

THE STUDY OF WORK-FAMILY INTERFERENCE AND FACILITATION ON JOB SATISFACTION AND PSYCHOLOGICAL WELL BEING AMONG WORKING WOMEN PROFESSIONALS IN HEALTH SECTOR

Ali Haider¹, Muhammad Hafeez², Moosa Shafiq³, Hassan Zia Mubashir⁴, Kashif
Mahmood⁵

¹International Islamic University, PAKISTAN, eelihaider@iiu.edu.pk

²PMAS.Arid Agriculture University, m.hafeez@uaar.edu.pk

³Riphah International University, moosa_shafiq@hotmail.com

⁴Riphah International University, mubashir.hassan@iiu.edu.pk

⁵Pir Mehr Ali Shah, Arid Agriculture University, Rawalpindi, Pakistan, kashif.malik9404@gmail.com

Abstract

The present study is to find the impact of work family interference and facilitations on satisfaction at job and psychological well-being in presence of supervisory support as moderatos among the working women professional in an organization among twin cities of Pakistan. For challenging the planned model, collected data of 1000 women employees working in both private and government sector were surveyed. Descriptive statistics and measure of central tendency technique was used for data analysis. The results exposed that work family interference and family interference work will negatively affect the job satisfaction and psychological well-being and supervisory support dampens their relationship but for the Work facilitation family and family facilitation work the relationship will act as enhancer in the presence of supervisory support. The conflicts were correspondingly inspiring participate and avoiding behaviors at the most. Among women, powerful ones for increasing levels of normative commitment, extension commitment, and trust, respectively.

Key words WIF, FIW, WFF, FFW

1. INTRODUCTION

Issue of conflicts and facilitation has continuously catching the consideration of many researchers and they are making the progress with its different antecedents but now the issue of interference and facilitations has continues to attract research attention world wide.Modernizing trends such as profitable development, diversity, human right policies, globalizing influence and equal employment opportunity has increased concentration on the contact of work life problems on the employees' well-being and how supervisory support will help full in removing these conflicts.

Work-Family Interference is basically define as the dimensions of the conflict in which the role pressure is mutual . It is the incompatible contribution in work role made by influence in family roleare capable to concern with individuals and organizations relationships.(Xu, 2008).Work-family facilitation is observed as the inter role arises that was observable fact where all roles are inter related and affect each other as cited

in(Rasool, 2013).

Job satisfaction has been defined as a overall insolence towards one's job.Respectgiven to one's feelings or state of mind regarding the nature of their work. It is the impact of the job performance of an individual which creates positive influence. Job satisfaction is the mostly used variable which had been studied for the research in the organizations as it is very much important for the people who are working inside or for the organization. Job satisfaction traditional model explains about what an individual feels about his or her job cited by (Atif Anis, 2011). Researchers involved in the psychological well-being identifies wide concepts to that areas.This approach to well-being is imperfect as it takes other approach to wetakesexplanation of the importance of the "purpose" in well-being. (Robertson & Cooper, 2010).

In **Supervisor support** supervisor perform as gatekeepers of the profession and so need to be sure that they give supervision to the key critical areas affecting the supervisory relationship (Cheon, Blumer, Shih, Murphy, & Sato, 2008). Supervisory support as a very important cultural work aspect that decreases the negative impact on work life as well as on employees daily life.(Sanaz Aazami, 2015).

2. LITERATURE REVIEW

2.1. Work family interference / family interference work

Work-family interference significantly and negatively connected with job satisfaction. The job satisfaction can better by reducing conflict between work and family (Kossek, 2007).Interference is believed continuing process with no definite restrictions that serves to modify the actions of both children and parent.

2.1.1. H1-If WIF occurs among employees, it will lead to decrease in the satisfaction on job

We consequently consist of home, family, and enjoyment domain names under the wide frame of "no work" even though interference in together instructions is crucial, the work-to-nonworking path is greater commonplace (Joseph G Grzywacz et al., 2006). (Glass, 2006) contend that "the spillover from real, especially for parents, however it isn't as mentioned or severe as the alternative dynamic, in which paintings spills over into the home." moreover, the different guidelines of interference are conceptually awesome and feature one of a kind background (Reynolds & Renzulli).

2.1.2. H2-If FIW occurs among employees, it will lead to the decreased in job satisfaction

Components of circle of W-F interaction: family facilitation (FWF), which refers to the effective interplay among circle of relatives and paintings, and circle of relatives Family interference which refers back to the terrible interaction(Hansen et al., 2006) within the case of JRE, which means excessive work primary to personnel feeling exhausted, it's miles positively related to FWC (Ahmad & Ali, 2003)building on those in advance studies, this studies examines incredible and terrible reactions from the family vicinity which can be transferred to the artwork domain, an effect referred to as spillover (Ahmad & Ali, 2003).

2.1.3. H3. If WIF occurs among employees, it will lead to decrease in the psychological well-being

Among women, ancestral position and service position produce different levels of satisfaction with family life as well as job life (Thomas Tanner, 2014)Among employed woman there had been extensively lower levels of family work approval than women who are not employed.Most of these studies have concluded that married women have greater levels of psychological well-being than the non-married. The result of recent meta-analysis (Turliuc & Buliga, 2014) supports this findings that shows a small, positive relationship between between married and well-being. Another current analysis (Wolpin, 2012) Suggests that the relationship of marital status to psychological well-being is getting weaker overtime, but still finds that married people have better well being than the unmarried.

2.1.4. H4. If FIW occurs among employees, it will lead to the decreased in psychological well-being

Responsibility of rewarding both roles lead women's success in the occupational profession and, not feel their family suffer from outside home. The responsibilities of married women are generally related to house work and child care in the home (Sieber, 1974a). The demands of child care and house hold duties usually impose more strongly on women, whether they are employed or not(May, 2003; Powell, 2006; Sheng Wen, 2012; Linda Thiede Thomas & Daniel C. Ganster, 1995). Much recent research has examined the relationship between family work interference, and psychological well-being is negative.

2.1.5. Work-family facilitation and family interference work

WFF, is a function that the needs of contribution of a single role help the implementation of another role.

Increasing hobby within the exploration of quality organizational conduct (Fred Luthans 2007) has motive the observe of superb interdependencies of employee and family interactions (Hansen et al., 2006). Barnett et al. (1992) checked out the process rewards to pick out which elements moderate the relationship between discern-position quality and mental distress.

2.1.6. H5. If WFF occurs among employees, it will enhances to increased in job satisfaction

WFF assistance was positively related to job satisfaction.(Sieber, 1974a) found that it is not necessary that involvement in various roles will lead to conflict generation consequent role strain. The positive side of work family facilitation was fewer investigated as associated to the attention of destructivesorts. Rising attention towards investigating the optimistic organization behaviour.(WFF) that was expected from daily job characteristics.

2.1.7. H6-If FFW occurs among employees, it will lead to enhances in job satisfaction

Hypothesis convey us the explanation that concerning family facilitation work occurs amongst employees it will increased the level of satisfaction in job. .New behavior will be in relation of job satisfaction, high self honor and less determination to give up the job (Kossek, 2007) Definite links of job demand and vocation role superiority and WFF research has showing that high stress.Every direction in a social system comprised of interrelating elements they generatesdiscriminateable such as married dyad or parent-child dyad (May, 2003).

2.1.8. H7. If WFF occurs among employees, it will lead to increased in psychological well-being

work family facilitation occurs among the employees it will increase the level of psychological well-being among employees. People with advanced levels of feeling of PWB execute better at work than those with inferior one; the results from (Cropanzano, 1999) show PWB is stronger interpreter of job act than job satisfaction (Robertson & Cooper, 2010). Aristotle was the creator of the term eudaimonia and considered that correct pleasure is found by "doing what is worth doing". WFF is likewise positively and substantially related to the perceived significance of own family assist programs (Frone & Yardley, 1996).on the equal time, research indicates that the circle of relatives boundary is more permeable: paintings is much more likely to interfere with own family the to than family will intervene with work(Frone, Russell,& Cooper,1 992; Frone,2 002).

2.1.9. H8. If FFW occurs among employees, it will lead to increase in psychological well-being

FFW will increased the level of psychological well-being among employees in the presence of supervisory support as moderator. The influence of job pressure on the work has been testified by scholars (Lai, 1995) Low level jobs of the employees are more associated with risk problems and low level of psychological well-being caused by the work place are serious problem for the workers they are facing today. The recession became finished as a step-smart regression and it was also finished as pressured entry facilitation (WFF/FFW)

2.2. Supervisory Support, Psychological well-being and job satisfaction

2.2.1. H9.Supervisory support will buffer relationship between WIF and job satisfaction

One reason why researchers have not constantly originate a negative relationship among the accessibility of work interference family and task conflict will arises due to the employees working in the conditions that are more holding such practices.Supportive manager is person who "is sympathetic to the employee" choice to are trying to find balance among work and family and who have interaction in hard work to assist the employees accommodate his or her work and own family duty" to assist the worker accommodate his or her own family and work obligation. rather than focusing upon support for a selected practice.

2.2.2. H10.Supervisory support will buffer relationship between FIW and job satisfaction.

Greater widespread perspective of a supervisory supporting a balance between work and family or relatives demand given the theoretical rational provided by using Allen (2001) and others (e.g., Thomas & Ganster, 1995) and their findings we anticipated a poor relationship among reporting to a supportive and work own family conflict in regards to the connection among reporting to supportive manager and family work battle, to our understanding ,no take a look at has observing this courting .however ,to the enlarge that a manager is

perceived as supportive of balancing family and work interaction. It seems probable that there need to be much less stated family work interaction.

2.2.3. H11. Supervisory support will enhance relationship between FFW and job satisfaction.

This hypotheses convey our explanation that One reason is that why researches have now not consistently located a positively among the work of relatives-agreeable exercise and function conflict due to the significance of working situation that supports the usage of such practice. Supportive supervisor provide friendly surroundings for workers (Luo Lu, 2013). The importance of supportive manager become highlighted in our earlier dialogue of the studied by means of (Linda Thiede Thomas & Daniel C. Ganster, 1995). An approach of humility on the part of supervisors can encourage less conflictual relationships with trainees whilst supervisors show fallibility and are motivated to admit their personal errors, even as at the similar time preserving a experience of leadership and confidence, it serves to create a noncompetitive surroundings and stops an growing cycle of blame and demoralization (Ronald J. Burke 2001).

2.2.4 H12. Supervisory support will enhances relationship between WFF and job satisfaction

This hypotheses convey our explanation that job possessed with the resource of people in a position interaction state of affairs can produce improved strength and such power may be used for gratifying the necessities of other roles that had to been performed in both home and job places. This is related to modern day trend of enrichment (Powell, 2006) and facilitation. Job satisfaction outlined as "a person's feelings toward his or her job or job setting at explicit purpose in time" insane and Marcic outline "job satisfaction as a positive angle toward one's job".

Supportive supervisors also offer emotional and instrumental guide. satisfactory in supervision consists of know-how the responsibilities and demands positioned on front line people, offering honest and equitable distribution of workload, and being knowledgeable of the employee welfare instrument and daily toddler welfare exercise (Dickinson & Painter, 2009; Scannapieco & Connell-Carrick, 2007).

2.2.5. H13. Supervisory support will buffer relationship between WIF and psychological well-being

This hypotheses convey our explanation that WIF and psychological well-being has negative relationship with each other this relationship will buffer when supervisory support will introduced as moderator among the variables. When work interferes with the area, it may get away personnel time, physical, and emotional sources. WFI has been gaining interest of scholars in the different sides of psychology and management sciences. This hypothesis explains the effect of WIF and PWB. WIF has a negative impact on PWB and when we introduce moderator supervisory support the moderating variable starts moving toward positive side. Ultimately the supervisory support is cushioning relationship between WIF and psychological well being.

2.2.6. H14. Supervisory support will buffer relationship between FIW and Psychological well-being

FIW with WIF refer back scenario while pressure from work and interfering of relative's role are jointly mismatched in which contribution in one problem is hard to contribute function (jeffrey H Greenhaus, 2003) The psychological interface refers to effective and terrible bring over from work to relatives existence and strength deficit at home .

2.2.7. H15. Supervisory support will enhances relationship between WFF and psychological well-being

Supervisors tend to be greater concerned in personnel' day by day jobs than administrators; consequently, the supportive relationships with employees can be one of a kind than the ones of administrators and have been essential to employee retention, morale, and process pride (Wolpin, 2012; Youssef & Luthans, 2007). (Byron, 2005) began to apply the running association idea to management by means of demarcation the requirements and responsibilities he believed to be primary to supervision the supervisory support, the bond in supervision vary from that developed in remedy among the therapist and customer due to the fact assessment is an significant part of the supervisory process possibly making the connection a surprisingly critical but weak component of supervision greater currently, explored weakening and maintenance in the supervisory alliance; they located that truly the possibility of estimation can cause weakening inside the supervisory dating (Malcom G. Patterson and Micheal A. West Mark A. Griffin 2001).

2.2.8. H16. Supervisory support will enhances relationship between FFW and psychological

well-being

Family Facilitation with work is depend on psychological well-being, FFW has a positive impact on PWB. When there is involvement of facilitation of family at work place then person will satisfy with their job and he will be motivated for doing his task. as opposed to focusing upon support for a particular practice, we accepted the more preferred attitude of a manager sup porting a stability among work and own family needs. Between reporting to a supervisory support and work-circle of employees struggle with reference to build relationship between reporting to a supportive and family-work conflict, to our information, no take a look at this observe this seeing but, that a manager wassupposedto be sympathetic to keep an order between work and family, that's a concept advanced by using Bordin within the mid seventies. (Bordin, 1975).

3. THEORETICAL FRAMEWORK

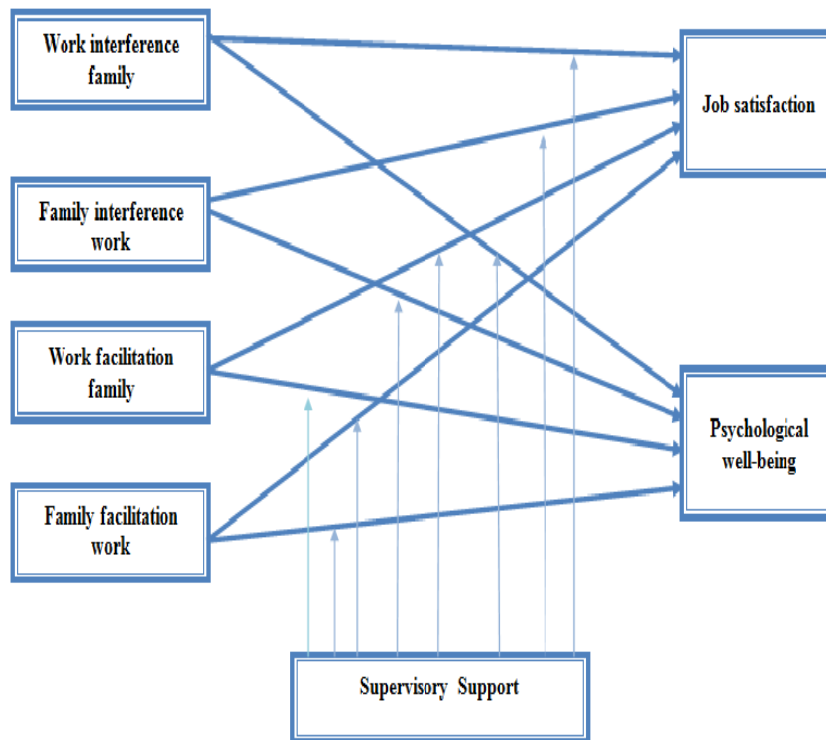


Figure 1 Theoretical Framework

4. RESEARCH METHODOLOGY

4.1. Samples and Procedure

We had taken the sample of 300 professionals working women of private as well as public sector professional working women in different sectors of Rawalpindi and Islamabad. and collecting the cross sectional data. The persistence of the study described, and access to women holding managerial and professional jobs was requested to treat as a sample and fill the required data form. The research design of our study is causal study which able us to state that variable X causes variable Y. A logical explanation is given why the independent variable effecting the dependent variable and role of moderator in the research. non-probability sampling technique is used for setting the appropriate amount of sample size. All items were measured on a five point Likert scale ranging from 1 (disagree very much) to 5 (agree moderately).

5. MEASURES

5.1. Work-family interference and facilitations

Interference items were adopted from (van Steenbergen et al., 2007) van Facilitation items of (Joseph G Grzywacz & Marks, 2000; Wagena & Geurts, 2000) and done it by collecting the data through questionnaires to develop a valid 16 factor measure of work family interference and facilitation. The work family facilitation only psychological dimesions is developed. In this study we include 6 items to measure work family conflict. In this study

5.2. Job Satisfaction

Job satisfaction was measured using (Spector, 1985) job satisfaction scale. The scale is composed of 34 items, and respondents indicate how satisfied or dissatisfied they are with a number of work factors, including pay, promotion, relationship with colleagues and supervisors and the nature of the work.

5.3. Psychological well-being

All items were dignified with five point Likert scale 1 of each items that ranges from (disagree very much) to 5 (agree moderately). Items had been taken from Ryff, C.D., & Singer, B. (1998). The contours of positive human health. *Psychological Inquiry*, 9, 1-28.

5.4. Supervisory support

For supervisory support we had taken nine items from (Greenhaus et al., 1990).Effect of the race on: organizational experience and job performance evaluations and career outcomes. *Academy of management journal*: 33(1).64-86. 1990 by academy of management . items were taken from the appendix , pp. 85-86

REFERENCE LIST

- Atif Anis, K.-u.-R., Ijaz-Ur-Rehman, Muhammad as if Khan and Asad Afzal Humayoun (2011). Impact of organizational commitment on job satisfaction and employee retention in pharmaceutical industry. *African Journal of Business Management*, 5(17), 7316-7324
- Ahmad, R., & Ali, N. A. (2003). The use of cognitive mapping technique in management research: theory and practice. *Management Research News*, 26(7), 1-16. doi: doi:10.1108/01409170310783556
- Byron, K. (2005). A meta analytic review of work-family conflict and its antecedents. *journal of vocational behavior*, 67, 169-198. doi: 10.1016/j.jvb.2004.08.009
- Bordin, E., editor. (1975). *The working alliance: Basis for a general theory of psychotherapy*. Paper presented at the annual meeting of the Society for Psychotherapy Research, Washington, DC
- Barnett, R. C., & Hyde, J. S. (2001). Women, men, work, and family. *American psychologist*, 56(10), 781.
- Byron, K. (2005). A meta analytic review of work-family conflict and its antecedents. *journal of vocational behavior*, 67, 169-198. doi: 10.1016/j.jvb.2004.08.009
- Cheon, H.-S., Blumer, M. L. C., Shih, A.-T., Murphy, M. J., & Sato, M. (2008). The Influence of Supervisor and Supervisee Matching, Role Conflict, and Supervisory Relationship on Supervisee Satisfaction. *Contemporary Family Therapy*, 31(1), 52-67. doi: 10.1007/s10591-008-9078-y
- Cropanzano, A. A. G. a. R. (1999). The Conservation of Resources Model Applied to Work–Family Conflict and Strain. *journal of vocational behavior*, 54, 350-370.
- Dickinson, N. S., & Painter, J. S. (2009). Predictors of undesired turnover for child welfare workers. *Child welfare*, 88(5), 187.
- Fred Luthans , C. M. Y. (2007). Emerging Positive Organizational Behavior *Southern Management Association*, 321-349. doi: 10.1177/0149206307300814
- Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work–family interface. *journal of vocational behavior*, 50(2), 145-167.
- Grzywacz, J. G., Frone, M. R., Brewer, C. S., & Kovner, C. T. (2006). Quantifying work–family conflict among registered nurses. *Research in nursing & health*, 29(5), 414-426
- Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work–family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, 5(1), 111.
- 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), 28-36. doi: 10.1111/j.1741-3729.2002.00028.x

- 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(1), 248-261.
- Grzywacz, J. G., Frone, M. R., Brewer, C. S., & Kovner, C. T. (2006). Quantifying work-family conflict among registered nurses. *Research in nursing & health*, 29(5), 414-426.
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of management Journal*, 33(1), 64-86
- Hansen, J., Sato, M., Ruedy, R., Lo, K., Lea, D. W., & Medina-Elizade, M. (2006). Global temperature change. *Proc Natl Acad Sci U S A*, 103(39), 14288-14293. doi: 10.1073/pnas.0606291103
- Hansen, J., Sato, M., Ruedy, R., Lo, K., Lea, D. W., & Medina-Elizade, M. (2006). Global temperature change. *Proc Natl Acad Sci U S A*, 103(39), 14288-14293. doi: 10.1073/pnas.0606291103
- Hansen, J., Sato, M., Ruedy, R., Lo, K., Lea, D. W., & Medina-Elizade, M. (2006). Global temperature change. *Proc Natl Acad Sci U S A*, 103(39), 14288-14293. doi: 10.1073/pnas.0606291103
- Hansen, J., Sato, M., Ruedy, R., Lo, K., Lea, D. W., & Medina-Elizade, M. (2006). Global temperature change. *Proc Natl Acad Sci U S A*, 103(39), 14288-
- . jeffrey H Greenhaus, K. M. C. a. J. D. S. (2003). The relation between work- family balance and quality of life. *journal of vocational behavior*, 63, 510-531. doi: 10.1016/S0001-8791(02)00042-8
- Joseph G. Grzywacz, N. F. M. (2000). Reconceptualizing the Work-Family Interface: An Ecological Perspective on the Correlates of Positive and Negative Spillover between Work and Family. *Social Ecology* Glass, J. (2006). [The Time Divide: Work, Family and Gender Inequality, Jerry A. Jacobs, Kathleen Gerson]. *Administrative Science Quarterly*, 51(3), 509-511.
- Joseph G. Grzywacz, N. F. M. (2000). Reconceptualizing the Work-Family Interface: An Ecological Perspective on the Correlates of Positive and Negative Spillover between Work and Family. *Social Ecology*
- Kossek, E. E. (2007). *Workplace Policies and Practices to Support Work and Families*
- Kossek, E. E. (2007). *Workplace Policies and Practices to Support Work and Families*
- Luo Lu, C. L. C., Hui Yen Lin. (2013). A cross-cultural examination of presenteeism and supervisory support. *Career Development International*, 18(5), 440 - 456
- May, S. J. R. a. D. C. (2003). Spillover between Marital Quality and Job Satisfaction: Long-Term Patterns and Gender Differences. *Journal of Marriage and Family*, 65(2), 482-495
- May, S. J. R. a. D. C. (2003). Spillover between Marital Quality and Job Satisfaction: Long-Term Patterns and Gender Differences. *Journal of Marriage and Family*, 65(2), 482-495
- Powell, J. H. G. a. G. N. (2006). When Work and Family Are Allies: A Theory of Work-Family Enrichment *The Academy of Management Review*, 21(1), 72-92.
- Rasool, H. (2013). *Meditation Training in Organization: Effect on Work Family Interaction, Stress & Outcome*. (Doctor of Philosophy in Management Sciences), Mohammad Ali Jinnah University, Islamabad
- Reynolds, J., & Renzulli, L. A. Economic Freedom or Self-imposed Strife: Work-Life Conflict, Gender, and Self-Employment *Entrepreneurship* (pp. 33-60
- Reynolds, J., & Renzulli, L. A. Economic Freedom or Self-imposed Strife: Work-Life Conflict, Gender, and Self-Employment *Entrepreneurship* (pp. 33-60).
- Richard G. Netemeyer , J. S. B., Robert McMurrian. (1996). Development and Validation of Work-Family Conflict and Family-Work Conflict Scales. 81(4), 400-410
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*, 31(4), 324-336. doi: 10.1108/01437731011043348
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*, 31(4), 324-336. doi: 10.1108/01437731011043348

- Steenbergen, H. v. (2001). *Affective Modulation of Cognitive Control: A Biobehavioral Perspective* university of psychology, Netherlands
- Sieber, S. D. (1974a). Toward a Theory of Role Accumulation. *American Sociological Review*, 39(4), 567-578.
- Singer, C. D. R. B. (1998). The Contours of positive human health. *Psychological Inquiry*, 9(1), 1-28.
- Sieber, S. D. (1974a). Toward a Theory of Role Accumulation. *American Sociological Review*, 39(4), 567-578.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13(6), 693-713.
- Sanaz Aazami, K. S. a. S. A. (2015). Examining Behavioural Coping Strategies as Mediators between Work-Family Conflict and Psychological Distress. *Scientific World Journal*.
- Scannapieco, M., & Connell-Carrick, K. (2007). Child welfare workplace: The state of the workforce and strategies to improve retention. *Child welfare*, 86(6), 31
- Turliuc, M. N., & Buliga, D. (2014). Work-Family Conflict and Job and Family Satisfaction. The Mediating Role of Cognitions. *Procedia - Social and Behavioral Sciences*, 159, 105-109. doi: 10.1016/j.sbspro.2014.12.338
- Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family
- Thomas Tanner, A. M., Elaine T. Lawson, Chris Gordon, Rachel Godfrey-Wood and Terry Cannon. (2014). Political Economy of Climate Compatible Development: Artisanal Fisheries and Climate Change in Ghana. 446.
- van Steenbergen, E. F., Ellemers, N., & Mooijaart, A. (2007). How work and family can facilitate each other: distinct types of work-family facilitation and outcomes for women and men. *Journal of Occupational Health Psychology*, 12(3), 279
- Wolpin, M. K. R. J. B. J. (2012). Work-family conflict, satisfactions and psychological well-being among women managers and professionals in Turkey. *Gebder in management: An international journal*, 27(3), 203-213.
- Wolpin, M. K. R. J. B. J. (2012). Work-family conflict, satisfactions and psychological well-being among women managers and professionals in Turkey. *Gebder in management: An international journal*, 27(3), 203-213.
- Xu, X. (2008). *Explaining the Impact of Work Interference with Family: The Role of Work-Family*