

Childcare Arrangement, Turnover Intentions: Family to Work Conflict



ISBN: 978-1-943295-05-0

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Family to work conflict occurs when demands from family and work domains are incompatible. Women are primarily responsible for family roles as a result they experience more conflict. Satisfaction with childcare arrangements evidently helps them to effectively perform their work roles. Dissatisfaction may result in turnover. This research investigates childcare arrangements affecting turnover intentions of working mothers. Mediation by family to work conflict was tested. Empirical findings contribute towards extant literature on family work interface. Family friendly policies, organizational and social support helps in reducing the conflict and lower turnover intentions.

Keywords: Childcare arrangement, Turnover Intentions, family to work conflict, working mothers.

1. Introduction

Active participation of women in the workforce is significant from the socioeconomic perspective. At the same time it has adverse effects. The uncertain economic environment created on account of global economic slowdown, has created job insecurities and stress. The social transition of male being the sole family bread earner to dual earner couples with women being equally involved in labor force, is a dramatic change and thus raises concern of balancing work and family. The number of dual earning couples is definitely on rise but at the same time the amount of time spent at work has also seen a dramatic rise. Increase in time spent by women at work is accompanied by decreased amount of time spent on household tasks (Coltrane, 2000). Majority of the women are still required to fulfill their obligations in equal proportion towards work and family domain. Employees are working for extended hours in turn less time towards their personal lives. This imbalance between work and family domain results in work-family conflict. These trends are persistent and worthy of highlighting. The need of the hour is to match it by supporting employees in attaining a work-life balance. Increased involvement of women in work force will bring in equal amount of challenges in family domain. Traditionally women are more involved and responsible towards their family roles. They simultaneously need to be effective at work. These two domains are entangled. Women experience work family and family work conflict more than men. Once they are unable to manage this conflict, they may develop intentions to quit. Work family conflict evidently affects their professional and personal well being. Men too, experience conflict but women are more likely to show increased levels of conflicts. The manner in which work may produce difficulties in family responsibilities, family roles, too can affect work responsibilities negatively. E.g. individuals who have increased involvement and care giving responsibilities possibly experience challenges in fulfilling work responsibilities. Greenhaus and Beutell (1985), explained work family conflict by focusing on the source of conflict. As per the definition by Kahn et al (1964), work family conflict is a form of inter role conflict, the role pressures experienced in work and family domain are incompatible. This mutual incompatibility makes it challenging for an individual to fulfill the role responsibilities. Family to work conflict as defined by Netemeyer et al., (1996); Greenhaus & Beutell, (1985), "a form of inter-role conflict in which the general demands of, time devoted to, strain created by, and behavior required by the family interfere with performing work-related responsibilities" In comparison to research done in the area of work to family conflict, a lot of research is needed on family to work conflict. Many researchers have proposed bi directionality of work family conflict. Byron (2005), conducted meta analytical review of work family conflict antecedents, stated that both work family and family to work conflict are positively related to each other. Bailyn, Drago & Kochan (2001), stated that in today's situation most of the workers have family responsibilities either married or single, but the jobs are designed in such a way as if the workers have no family responsibilities. With the participation of women in the workforce, it is difficult to take care of family responsibilities. They mentioned in their research paper that the mismatch between job design and family life will not be taking the economy forward, but in fact affect the employee and organizational productivity negatively. Both men and women feel increasing pressure to manage their time and finances efficiently. The inability to fulfill their family demands creates spillover on their work demands and vice versa. Work-family conflict has been found to be a bi-directional construct, yet its bi-directionality is not explored in every study. Some researchers examine specific aspects of work-family conflict (e.g., work vs. marital conflict) while others examine how work family conflict affects overall home life. Furthermore, although three forms of work family conflict have been identified (i.e., time-based, strain-based and behavior-based), most measures of work-family conflict only include content to examine time based and strain based conflict. Work family conflict has its antecedents in work domain, whereas family to work conflict has its antecedents in family domain. As mentioned earlier a lot of research is recommended in order to explore the different dimensionalities of family to work conflict. Even though many of the researchers have addressed family domain factors as the antecedents of WFC, still all of the factors have not been investigated e.g. life cycle stages and childcare arrangement satisfaction, these two factors need further insights in order to analyze the overall impact they have in the perceived WFC. (Trout, 2012). There is a requirement of further examination of

relationship between family life cycle stage and family to work conflict and work related outcomes. (Trout, 2012) Empirical findings in the past have given variations as far as the family domain factors and their perceived impact on family to work conflict is concerned, varying from cultures and countries (Aycan 2005) and the same is required to be examined in this study setting. Muhammad Shakil Ahmad, Zainab Fakhir, Jalil Ahmed, (2011), in their research study have recommended the need for further research study to investigate the role of number of children, marital status in family to work conflict and further its impact on turnover intentions. It has been documented that employees with significant dependent care responsibilities (e.g., employees who have responsibilities caring for young children, employees with large families, employees who care for dependent elders) tend to report higher levels of work-family conflict (see Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985; and Scharlach & Boyd, 1989). Past research work has examined and compared employees with children and without children to investigate the impact of care giving responsibilities (Higgins, Duxbury, & Lee, 1994; Roehling, Moen, & Batt, 2003) Family to work conflict created on account of care giving responsibilities has been supported by conservation of resources theory, role conflict theory, resource drain theory etc. Considering the impact of child care responsibilities on work roles, it is important to assess direct and mediating role of family to work conflict. Occupying multiple roles such as caregivers, poses challenges for working families. Neal and Hammer (2007; 2008; 2009), conducted multiple research studies involving employees with higher care giving responsibilities, found significant higher incidences of family to work conflict. Turnover intentions are commonly viewed as the culmination of the employee's decision-making process, representing a transitional link between thought processes and behavioral action (Steel & Ovalle, 1984). Indeed, turnover intentions have been found by many researchers to be the best predictor of actual turnover (Dalessio, Silverman, & Shuck, 1986; Hom & Griffeth, 1995; Michael & Spector, 1982; Price & Mueller, 1981; Steele & Ovalle, 1984). This was further supported by a meta-analysis of the antecedents of turnover which found that intentions to quit the organization was the best predictor of actual turnover (Griffeth, Hom, & Gaertner, 2000). Ramesh and Gelfand (2010) note that the family-work interface is an important issue that has received limited attention in the turnover literature and that not including family-related variables could mean that an important predictor of why an employee quits their organization is not measured. When an employee experiences that on account of childcare responsibilities he/ she is not able to fulfil work related commitments then quitting job might be one of the ways to minimize the conflict .

2. Child Care Arrangement Satisfaction, Family Work Conflict and Turnover Intentions

Frye and Breugh (2004) tested a model of antecedents (use of family friendly policies, supervisors support, number of hours worked, having child care responsibility) and consequences (job and family satisfaction) of work-family conflict and family work conflict. With regard to family-work conflict, having child care responsibility and reporting to a responsibility showed a positive relation, while reporting to a supportive supervisor was negatively related to such conflict. Bradbard and Endsley (1986) postulated that satisfaction with childcare arrangements is an issue which causes work-family conflict to arise. Moreover, Kossek, Colquitt, and Noe (2001) suggested that working parent's satisfaction with their care giving arrangements contributes more to role conflict perceptions than the type of care giving arrangement actually used. Payne, Cook, and Diaz (2010) maintain that when working parents are dissatisfied with their current childcare arrangement, they are likely to be distracted while at work, spending their time worrying about their child's well-being, thinking about alternative arrangements, Barnett and Gareis (2006) showed that parents with school-aged children who were concerned about their child's after-school arrangements experienced job disruptions (e.g., missing deadlines, making errors at work) because they brought these concerns with them into the workplace. Byron (2005); Michel et al (2011), both conducted meta analytical review of antecedents of family to work conflict. Both concluded a positive relationship between number of children and the number of other dependents and family to work conflict. These findings were contradicted by Balmforth and Gardner (2006) and (Boyar et al., 2003; 2008), as they reported no relationship between number of children, number of dependents and family to work conflict. Childcare and unpredictable demands at home have been related to causing more conflict. Among married women in dual earner families, concerns about their child, including quality of child care arrangements, accounted for substantial amounts of variance in the role strain experienced by these women (Greenberger & O'Neal, 1990). A study of female production operators in manufacturing companies revealed that the operators experienced work-to-family conflict and the intensity of conflict experienced was negatively related to satisfaction with child care arrangements (Aminah Ahmad, 2007). Both childcare arrangement and school arrangement satisfaction were related to conflict experience. (Diaz ,2010; Gareis ,2006)

Aryee and Luk (1996) examined childcare arrangement satisfaction in dual earner couples and found a negative correlation between childcare satisfaction and work family conflict for both husbands and wives. In a series of studies with employees from a public utility company and two hospitals, it was shown that having problems with child care arrangements was associated with holding negative employee attitudes towards managing their work and childcare responsibilities (Kossek, 1990; Kossek & Nichol, 1992). Payne et al. (2010) found that the more satisfied employees were with their childcare arrangement, the less likely they were to experience family-work conflict. Moreover, Aycan and Eskin (2005) found childcare satisfaction to be negatively correlated with family-work conflict among working mothers with preschool age children. Poms et al. (2009) investigated the relationship between childcare satisfaction and work family conflict and family work conflict. They concluded childcare satisfaction showed no significant relationship with family to work conflict but negative relationship with work family conflict. Despite these mixed findings the researcher has tested the following hypothesis. In line with the COR theory (Conservation of Resources theory), working women with child care responsibilities need to dedicate more of their resources in the family domain. On account of this they experience, loss of resources, in turn resulting

in intentions of leaving the job. Empirical evidences have suggested family work conflict is positively related to withdrawal behavior on account of care giving responsibilities. Studies examining the relationship between work-family conflict and intention to turnover have produced mixed results. While some researchers have found significant relationships between work-family conflict and intentions to turnover (e.g Boyar, Maertz, Pearson & Keough, 2003; Netemeyer et al, 1996; Netemeyer et al., 2004), others have found negative relationships or no relationship between the two variables (e.g. Kossek and Ozeki, 1999). In their study, Netemeyer et al. (1996) suggested that work-family conflict would be positively related to intentions to turnover. In the three samples tested the researchers found significant correlations of .14, .25, and .28 between work-family conflict and intentions to turnover (Netemeyer et al., 1996). Lyness and Thompson (1997) also found that work-family conflict was negatively related to intent to remain in an organization. In another study, Boyar et al.(2003) explored the relationship between work-family conflict and intentions to turnover. The results of their study indicated that work-family conflict and intentions to turnover were positively related with a correlation of .25 and (Boyar et al., 2003). Arye (1992) found that the job-spouse dimension of work-family conflict was positively related to intention to turnover while the job-parent and job-homemaker dimensions of work family conflict were negatively related to intention to turnover. In a meta-analysis, Kossek and Ozeki (1999) found no significant relationship between work-family conflict and intentions to turnover. Allen et al. (2000) noted that although the majority of the results seem to suggest a positive relationship between work-family conflict and intentions to turnover, more research needs to be done to examine the nature of this relationship. Perrewe, Ralston, and Fernandez (1995), Harr (2004), Fuß, Nübling, Hasselhorn, Schwappach, and A.Rieger (2008) revealed that work family conflict was significantly correlated with the intention to leave among employees. In hierarchical regression analysis, both work family conflict and family work conflict were significantly associated with turnover intention, accounting for 22% and 8% of turnover intention variance respectively (Haar, 2004). Although turnover intentions do not always result in actual turnover, they have been found to be a strong predictor, more so than the related turnover antecedents of job search, job satisfaction, and organizational commitment (Kopelman, Rovenpor, & Millsap, 1992; Vandenberg & Nelson, 1999). Theories supporting (role theory, scarcity hypothesis, COR, spillover theory etc) work family conflict and family work conflict have indicated that in order to fulfill their commitments towards family domain the employees would experience lack of resources that can help them in effectively fulfilling their role obligations. Looking at the empirical research findings and the theoretical viewpoints, the direct relationship between family domain variables and work related consequences will be eliminated when perceived family-work conflict is taken into account. Hence researcher has hypothesized that Family work conflict plays mediating role between the family related factors and the organizational commitment and turnover intentions.

H1: Childcare arrangement satisfaction is related to Family work conflict.

H2: Family work conflict is related to Turnover Intentions.

H3: Childcare arrangement satisfaction is related to turnover intentions.

H4: Family work conflict mediates the relationship between childcare arrangement satisfaction and turnover intentions.

3. Methodology

Survey was conducted among a sample of working women, with children. The questionnaire was personally administered. Survey assisted in capturing demographic details and the responses on main constructs of the study. The demographic factors included in the research instrument were age of the respondent, marital status, number of children and age of the child. Out of the total 250 surveys distributed, 163 were complete and were considered for analysis. (65% response rate). Most of the respondents were in the age group of 30-39 years (53%). Approximately 40% of the respondents were having bachelor's qualification. 44% of them had two children, 25% only one child, 17% with three children and the rest with above three children. Around 59% of the respondents reported to have youngest child between the age group of 6 to 12 years, 38% with youngest child aged less than 6 years and the rest with youngest child above the age of 12 years. This is indicative of the fact that majority of the respondents had significant amount of childcare responsibilities. The respondents were also questioned on childcare arrangement support they employed. 39% of them depend upon their immediate family members support, 26% on childcare centers, 12% mentioned no such support taken by them and the rest have other childcare arrangements. Majority of the respondents work in regular shift 79% , 14% work in split shifts and the rest work as per their work demands.

To measure childcare arrangement satisfaction scale developed by Liberman (2012), was used. The items included would help in measuring the childcare arrangement and childcare quality satisfaction. 5 point- Likert scale was used to measure responses for the 6 items, some of the items included collecting responses for " I experience difficulties in finding dependable childcare." and " I experience difficulties finding a safe child care environment." Cronbach's alpha value for this scale was (alpha=0.84)

The family work conflict construct was measured using the scale developed by Carlson et al. (2000). 15 items from that scale were included that measures family work conflict (both directions). Some of the sample items from the scale , "The demands of my work interfere with my home and family life." . "The demands of my family interfere with work-related activities." Higher scores indicate higher conflict. (alpha=0.77)

To measure the intentions to quit scale developed by Kelloway et al. (1999). This four-item measure included items such as "I am thinking about leaving this organization" using a 5- point Likert scale.

4. Results and Conclusion

In order to assess the mediating role of family work conflict in the relationship of childcare arrangement satisfaction and

turnover intentions, multiple regression analysis was used. First the direct impact of constructs was investigated and then mediation was tested. The age of the respondents, number of children, age of the youngest child, work schedule and childcare arrangement support were controlled as they may have an impact on the variable relationship. As per the preconditions of Sobel's test, below mentioned steps were followed by conducting separate regressions for each of the dependent variable

1. Regression analysis was carried out between childcare arrangement satisfaction (independent variable) and turnover intentions. (Dependent variable)
2. Next regression analysis was conducted between the mediator, FWC and turnover intentions (dependent variable)
3. Lastly regression analysis was conducted between childcare arrangement satisfaction & family work conflict (independent variables) and turnover intentions (dependent variable)

According to Barron & Kenny (1986), in order to establish mediation the individually the relationship between independent and dependent variables should be significant. Similarly the relationship between independent and mediator relationship and mediator and dependent variable relationship should also be statistically significant. Lastly, when the mediating variable is introduced the relationship between independent and dependent variable becomes insignificant.

Table 1 Summary of Regression Output

Regression Paths	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
CCAS→TI	0.172	0.03	0.025	0.80766	6.039	0.015
FWC→TI	0.795	0.632	0.63	0.49731	340.171	0
CCAS→FWC	0.052	0.003	-0.002	0.67456	0.528	0.469
CCAS&FWC→TI	0.806	0.649	0.646	0.48676	182.375	0

Based upon the regression output summary, it is evident that the direct relationship between childcare arrangement satisfaction and turnover intention is weak but significant ($p=0.00$). The relationship between CCAS (childcare arrangement satisfaction) and FWC (family to work conflict) is weak and not significant with $p<0.05$. The relationship between FWC (family to work conflict) and TI (Turnover Intentions) is strong and significant at $p=0.00$. The regression output for both independent variables and dependent variable too is strong and significant at $p=0.00$. Thus the mediation condition is not fulfilled. Hence based upon regression mediation effect cannot be established. The results of Sobel's test are displayed in Table 2. The test was conducted using unstandardized beta coefficients and standard errors for the relationship between CCA and FWC, and FWC and TI.

Table 2 Sobel's Test Result

Test Statistics	Std. Error	P-Value
0.7309759	0.14389667	0.464794

Based upon the output of Sobel's test, the test statistics is 0.7309759 at $p=0.4647$ which is more than 0.050, hence H4 is rejected as FWC does not mediate the relationship between CCAS and TI.

5. Discussion and Implications

The findings are supported in many ways as satisfaction with the child care arrangements will help the respondent in focusing better on her job. The findings are supported with those of Ayca and Eskin (2005), Payne et al. (2010), Aryee and Luk (1996), Poms et al., 2009 and Aminah Ahmad (2007). The respondents are satisfied with their children being looked after either by their family members or there is any other dependable support available, which in turn helps them in being stress free from that responsibility. One of the major concerns of working parents is with the quality of childcare their child receives. The more that a parent believes that their childcare provider is communicative, dependable, and attentive to their child's needs, the more likely the employee will not be distracted at work and will be able to fulfill all work-related obligations while experiencing less role conflict between the work and family domains. The present study found support that among employees with childcare responsibilities, employees who had high satisfaction with childcare were less likely to experience family-work conflict when compared to employees who had low quality childcare. As far as the current research study is concerned, working women have been finding it much more convenient to find dependable childcare arrangement as most of the families have their parents or in laws to live with them as it is the most dependable source and they find it an affordable option, which in turn facilitates the child care. In many of the cases as the respondents were mainly from the educational sector, especially when it comes to women employed at schools their children will usually be studying in the same school. Even if the child/children may not be studying in the same school, majority of the schools follow the same schedule, so this reduces the worries and concerns that employed women may have about the child care in their absence. Presence of day care facilities also has assisted the employed women in ensuring that their child/children get proper care and support. The researchers have identified that childcare cost also becomes one of the important aspect for the parents' hence they will try to find an alternative childcare arrangement that is more affordable, leading to increased levels of family-work conflict (Payne et al., 2010). This can be considered as one of the main reasons why parents 'prefer their child/children being

looked after by immediate family member/s or go for hiring a maid, and/or opt for professional child care facilities. Most of the respondents have family and social support, as well as organizational support, which help in minimizing the role conflict. On account of the support that they are getting from various sources, they experience lesser amount of conflict. Other prominent factor possibly playing an important role in reducing the level of WFC, would be work schedule and childcare arrangements provided by the organizations. Majority of the respondents are working in regular shift. The respondents find it convenient to admit their children in the same school wherein they are working, this way their child would be indirectly under their care and supervision. Dependable and trusted childcare support can be another factor that contributes towards childcare arrangement satisfaction. The mothers work in a schedule that is in sync mostly with the school timings. Hence they find it easier to focus effectively on work responsibilities. Another factor is the presence of elders at home and the working mother being responsible for their care as well. (Duxbury & Higgins 2003). As it has been proved through many empirical research findings (Casey and Chase, 2004, and Allen, 2001) employee involvement in deciding on the work schedule can help in minimizing the work family conflict. Job schedule flexibility has been found to be negatively related to work family conflict (Anderson, Coffey, and Byerly, 2000 and Carnicer, Sanchez, Perez, and Jimenez, 2004), hence the organizations need to encourage employee involvement in work scheduling activities. As it has been interpreted in the research findings of the current study, presence of dependable support from family, social and organizational, helps in decreasing the stress associated with the resource drain. Favorable organizational policies that help in providing supportive work climate to the working parents 'leads to reducing the perceived work family conflict. Organizations need to realize that working parents find it difficult to manage their family demands on account of work and vis a vis, so they need to provide them training, organize workshops and seminars, through which firstly, employees will feel that the organization cares for them and values their non work related aspects, this will directly and indirectly help in being committed towards their jobs and organization on a whole. Organizations can design employee assistance programs that may help the working parents in being more focused on their work and managing their family responsibilities effectively. Redesigning the work conditions and the jobs may help employees to reduce work load, which seem to reduce work-family conflict. The work schedule should also be prepared in such a way so as to ensure that working parents 'are able to dedicate quality time towards their family responsibilities. Organization need to develop a mechanism, wherein they identify those employees who are stressed on account of family domain responsibilities, and provide them assistance such as assistance in finding dependable childcare facility or childcare giver, employee assistance programs that will offer resources and referral services to reduce concerns over workers' dependent care arrangements. The researcher has studied only one of the family domain factors i.e. childcare arrangement satisfaction, but in future the presence and absence of family support can be investigated. There is a scope to conduct research wherein the presence of dependents other than spouse and children relating to work family conflict. Research can be conducted to examine the role of eldercare in work family conflict and in turn its impact on work related outcomes. Researchers have recommended that there is a need to study the positive spillover effect of work and family interface. So we can recommend research work focusing upon the enrichment perspective, as to in what possible ways family role satisfaction may lead to enrichment in work roles and vice a versa.

6. References

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