Washington, DC: American Psychological Association.
- Greenhaus, J. H. & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *Academy of Management Review*, 10, pp. 76-88.
- Greenhaus, J. H. & Powell, G. N. (2006). When Work and Family are Allies: A Theory of Work-Family Enrichment. *Academy of Management Review*, 31(1), pp. 72-92.
- Grzywacz, J. G., Almeida, D. M. & McDonald, D. A. (2002). Work-Family Spillover and Daily Reports of Work and Family Stress in the Adult Labor Force. *Family Relations*, 51(1), pp. 28-36.
- Grzywacz, J. G. & Bass, B. L. (2003). Work, Family, and Mental Health: Testing Different Models of Work-Family Fit. *Journal of Marriage and Family*, 65, pp. 248-62.
- Grzywacz, J. G. & Carlson, D. S. (2007). Conceptualizing Work-Family Balance: Implications for Practice and Research. *Advances in Developing Human Resources*, 9, pp. 455-71.
- Hammer, L. B., Neal, M.B., Newson, J. T., Brockwood, K.J. & Colton, C. L. (2005). A Longitudinal Study of the Effects of Dual-Earner Couples' Utilization of Family-Friendly Workplace Supports on Work and Family Outcomes. *Journal of Applied Psychology*, 90, pp. 799-810.
- Hanson, G. C., Hammer, L. B. & Colton, C. L. (2006). Development and Validation of a Multidimensional Scale of Perceived Work-Family Positive Spillover. *Journal of Occupational Health Psychology*, 11(3), pp. 249-265.
- Hitt, M. A. (2000). The New Frontier: Transformation of Management for the New Millennium. *Organizational Dynamics*, pp. 7-17.
- Joplin, J. R. W., Shaffer, M. A., Francesco, A. M. & Lau, T. (2003). The Macro Environment and Work-Family Conflict: Development of a Cross-Cultural Comparative Framework. *International Journal of Cross-Cultural Management*, 3, pp. 305-28.
- Kahn, R. L., Wolfe, D. M., Quinn, R., Snoek, J. D. & Rosenthal, R. A. (1964). *Organizational Stress*. New York: Wiley.
- Kinnunen, U., Geurts, S. & Mauno, S. (2004). Work-To-Family Conflict and Its Relationship with Satisfaction and Well-Being: A One-Year Longitudinal Study on Gender Differences. *Work and Stress*, 18(1), pp. 1-22.
- Korabik, K., Lero, D. S. & Ayman, R. (2003). A Multi-Level Approach to Cross Cultural Work-Family Research. *International Journal of Cross Cultural Management*, 3, pp. 289-303.
- Kossek, E.E. & Ozeki, C. (1999). Work-Family Conflict, Policies, and The Job-Life Satisfaction Relationship: A Review and Directions for Organizational Behavior-Human Resources Research. *Journal of Applied Psychology*, 83, pp. 139-49.
- Meyer, J. P. & Allen, N. J. (1984). Testing the "Side-Bet Theory" of Organizational Commitment: Testing Methodologies Considerations. *Journal Applied Psychology*, 69, pp. 372-378.
- Mesmer, M. J. R. & Viswesvaran, C. (2005). Convergence between Measures of Work-to-Family and Family-to-Work Conflict: A Meta-Analytic Examination. *Journal of Vocational Behavior*, 67, pp. 215-32.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and Validation of Work-Family Conflict and Family-Work Conflict Scales. *Journal of Applied Psychology*, 81(4), pp. 400-410.
- Olson, D. H. & Wilson, M. (1986). Family Satisfaction. In D.H. Olson, et. al., (Eds.), *Family Inventories*. St. Paul, MN; Family Social Science. University of Minnesota.
- Poelmans, S. (2003). The Multi-Level 'Fit' Model of Work and Family (Editorial). *International Journal of Cross-Cultural Management*, 3, pp. 267-74.
- Spector, P. E. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*, Thousand Oaks, CA: Sage.
- Spector, P.E., Cooper, C. L., Poelmans, S., Allen, T. D., O'Driscoll, M., Sanchez, J.I., Oi, L. S., Dewe, P., Hart, P., Luo, L., De Moraes, L.F.R., Ostrognay, G.M., Sparks, K., Wong, P. & Yu, S. (2004). A Cross-National Comparative Study of Work-Family Stressors, Working Hours and Well-Being: China and Latin America Versus the Anglo World. *Personnel Psychology*, 57(1), pp. 119-42.
- Thomas, L. T. & Ganster, D. C. (1995). Impact of Family-Supportive Work Variables on Work-Family Conflict and Strain: A Control Perspective. *Journal of Applied Psychology*, 80, pp. 6-15.