

# The Negative Relationship between Work Family Conflict and Career Satisfaction and the Role of Individual Differences

Mattiullah Butt<sup>1</sup>, Bei Hu<sup>2</sup>, Khurram Shafi<sup>3</sup>, Babur Hayat Malik<sup>1</sup>

<sup>1</sup> PhD Student, School of Management, Huazhong University of Science and Technology, China

Email: mmattiullah@gmail.com (Corresponding Author)

<sup>2</sup> Professor, Human Resource Management, School of Management, Huazhong University of Science and Technology, China

<sup>3</sup> PhD in Accounting, School of Management, Huazhong University of Science and Technology, China

**DOI Link:** <http://dx.doi.org/10.6007/IJARBSS/v5-i8/1766>

**Published Date:** 10 August 2015

## Abstract

This research study investigates the negative relationship between work family conflict and career satisfaction and how the individual differences (like gender and age) may moderate it. Work-family conflict is the inter-role conflict in which responsibilities from the work and family domains are not compatible. Work-family conflict occurs when participation in the family role is made more difficult by participation in the work role. Some time ago, the consequences of work family conflict was not considerable on career outcomes but changing roles of families and more demanding professional lives change this scenario. So it is impossible to make any conclusion about career outcomes without considering work family conflict in this module. Data has collected through questionnaires and then regression and correlation tests are applied to get results which indicate the negative relationship between work family conflict and career satisfaction. Moreover the research shows that the negative relationship is significant for women compared to men and different individuals experience different level of work family conflict at different life stages. The research study suggests that individual differences should be considered while making work family conflict programs. More independent variables should be involved for broader study of the topic in future studies.

**Keywords:** Work family conflict, Career satisfaction, Individual differences

## 1. Introduction

The interface of work and family has become increasingly concern of scholars and organizations over the past 20 years (Mugunthan, 2013). Over these years, career satisfaction has been investigated in many relations with different organizational as well as employees

magnitudes such as organizational and job tenure, health status, perceived efforts, perceived organizational support, perceived training opportunities, hierarchical and job content plateauing (Armstrong-Stassen & Cameron, 2005), flexible work home arrangements, ambition (Dikkers, Engen, & Vinkenburger, 2010), Emotional well-being, emotional exhaustion, psychosomatic symptoms, life Satisfaction, work experiences, challenging work acceptance, support and encouragement, training and development, conflict and overload. Career satisfaction has also been associated to numerous vital organizational upshots, such as organizational commitment (Carson, Carson, Roe, Birkenmeier, & Phillips, 1999; Igbaria, Greenhaus, Jeffrey, & Parasuraman, 1991; Martins, Eddleston, & Veiga, 2002), career commitment (Ballout, 2009; Poon, 2004), intentions to leave, or "turnover intentions" (Eddleston, 2009; Igbaria et al., 1991), support for organizational change (Gaertner, 1989; Martins et al., 2002) and organizational support for career development (Barnett & Bradley, 2007).

In recent times, researchers have investigated an important determinant of career satisfaction which is work family conflict (Martins et al., 2002; Powell & Mainiero, 1992). Work-family conflict is defined as inter-role conflict in which responsibilities from the work and family domains are not compatible (J. H. Greenhaus & Beutell, 1985; Martins et al., 2002). Work-family conflict occurs when participation in the family role is made more difficult by participation in the work role. Recent studies report that the two directions of work family conflict, WIF (work interference in work), FIW (family interference in work), have unique experiences. FIW coming from family realm and WIF coming from work realm (Adams, King, & King, 1996; Martins et al., 2002; Thomas & Ganster, 1995).

At one time, the consequence of work-family conflict on an individual's career satisfaction was not a considerable matter, because it was considered that the employee was such a family man whose household problems were managed by his wife (Martins et al., 2002). But in recent time the scenario has changed and many researchers have argued that in such type of workforce that is increasingly composed of persons in "post traditional families," work-family conflict may have an important crash on job satisfaction (Beutell, 2010; Cohen & Liani, 2009; Janasz & Behson, 2007), turn over intentions (Knudsen, 2009; Yavas, Babakus, & Karatepe, 2008) and organizational commitment (Janasz & Behson, 2007; Wilson, Polzer-Debruyne, Chen, & Fernandes, 2007). Anafarta (2011) studied 226 health service staff to form a structural equation modeling and concluded that family-work conflict does not affect job satisfaction whereas work-family conflict does. This paper focuses on Work-Family Conflict and Career Satisfaction.

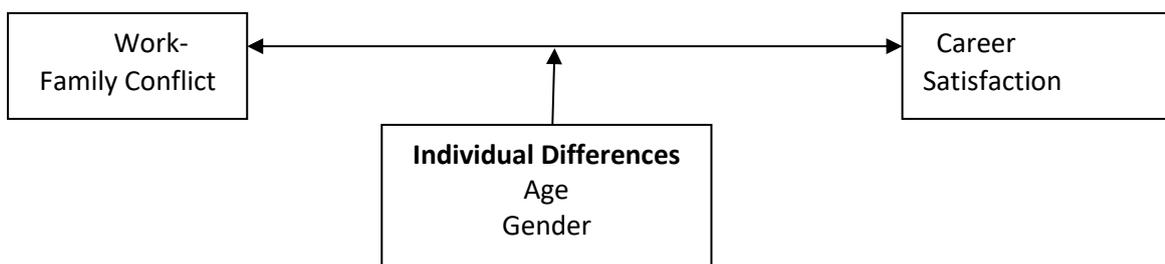
Above all, many researchers have recommended that the current scenario of the competitive work environment is a significant challenge which is faced by the employees in balancing their work and family lives that's why work family conflict should be considered in models of career satisfaction (Martins et al., 2002; Powell & Mainiero, 1992; Schner & Reitman, 1993). There are a lot of studies which have found negative relationship of work family conflict with several variables that are linked to career satisfaction such as career progression (Martins et al., 2002; Stroh, 1995), career involvement (Martins et al., 2002; Tenbrunsel, Brett, Maoz, Stroh, & Reilly, 1995), work schedule control and satisfaction, marital satisfaction, family satisfaction, life satisfaction, job satisfaction (Beutell, 2010; Cohen & Liani, 2009; Colbert, Mount, Harter, Witt, & Barrick, 2004; Hassan, Dollard, & Winefield, 2010; Janasz & Behson, 2007), organizational commitment (Janasz & Behson, 2007; Karatepe & Tekinkus, 2006; Streich, Casper, & Salvaggio, 2008), and turnover intentions (Lilly, Duffy, & Virick, 2006; Ryan & Sagas,

2009). So, this study is expected to find that the negative relationship of work family conflict and career satisfaction (Martins et al., 2002).

Many research studies have been suggested that several variables moderate the relationship between work family conflict and career satisfaction. In this study, it is expected that individual differences including gender and age (Decoster & Hall, 1998; Martins et al., 2002; Powell & Mainiero, 1992; Singh, Greenhaus, Parasuraman, & Collins, 1998) would influence the individuals career satisfaction based on their work family conflict. Thus, this study had an objective to empirically test the negative relationship between work family conflict and career satisfaction and examining the factors of individual differences that may moderate it.

## 2. Methodology

### 2.1 Theoretical Framework



Adopted by Martins et al., (2002)

**Model:** Relationship between work family conflict and career satisfaction and the role of individual differences.

Career satisfaction is affected by a lot of factors but this research study focuses on the relationship between work family conflict and career satisfaction and examining the individual differences that may moderate this relationship. These variables were also investigated by Martins et al., (2002).

### 2.2 Variable Explanation

#### 2.2.1 Career Satisfaction

The concept of an individual career can be explained as the lifelong sequence of his or her role related experiences (Hall, 2001; Wickramasinghe & Jayaweera, 2010). So, career satisfaction is an individual's subjective feeling towards his or her own success and achievements (Poole, Langan-Fox, & Omodei, 1993; Wickramasinghe & Jayaweera, 2010). Career satisfaction has been measured in several criteria like organizational commitment (Igbaria et al., 1991; Martins et al., 2002), career commitment (Ballout, 2009; Poon, 2004), intentions to leave, or "turnover intentions" (Eddleston, 2009; Igbaria et al., 1991), support for organizational change (Gaertner, 1989) organizational support for career development (Barnett & Bradley, 2007).

For this study, career satisfaction is chosen to investigate as negatively related to work family conflict (Martins et al., 2002).

#### 2.2.2 Work Family Conflict

Work family conflict is often defined as the conflict between work and family domains (Carnicer, Sánchez, Pérez, & Jiménez, 2004). Greenhaus & Beutell (1985) defined work-family conflict as "a form of inter-role conflict in which the role pressure from the work and family domains are mutually incompatible in some respect". Consistent with this definition, two

dimensions of work family conflict, FIW (family interference in work) and WIF (work interference family) has been identified in literature (Carnicer et al., 2004; Cohen & Liani, 2009; Colbert et al., 2004; Hassan et al., 2010; Lilly et al., 2006; Rotondo, Carlson, & Kincaid, 2003; Rotondo & Kincaid, 2008). This study expect to find that WFC is negatively related to career satisfaction (Martins et al., 2002).

### **2.2.3 Individual Differences**

Many research studies have been suggested that several variables may moderate the relationship between work family conflict and career satisfaction. This study expects that individual differences including gender and age would affect the relationship between work family conflict and career satisfaction (Martins et al., 2002).

### **2.2.4 Gender**

Cohen & Liani (2009) has argued that there is a strong negative relationship between WFC and job satisfactions for women professionals. Carnicer et al., (2004) has argued that the gender is not a significant variable to explain work family conflict but it is empirically found that women are facing higher degree of work family conflict as compare to the men (Knudsen, 2009; Martins et al., 2002).

### **2.2.5 Age**

Prior studies have argued that at the early stages of life, individuals give more importance to their career progression but on later stages, they place a greater emphasis on balancing their work and family life (Gordon & Whelan, 1998; Judge, Cable, Boudreau, & Bretz Jr, 1995; Martins et al., 2002).

## **2.3 Hypothesis**

**H1:** There is a negative relationship between work family conflict and career satisfaction (Martins et al., 2002).

**H2:** The negative effect of work family conflict on career satisfaction will be greater for women than men (Martins et al., 2002).

**H3:** The negative effect of work family conflict on career satisfaction will be greater for older individuals (Martins et al., 2002).

## **2.4 Sampling and Data Collection**

### **2.4.1 Sample Size**

The size of selected population for this study is 240. So, the sample size is 148 which is recommended by Sekaran.

### **2.4.2 Sampling Technique**

This study used a cluster sampling technique because this sampling design is most useful when a heterogeneous group is to be studied at one time. For this purpose, sample was drawn from banking, health and education sectors by selecting the population of one hospital, all branches of one bank and one university from a single geographic area, which is essential to control for cost of living differences (Martins et al., 2002).

## 2.5 Data Collection

Data were collected for this study through questionnaires from 148 respondents consisting 80 male (54%) and 68 female (46%) from banking (M = 37, F = 24, T = 61), education (M = 16, F = 20, T = 36) and health (M = 28, F = 24, T = 52) sectors. Details are shown in the table.

Gender	N	Sectors			Year of Birth				
		Banking	Education / Teachers	Health/ Doctors	Before 1955	1956 - 65	1966 - 75	1976 - 85	1986 - 95
Male	80	37	16	28	0	4	19	37	21
Female	68	24	20	24	4	1	10	46	7
Total	148	61	36	52	4	5	29	83	28

## 3. Data Analysis and Interpretation

Data were analyzed using SPSS. Reliability test, descriptive statistics, correlation and linear regression were applied on the data for the purpose of data analysis and interpretation.

### 3.1 Measures of Variables

**Control:** The questionnaire has included several control variables which are significant predictors of career satisfaction like salary, increase in salary and promotions (Judge et al., 1995; Martins et al., 2002; Schneer & Reitman, 1993) which were measured by asking the respondents to indicate that if he or she get increase in salary and promotions or not.

**Dependent:** Career satisfaction was measured using seventeen items, five-items were adopted from Jeffrey H Greenhaus, Parasuraman, & Wormley (1990) and also used by many researchers (Igbaria et al., 1991; Igbaria & Wormley, 1992; Lee & Allen, 2002). Responses were on a five-point scale ranging from (1) strongly disagree to (5) strongly agree. Remaining twelve items were developed for this study. Standardized Cronbach's alpha=0.714 which is shown in table-2.

**Independent:** Work family conflict was measured using ten items which was adopted by Grandey, Alicia, Cordeiro, Bryanne, & Crouter (2005). Responses were on a five point scale ranging from (1) strongly disagree to (5) strongly agree. Cronbach 's alpha=0.931 which is shown in table-2.

**Moderators:** Gender and age were self reported by the respondents. Age was calculated as a continuous variable on five categories ranging from (1) above 1955 to (5) 1986-95. Gender was dummy coded as women were coded 2 and men, 1.

Table-2

Descriptive Statistics and Reliability

Variables	Cronbach's Alpha	Range	Min	Max	Mean	S.D	Var
Career Satisfaction	0.931	3.12	1.59	5	3.3883	.49627	.246
Work-Family Conflict	0.717	3.80	1.00	5	2.8984	.97094	.943

Descriptive analysis is a very helpful technique to acquire the feel for the data by checking the measures of central tendency and the dispersion. This will give the researcher a good idea about the respondent's reactions. In the above table, range shows that the data lied between; (2-5) which reflects that the some respondents were agreed and some were also disagree toward different items for both variables.

**Table-3**

correlation is significant at the 0.01 level (2-tailed); CC stands for Correlation Coefficient

Variables	CC	Beta	T	Significance
Career Satisfaction	1.000		27.564	.000
Work family conflict	<b>-0.098</b>	-0.098	-1.195	.234
Gender	-0.028	-0.263	-2.426	0.018
Age	-0.041	0.575	1.158	0.005

Pearson correlation was used for data analysis which is shown in the above table. This depicts that there is a significant level of negative correlation between work family conflict and career satisfaction. So, it indicates that there is a negative relationship between work family conflict and career satisfaction. Age and gender are also negatively correlated with career satisfaction. The value of t reflects the relationship of dependent and independent variables, the value of t for work family conflict is negative and significance level is also greater which means that it is inversely related to career satisfaction. The value of beta shows that work family conflict bring a change in the career satisfaction but in the opposite direction. As the above table shows that the value of t is greater but negative for gender which is significant at 0.018 levels, it means gender's negative impact will be more on career satisfaction. Age also has a significant impact on career satisfaction which means as age increase, the career satisfaction may also increase. In the above table, the values of significance level of the fitness of the models with gender and age are 0.018 and 0.005 which is good because the significance level is below 0.02.

### 3.5 Model Summary

**Table-4**

Work family conflict, Career satisfaction, Age, Gender.

Models	R	R-Square	Adjusted R	Sum of square	Df	Mean square	F	Sig
1-Relationship between Work-family conflict and career satisfaction	0.098	0.010	0.003	0.351 36.098 36.449	1 147 148	0.351 0.246	1.429	0.234
2-Gender moderates the relationship of work family conflict and career satisfaction	0.263	.069	.058	1.420 19.053 20.473	1 147 148	1.420 .241	5.887	0.018
3-Age moderates the relationship of work family conflict and career satisfaction	.575	.331	.235	0.912 1.847 2.760	1 147 148	0.912 0.264	3.456	0.005

To test the hypothesis, we have used linear regression analysis. Above table shows the results in which the values of R depict that the correlation of the relationship between work family conflict and career satisfaction becomes more significant when age and gender factors moderate it.

#### **4. Conclusion**

The purpose of this research study was to find out the negative relationship between work family conflict and career satisfaction and the role of gender and age in this relationship. This relationship has investigated by collecting data through questionnaires from the respondents and then applied regression and correlation tests to find out the relationship of work family conflict and career satisfaction on the basis of gender and age.

The H1 hypothesis that “there is a negative relationship between work family conflict and career satisfaction” was supported as the results showed that there is -0.098 correlations between work family conflict and career satisfaction. It suggest that those individuals who were facing higher work family conflict, their career satisfaction was low and those individuals who were having low work family conflict, their career satisfaction was comparatively high than those with greater work family conflict.

These results are consistent with the previous findings as (Anafarta, 2011; Gao, Shi, Niu, & Wang, 2013; Zhao, Qu, & Ghiselli, 2011) has argued that there is a negative relationship between work family conflict and career satisfaction so employer must be aware of the practices and issues which might lead to such conflict (Mugunthan, 2013).

This study found that gender has a negative and significant impact on the relationship of work family conflict and career satisfaction (table-9). Through cross revolution of gender and work family conflict, it is found that a greater number of women are facing high level of work family conflict as compare to the men. Then cross revolution of age and work family conflict shows that older individuals of both genders were adversely affected by work family conflict. So, these findings suggest that men gave more attention to the work roles and career satisfaction and paying less attention to their family lives at early life stages but on later stages they want to make a balance in their work and family responsibilities which cause to arise work family conflicts for them. So H2 and H3 hypothesis are also supported.

These findings are also consistent with previous findings. Many researchers were investigated that there is a difference between the roles of women and men (Lilly et al., 2006; Martins et al., 2002). Biggs & Brough (2005) has also investigated that females are facing more work family conflict due to their high level of family role salience. It was also found that the career satisfaction of females is low although they are more participating in formal and informal networking as compare to the males. It has been argued that the gender moderates the relationship of work family conflict and job performance and the same situation exists in the relationship between family work conflict and intention to leave which is significantly stronger for females than males.

As the model fit for our research model was lower than desired likely because we used small sample size and consider just one independent variable impact but there must be a lot of other variables which are not considered. But despite of all these and other limitations, this study has important implications for research and practice. This research study suggests that individual differences should be considered while making work family conflict programs.

#### **Acknowledgement**

We thank all the research team members who participated from generating the idea to data collection and finalization of the paper and the anonymous reviewers for their feedback that improved the quality of this paper.

**Corresponding Author**

Mattiullah Butt is a PhD student at School of Management, Huazhong University of Science and Technology, Wuhan China. Email: [mmattiullah@gmail.com](mailto:mmattiullah@gmail.com), Address: Huahong apartments, Huazhong University of Science and technology, Wuhan China

**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*, 81(4), 411–420. <http://doi.org/10.1037/0021-9010.81.4.411>
- Anafarta, N. (2011). The Relationship between Work-Family Conflict and Job Satisfaction: A Structural Equation Modeling (SEM) Approach. *International Journal of Business and Management*. <http://doi.org/10.5539/ijbm.v6n4p168>
- Armstrong-Stassen, M., & Cameron, S. (2005). Factors related to the career satisfaction of older managerial and professional women. *Career Development International*. <http://doi.org/10.1108/13620430510598328>
- Ballout, H. I. (2009). Career commitment and career success: moderating role of self-efficacy. *Career Development International*. <http://doi.org/10.1108/13620430911005708>
- Barnett, B. R., & Bradley, L. (2007). The impact of organisational support for career development on career satisfaction. *Career Development International*. <http://doi.org/10.1108/13620430710834396>
- Beutell, N. J. (2010). Work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy, and domain satisfaction. *Career Development International*. <http://doi.org/10.1108/13620431011075358>
- Biggs, A., & Brough, P. (2005). Investigating the moderating influences of gender upon role salience and work-family conflict. *Equal Opportunities International*. <http://doi.org/10.1108/02610150510787999>
- Carnicer, M. P. de L., Sánchez, A. M., Pérez, M. P., & Jiménez, M. J. V. (2004). Work-family conflict in a southern European country: The influence of job-related and non-related factors. *Journal of Managerial Psychology*. <http://doi.org/10.1108/02683940410543579>
- Carson, K. D., Carson, P. P., Roe, C. W., Birkenmeier, B. J., & Phillips, J. S. (1999). Four commitment profiles and their relationships to empowerment, service recovery, and work attitudes. *Public Personnel Management*, 28(1), 1–13.
- Cohen, A., & Liani, E. (2009). Work-family conflict among female employees in Israeli hospitals. *Personnel Review*. <http://doi.org/10.1108/00483480910931307>
- Colbert, A. E., Mount, M. K., Harter, J. K., Witt, L. A., & Barrick, M. R. (2004). Interactive effects of personality and perceptions of the work situation on workplace deviance. *The Journal of Applied Psychology*, 89(4), 599–609. <http://doi.org/10.1037/0021-9010.89.4.599>
- Decoster, J., & Hall, G. P. (1998). Overview of Factor Analysis. *In Practice*, 37, 141. <http://doi.org/10.2307/2685875>
- Dijkers, J., Engen, M. van, & Vinkenbug, C. (2010). Flexible work: ambitious parents' recipe for career success in The Netherlands. *Career Development International*. <http://doi.org/10.1108/13620431011084411>
- Eddleston, K. A. (2009). The effects of social comparisons on managerial career satisfaction and turnover intentions. *Career Development International*. <http://doi.org/10.1108/13620430910933592>
- Gaertner, K. N. (1989). Winning and Losing: Understanding Managers' Reactions to Strategic Change. *Human Relations*. <http://doi.org/10.1177/001872678904200604>

- Gao, Y., Shi, J., Niu, Q., & Wang, L. (2013). Work-family conflict and job satisfaction: Emotional intelligence as a moderator. *Stress and Health, 29*(3), 222–228. <http://doi.org/10.1002/smi.2451>
- Gordon, J. R., & Whelan, K. S. (1998). Successful professional women in midlife: How organizations can more effectively understand and respond to the challenges. *Academy of Management Perspectives, 12*(1), 8–24. <http://doi.org/10.5465/AME.1998.254975>
- Grandey, Alicia, A., Cordeiro, Bryanne, L., & Crouter, A. C. (2005). A longitudinal and multi-source test of the work-family conflict and job satisfaction relationship. *Journal of Occupational and Organizational Psychology, 78*(3), 305–323. <http://doi.org/10.1348/096317905X26769>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict Between Work and Family Roles. *Academy of Management Review, 10*(4), 58–73. <http://doi.org/10.5465/AMR.1985.4277352>
- 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. <http://doi.org/10.2307/256352>
- Hall, D. T. (2001). *Careers In and Out of Organizations (Foundations for Organizational Science)* (1st ed.). SAGE Publications, Inc.
- Hassan, Z., Dollard, M. F., & Winefield, A. H. (2010). Work-family conflict in East vs Western countries. *Cross Cultural Management: An International Journal, 7*(2), 1–12. <http://doi.org/10.1108/13527601011016899>
- Igbaria, M., Greenhaus, Jeffrey, H., & Parasuraman, S. (1991). Career Orientations of MIS Employees: An Empirical Analysis. *MIS Quarterly, 15*(2), 151–170. <http://doi.org/10.2307/249376>
- Igbaria, M., & Wormley, W. M. (1992). Organizational experiences and career success of MIS professionals and managers: An examination of race differences. *MIS Quarterly, 16*(4), 507–529. <http://doi.org/10.2307/249734>
- Janasz, S. C. de, & Behson, S. J. (2007). Cognitive capacity for processing work-family conflict: an initial examination. *Career Development International, 13*(2), 107–120. <http://doi.org/10.1108/13620430710756771>
- Judge, T. A., Cable, D. M., Boudreau, J. W., & Bretz Jr, R. D. (1995). An empirical investigation of the predictors of executive career success. *Personnel Psychology, 48*(3), 485–519. <http://doi.org/10.1111/j.1744-6570.1995.tb01767.x>
- Karatepe, O. M., & Tekinkus, M. (2006). The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees. *International Journal of Bank Marketing, 28*(4), 275–288. <http://doi.org/10.1108/02652320610659021>
- Knudsen, K. (2009). Striking a different balance: Work-family conflict for female and male managers in a Scandinavian context. *Gender in Management: An International Journal, 24*(2), 107–120. <http://doi.org/10.1108/17542410910961541>
- Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *The Journal of Applied Psychology, 87*(1), 131–142. <http://doi.org/10.1037/0021-9010.87.1.131>
- Lilly, J. D., Duffy, J. A., & Virick, M. (2006). A gender-sensitive study of McClelland's needs, stress, and turnover intent with work-family conflict. *Women In Management Review, 22*(4), 107–120. <http://doi.org/10.1108/09649420610712045>
- Martins, L. L., Eddleston, K. A., & Veiga, J. F. (2002). MODERATORS OF THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT AND CAREER SATISFACTION. *Academy of Management Journal, 45*(2), 399–409. <http://doi.org/10.2307/3069354>

- Mugunthan, S. (2013). A STUDY OF WORK – FAMILY CONFLICT AND JOB SATISFACTION. *International Journal of Social Science & Interdisciplinary Resesearch*, 2(7).
- Poole, M. E., Langan-Fox, J., & Omodei, M. (1993). Contrasting subjective and objective criteria as determinants of perceived career success: A longitudinal study. *Journal of Occupational and Organizational Psychology*, 66(1), 39–54. <http://doi.org/10.1111/j.2044-8325.1993.tb00515.x>
- Poon, J. M. L. (2004). Career commitment and career success: moderating role of emotion perception. *Career Development International*. <http://doi.org/10.1108/13620430410544337>
- Powell, G. N., & Mainiero, L. A. (1992). Cross-Currents in the River of Time: Conceptualizing the Complexities of Women's Careers. *Journal of Management*. <http://doi.org/10.1177/014920639201800202>
- Rotondo, D. M., Carlson, D. S., & Kincaid, J. F. (2003). Coping with multiple dimensions of work-family conflict. *Personnel Review*. <http://doi.org/10.1108/00483480310467606>
- Rotondo, D. M., & Kincaid, J. F. (2008). Conflict, facilitation, and individual coping styles across the work and family domains. *Journal of Managerial Psychology*. <http://doi.org/10.1108/02683940810884504>
- Ryan, T. D., & Sagas, M. (2009). Relationships between pay satisfaction, work-family conflict, and coaching turnover intentions. *Team Performance Management*. <http://doi.org/10.1108/13527590910964919>
- Schneer, J. A., & Reitman, F. (1993). EFFECTS OF THE ALTERNATE FAMILY STRUCTURES ON MANAGERIAL CAREER PATHS. *Academy of Management Journal*. <http://doi.org/10.2307/256760>
- Sekaran, U. (2003). *Research Methods for Business: A skill building Approach* (4th ed.). John Wiley & Sons, Inc.
- Singh, R., Greenhaus, J. H., Parasuraman, S., & Collins, K. M. (1998). The influence of family responsibilities, gender and social support on the career involvement of professionals. In P. Elsass & E. Kaplan (Eds.), *Emerging management realities: Proceedings of the annual meeting of Eastern Academy of Management* (pp. 267–270).
- Streich, M., Casper, W. J., & Salvaggio, A. N. (2008). Examining couple agreement about work-family conflict. *Journal of Managerial Psychology*. <http://doi.org/10.1108/02683940810861374>
- Stroh, L. K. (1995). Predicting turnover among repatriates: can organizations affect retention rates? *The International Journal of Human Resource Management*. <http://doi.org/10.1080/09585199500000027>
- Tenbrunsel, A. E., Brett, J. M., Maoz, E., Stroh, L. K., & Reilly, A. H. (1995). Dynamic and Static Work--Family Relationships. *Organizational Behavior & Human Decision Processes*, 63(3), 233–246. <http://doi.org/10.1006/obhd.1995.1076>
- 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*. <http://doi.org/10.1037/0021-9010.80.1.6>
- Wickramasinghe, V., & Jayaweera, M. (2010). Impact of career plateau and supervisory support on career satisfaction: A study in offshore outsourced IT firms in Sri Lanka. *Career Development International*. <http://doi.org/10.1108/13620431011084402>
- Wilson, M. G., Polzer-Debruyne, A., Chen, S., & Fernandes, S. (2007). Shift work interventions for reduced work-family conflict. *Employee Relations*. <http://doi.org/10.1108/01425450710719996>

- Yavas, U., Babakus, E., & Karatepe, O. M. (2008). Attitudinal and behavioral consequences of work-family conflict and family-work conflict: Does gender matter? *International Journal of Service Industry Management*. <http://doi.org/10.1108/09564230810855699>
- Zhao, X. R., Qu, H., & Ghiselli, R. (2011). Examining the relationship of work-family conflict to job and life satisfaction: A case of hotel sales managers. *International Journal of Hospitality Management*, 30(1), 46–54. <http://doi.org/10.1016/j.ijhm.2010.04.010>