

## **The Relationship Between Work Family Interface with Job Satisfaction among Employees in Government Organization in Iran**

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**Abstract:** The purpose of the study was to determine the influence of work family interface on job satisfaction among employees in governmental organizations in Iran as well as factors that contribute toward their level of job satisfaction. The study was conducted among workers in government sector in Iran. Samples consisted of 485 respondents selected through stratified random sampling. Data collection was conducted based on self-administered questionnaires. The questionnaire used consisted of a number of dimensions: personal characteristics; work family interface and job satisfaction. The Structural Equation Modelling (SEM) was conducted to determine relationship between variables in the model (work family interface and job satisfaction).

**Key words:** Work family, employees, hospital, industry, job satisfaction, Iran

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### **INTRODUCTION**

Work family interface research in particular has become a central topic in many disciplines including sociology, family science, organizational psychology and management studies. Management of the work family interface is even more intricate in the current globalised environment which sees increasing numbers of expatriate workers and multicultural teams whether in developed or developing nations (Ling and Powell, 2001).

Changes in social and demographic characteristics have an especially significant effect on the family work dynamics given the increasing proportion of single-parent families, elderly population as well as the need for care giving duties (Dilworth and Kingsbury, 2005; Hendrickson, 2000). All these factors together with the increase in global competition and the subsequent requirement for increased productivity necessitates employers to play a bigger role in aiding their employees in dealing with their multiple roles (Campione, 2008), making study of this field increasingly more important in recent times.

Currently most such research is focused on Western societies (Yang *et al.*, 2000) with >80% (53 of 64 studies) carried out in the United States and Canada and <20% covering other countries such as Finland, China, Hong Kong, Japan and Middle Eastern societies. Literature

review shows that of the many studies in this field none have been conducted in a Middle Eastern country like Iran (Karimi, 2008).

In Iranian society, the family is an important source of support and influence (O'Shea, 2003) which extends beyond the immediate family to include parents, siblings and other relatives and even friends. Research in this domain is even more important in view of the recent demographic changes in the workforce particularly the increased inclusion of women in the work force. This is especially due to the fact that a major outcome of the work family conflict giving rise to job and life dissatisfaction resulting in reduction in well-being and productivity (Karimi and Nouri, 2009). Currently, many women have joined the professional sector as lawyers, doctors, academics, engineers, nurses, coaches, athletes and others. Iranian annual statistics show that in 2003, the overall percentage of employed men and women as 88.7 while in 2004, 79.5% women were employed as compared to 90.2% of the men. Consequently, there is a change in the traditional family image where men were the sole breadwinners with one of a dual-career family. These changes have given rise to increased work family conflicts experienced by both the males and females (Karimi, 2008). The effects of globalization are felt at many levels by individuals, families and cultures and inadvertently any consequent work family domain imbalance has negative

implications for individuals (e.g., job, life dissatisfaction, anxiety, depression and poor health) for interrelationships (e.g., increase in interrelationship conflict and divorce) and also for organizations (e.g., absenteeism, decrease in productivity and increasing turnover) (Hammer and Thompson, 2003; Rode *et al.*, 2007). The push to compete in a globalised market has led to changes in the work environment in Iran with the implementation of work principles, structures and performance indicators based on those in developed or western countries with emphasis being on profits and a drive for maximum performance rates.

All these point to the increasing importance of the work family interface and the need for better understanding of the work family relationship and the cause and effects of any conflicts arising from this relationship. Thus far there has been no extensive research done on the issue of the work family conflict in Iran, a country with its own unique work family characteristics.

**Work family interface:** Most adults who are employed consider their work and family to be the most important domains of their lives with their work domain influencing their family domain and vice versa (Edwards and Rothbard, 2000; Frone, 2003).

Work family interface research involves varied structural and psychological aspects of work and family life which determine the results for the domains of work, family and individual (Karimi, 2009). Hence, better understanding of this interface could be of great practical assistance particularly as research indicates the family aspect to be more prone to be affected by external factors such as the work aspect rather than the other way around (Eagle *et al.*, 1997). This link has assumed even greater significance in the light of the increasing percentage of women entering the workforce almost worldwide (Powell and Graves, 2003). Work family conflict and work family facilitation are the two independent aspects through which a balance can be derived in both these domains, according to literature. The aspect of work family conflict has generated great interest in all spheres, among researchers, practitioners and lay persons alike, for decades (Kahn *et al.*, 1964; Kanter, 1977). Such conflict arises out of the non-synchronicity in certain aspects of the demands and responsibilities of the work and family roles (Greenhaus and Beutell, 1985). Related literature shows that there is generally greater attention on the negative effects of the work family interface arising due to demographic changes such as the greater involvement of women and parents in the workplace as well as rising

demands on the individuals' time (Aryee *et al.*, 2005). These negative aspects have generally been researched in great detail deriving a general universal consensus on its negative impacts (Haar, 2004).

Work family facilitations are the extent to which participation in one domain promotes enhanced engagement or processes in the other domain. To put it another way, it is a synergy of a sort where the aspects in one role eases participation in the other (Wayne *et al.*, 2004). These constructs, i.e., work family facilitation and work family conflict has impacts in two directions-work-to-family and family-to-work (Greenhaus and Powell, 2006; Grzywacz and Marks, 2000; Seery *et al.*, 2008).

The other two dimensions of the work family interface include work family balance and work family fit. Kalliath and Brough (2008) define work-life balance as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities. On the other hand while the dimension of work family fit is linked to the balance dimension, it also has its own distinct concept. According to Voydanoff (2005), work family fit can be viewed as derived from the demands on the resources where he feels that it work family fit exists in different levels according to how far there is a fit between work demands and family resources and between family demands and work resources (Voydanoff, 2005).

**Work family conflict and family work conflict:** Research on the work family conflict which is common in the field of organizational behaviour, aspect shows that it results in among other psychological distress, job satisfaction, organization commitment, turnover and life satisfaction (Frone *et al.*, 1992; Higgins *et al.*, 1992; O' Driscoll *et al.*, 1992; Parasuraman *et al.*, 1989). What is common in most research on the work family dimensions is the resulting conflict due to the individual's involvement in multiple roles, the demands from which saps the finite resources that an individual possesses. While, research shows work-to-family conflict and family-to-work conflict to be related, each aspect has its own distinct concept with independent antecedents and outcomes (Frone *et al.*, 1992, 1997). Work family conflict according to Greenhaus and Singh (2003) arises when simultaneous pressures from the work and family domains are mutually incompatible in some respect such that meeting the demands of one role makes it difficult to meet the demands of the other role (Greenhaus and Singh, 2003). From this definition, it can be seen that this conflict has a bidirectional dimension to work family conflict (Frone *et al.*, 1992, 1997) where the origins of the work

family conflict can be either due to work interfering with family responsibilities (work-to family conflict) and/or the reverse where the family dimension interferes with work commitments (family-to-work conflict) (Carlson *et al.*, 2000; Greenhaus and Beutell, 1985; Gutek *et al.*, 1991). According to Netemeyer *et al.* (1996), the work family conflict encompasses inter-role conflict due to the time commitment and strains related to work interfering with the individual's performance of family related responsibilities while family work conflict is in reverse where the time commitment and strains related to family responsibilities interfere with the individual's ability to carry out his/her work-related responsibilities.

Hence, work family conflict is seen to occur where certain work life aspects are perceived to be deleterious to family life and where the reverse is seen in family work conflict with family life aspects being deleterious to work life. Work-to-family conflict is a result of work related activities being in conflict with a competing family activity (Greenhaus and Powell, 2003). Such conflicts could also be attributed to lack of support from management and co-workers, limited job autonomy, increased job demands and overload, inflexible working schedules and increased number of hours worked (Goldsen and Scharlach, 2001). Conversely, family-to-work conflict results when family activities are in conflict with participation in a work activity (Greenhaus and Powell, 2003). A primary outcome of work family conflict has been that of domain satisfaction (Carlson *et al.*, 2000; Kahn *et al.*, 1964; Kanter, 1977; Parasuraman *et al.*, 1996).

According to Gutek *et al.* (1991), the work family conflict results in individuals facing stress in their varied roles. While, there have been many modes used in the assessment of work family conflict, there are several general trends used by researchers as indicated by recent research works. One of the chief trends is the move in viewing the conflict from a uni-directional to a bidirectional manner which encompasses work-to-family conflict (i.e., work interference with family) and family-to-work conflict (i.e., family interference with work) (Gutek *et al.*, 1991) and more recently the multi-dimensional nature of the conflict which in turn encompasses three dimensions of the conflict as identified by Greenhaus and Beutell (1985): time-based, strain-based and behaviour-based conflict. The latter can be further elaborated where time-based conflict is seen to arise when the time being spent on either role intrudes on the time available for the alternate role and similarly strain-based conflict implies that the strain arising from one role intrudes into and interferes with participation in the alternate role while behaviour-based conflict occurs

when there is incompatibility in the specific behaviours required in one role with the behavioural expectation of the alternate role (Greenhaus and Beutell, 1985).

In 1991, Gutek arrived at the idea that each of these three forms of work family conflict spanned two directions, i.e., either where conflict arised due to work interference With Family Affairs (WIF) or the reverse where conflict arose due to family matters interfering with work (FIW). When all these different scenarios of form and direction were combined it resulted in six different possible dimensions to the work family conflict: time-based WIF, time-based FIW, strain-based WIF, strain-based FIW, behaviour-based WIF and behaviour-based FIW. This is shown in the recent a six-dimensional model of conflict between work and family proposed by Carlson *et al.* (2000) which combines the three forms of conflict (time based, strain-based and behaviour-based conflict) and the two directions of conflict (WFC and FWC) (Table 1).

**Job satisfaction:** The job satisfaction concept is one of interest in varied sectors which include the industrial sector, health sector, law enforcement including the armed forces, educational sector and many other areas (Gaziel, 1986; Huang and Vliert, 2003). It is of course of great interest to researchers in the social science field (Kuchler, 2009). Studies on the job satisfaction aspect have been carried out since early in the 20th century and it has remained a subject of research interest for several decades. The general consensus is that job satisfaction is a complex concept involving various dimensions (Judge *et al.*, 2001; Locke, 1976; Smith *et al.*, 1969a). Further on this, Locke (1976) identified nine aspects related to job satisfaction which are: work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers and company management.

**Components of job satisfaction:** The exact number of facets of job satisfaction varies across studies but five facets have consistently emerged (Cross, 1973; Smith *et al.*, 1969b). Based on early studies of job satisfaction by Smith *et al.* (1969c), there were at least four facets of job satisfaction distinguished from one another, plus a general satisfaction factor. These four facets were work on present job, pay and promotions, supervision

Table 1: Direction of work family conflict

Variables	Work interference with family	Family interference with work
Time	Time based conflict	Time based conflict
Strain	Strain based conflict	Strain based conflict
Behaviour	Behaviour based conflict	Behaviour based conflict

and people on your present job. Smith *et al.* (1969a) found that satisfaction with pay and promotion could be very different, therefore the two factors were separated.

**Satisfaction with present work:** This facet is concerned with the employee's satisfaction with the work itself. Some researches indicated that work may be related to job satisfaction including opportunities for creativity in general and task creativity in particular, allowing an individual to increase his or her knowledge and experience changes in responsibility, amount of work, autonomy, job enrichment and job complexity (Ronan, 1970; Smith *et al.*, 1969b).

**Satisfaction with pay:** Satisfaction with pay addresses attitude toward pay and is based on the perceived difference between actual and expected pay. This facet is influenced by the employee's personal financial situation, the economy and the amount of pay an employee has received previously (Ronan, 1970; Smith *et al.*, 1969c; Warr and Routeledge, 1969).

**Satisfaction with promotions:** Satisfaction with promotions measures the employee's satisfaction with the company's promotion policy and the administration of that policy. This facet is a function of the frequency, the importance and the desirability of promotions (Locke, 1976; Porter, 1968; Smith *et al.*, 1969a, b).

**Satisfaction with supervision:** The supervision facet reflects an employee's satisfaction with his or her supervisor (s). In general, the more considerate and employee-centered supervisors are the greater the levels of employee satisfaction with supervisors (Smith *et al.*, 1969b; Vroom, 1964). Moreover, the greater the supervisor's perceived competence on the job, the greater the levels of satisfaction with supervision.

**Satisfaction with people on the present job:** This facet is often referred as the coworker facet. The degree of satisfaction with coworkers is thought to be determined by the work-related interaction among coworkers and the mutual liking or admiration of fellow employees (Alderfer, 1967; Locke, 1976; Smith *et al.*, 1969c).

## **MATERIALS AND METHODS**

Due to these strengths quantitative non-experimental analysis will be used in this descriptive and co-relational study to determine if there are links between

employees' job satisfaction levels with the work family conflict. This correlation research study will investigate the degree to which variables are related and the direction of such relationships. In other hand, research methods used in this study were quantitative correlation research methods with work family interface (work family conflict, family work conflict) considered the independent variable with job satisfaction being the dependent variable.

**Participants:** The statistical population of this research are governmental organizations in the Kerman province which comprise 46 active organizations with a total of 18130 existing employees who have worked for at least 6 months in the surveyed governmental organizations in Iran. In this study, the researcher used Cochran (1977)'s formula to determine the appropriate sample size which in this case was 485 people.

The statistical population comprised employs in governmental organizations in province of Kerman including 46 active organizations and 18130 already working employees. Stratified random sampling is used as appropriate method sampling and 485 persons out of 18130 people, already working in governmental organizations were selected as samples according to the stratified sampling.

The main objective in carrying out a questionnaire survey is in order to achieve higher return rates. So, the questionnaires were duplicated and distributed to the employees'. Of these completed surveys, 17 were rejected prior to statistical analysis. The rejected questionnaires included 6 respondents who indicated that they did not in fact work in a governmental organization and 11 others eliminated due to >50% missing or incomplete data. In total 436 questionnaires were accepted as the final sample.

**Instrumentation:** The objective of this study is to determine the work family interface and job satisfaction among employees in governmental organizations in the Kerman province in Iran. After prior review of existing literature on the different methodology available for assessment of quality of work life and job satisfaction status and taking into consideration the research concept, the psychometric soundness of the different instruments and also the cultural norms of the participants (Waltz *et al.*, 1991), the researcher chose the application of a questionnaire to be the most appropriate instrument for use in this study. This is because questionnaires are found to be essential and most directly associated with survey research (Babbie, 2001) and in this study, the different variables were measured through the responses given to a questionnaire administered on a sample population. The questionnaire instrument used for this study comprised two sections as follows:

**Section 1:** Comprises work family interface as reflected by two measured dimensions, namely work family conflict and family work conflict. The WFC dimension includes three sub dimensions and the FWC dimension includes three sub dimensions as related to the work family interface. In assessments of each item attributable as the different work family interface aspects elaborated earlier, the Multidimensional Work Family Interface Questionnaire (MWFIQ) implemented included 9 questions for the WFC dimension and nine questions for the FWC dimension. Six sub dimensions of work family interface were measured using a 5-point Likert-type scale ranging from strongly disagree to strongly agree.

**Section 2:** In this study, the researcher conducted literature review and identified nine dimensions of job satisfaction in modifying the instrument which includes 36 questions to measure job satisfaction levels. Hence, this section encompass the nine identified dimensions of job satisfaction with four questions each and overall job satisfaction comprising 36 questions. The Likert scale used to assess each of the items above comprises five choices ranging from strongly disagree to strongly agree. A total of the scores for all the items depicts the general overall score (Spector, 1997).

As the original language of the questionnaire was English, it was translated to Persian using a back-translation method suggested in cross-cultural studies (Brislin, 1986) to ensure the accuracy of the translation. As a result, the questionnaire was translated into Persian then back-translated into English, before finally being back-translated into Persian. The translation was carried out by three bilingual (Persian\_English) Suniversity lecturers specialising in English as a second language.

**Reliability and validity:** To establish face validity in this study, the researcher used the services of experts in the relevant areas to obtain their ideas and judgments about the questionnaires. Before embarking on data collection, the researcher sought ideas on the questionnaires from specialists or experts from three famous universities in Kerman city, Shahid Bahonar University, Payam e Noor University and the Islamic Azad University branch of Kerman. Specialists and experts in this area include: professors, assistant professors and other faculty members who teach or conduct research in this area and have relevant information about subjective questionnaires. According to the judgment of five experts the validity of the questionnaires used was acceptable.

**Pilot study procedures:** In the course of implementing these quality of work life and job satisfaction research

study, a pilot study was carried out in the governmental organizations to test the reliability of the instruments used, i.e., the modified version of the MWFIQ and job satisfaction questionnaire developed. The pilot study was conducted to test the retest reliability of these instruments.

According to the judgment of five experts validity of questionnaire was acceptable. The result of convergence validity and discriminate validity of the instruments was valid and acceptable.

A test-retest reliability test was performed on the data from the pilot study using the SPSS Software version 18.0 to estimate the stability of the questionnaires being used over time. Cronbach's alpha coefficient ( $\alpha$ ) for all parts of questionnaire was respectively. Instead of coefficient alpha, construct reliability is often used in performing analyses with SEM models. Construct Reliability (CR) values  $\geq 0.7$  indicate adequate internal consistency; construct reliability for all parts of questionnaire was respectively (Hair *et al.*, 2006).

**Measurement:** Measurement of the work family domain has varied between researchers with the traditional manner being reserved to a unidirectional measurement of the conflict where study was limited to incidences of conflict where work interfered with the family role (Greenhaus and Beutell, 1985).

More recently, Carlson *et al.* (2000) proposed as 6-dimensional model of conflict between work and family which considered three forms of conflict in both directions. Carlson *et al.* (2000) as an extension of what had been covered in existing literature. The three forms of conflict in the proposed model were time, strain and behaviour based conflict with two directions of conflict (WFC and FWC).

The traditional view of the extent of work interference in the family domain was the one adopted by early researchers (Greenhaus and Beutell, 1985) while in the 1980s, there was a tendency to ignore the conceptual differentiation between work and family structures (Aryee, 1992; Aryee and Luk, 1996; Thomas and Ganster, 1995; Voydanoff, 1987; Wiley, 1987). This early view was soon replaced as more research in the field showed that the relationship between the two domains, work and family, extended beyond a unidirectional one (Gutek *et al.*, 1991).

## RESULTS AND DISCUSSION

**Respondents' individual characteristics:** The respondents' individual characteristics as shown in Table 2 described in terms of gender, age, level of education, marital status and originality.

Table 2: Respondents' individual characteristics (n = 436)

Variables	Frequency	Percentage
<b>Gender</b>		
Male	278.0	63.8
Female	158.0	36.2
<b>Age (mean = 40.84, SD = 7.26)</b>		
20-30	23.0	5.3
31-40	164.0	37.6
41-50	202.0	46.3
<51	47.0	10.8
<b>Marital status</b>		
Single	398.0	38.0
Married	91.3	8.7
<b>Level of education</b>		
Diploma	44.0	62.0
Associated diploma	273.0	52.0
Bachelor degree	5.0	10.1
Master degree	14.2	62.6
PhD degree	11.9	1.1
<b>Native status</b>		
Native	375.0	61.0
Non-native	86.0	14.0

The result in Table 1 show that slightly more than half of the respondents were male (63.8%) compared to female respondents (36.2%). The respondent's age ranged from 22-63 with a mean of 40.84 years old and a standard deviation of 7.26 indicating variability in age among the respondents. A total of 6% of the respondents were aged between 20-30 years old, 37.8 were between 31-40 years old, 45.1% were between 41-50 years old and 11.1% were >51 years old.

As shown in Table 2 in terms of marital status, majority of the respondents were married 91.3% while the remaining 8.7% were single. Regarding the level of education as shown in Table 1 about 10.1% of respondents graduated from high school and 14.2% had associates degree, majority of respondents were bachelor 62.6 and 11.9% were master's degrees while only 1.1% had Ph.D or equal professional degree. The study result demonstrated that from 436 respondents majority (86%) of the respondents were native while 14% of respondents were not native.

**Objective 1; to determine the statuses of work family conflict among employees in governmental organizations:** In order to determine the level of work family conflict, the mean summated score was computed based on remained items after Confirmatory Factor Analyses (CFA). The instruments for these Sabove mentioned variables used 5-point Likert scale and then mean summated scores were resulting score between 1-5. These scores grouped into three categories including low (1-2.33), moderate (2.34-3.66) and high (3.67-5).

In terms of work family conflict, the result showed that 76.6% of respondent faced with high level of work family conflict, 22.2% located in moderate level and only 1.2 was in low level of work family conflict. The mean

Table 3: Level of the work family interface and job satisfaction

Variables	Frequency	Percent	Mean±SD
<b>Work family interface</b>			
Low (1-2.33)	5	1.2	3.95±0.48
Moderate (2.34-3.66)	96	22.2	
High (3.67-5)	331	76.6	
<b>Job satisfaction</b>			
Low (1-2.33)	115	26.6	2.85±0.77
Moderate (2.34-3.66)	258	59.7	
High (3.67-5)	59	13.7	

score for the work family interface was 3.95 which is showed moderate to high level of work family conflict among the respondent in this study area (Table 3).

**Objective 2; to determine the level of job satisfaction among employees in governmental organizations:** In order to determine the level of job satisfaction, the mean summated score was computed based on remained items after Confirmatory Factor Analyses (CFA). The instruments for these above mentioned variables used 5-point Likert scale and then mean summated scores were resulting score between 1-5. These scores grouped into three categories including low (1-2.33), moderate (2.34-3.66) and high (3.67-5).

The result for level of job satisfaction showed that more than one half (59.7%) of respondent reported moderate level of job satisfaction, 26.6% had low and only 13.7% had a high level of job satisfaction. The mean of job satisfaction was 2.85 which showed moderate to low level of job satisfaction among the respondent in study area. (Table 3).

**Structural Equation Modelling (SEM) analysis:** In order to achieve the research objectives, the multivariate technique of Structural Equation Modelling (SEM) procedure was used. In this study in attempting to ensure theoretical accuracy, first the single Confirmatory Factor Analysis (CFA) was performed and then after validation of the single CFA models and overall measurement model, the path analyses process employed to investigate the structural relationship between variables.

**Work family interface single CFA:** This study consists of two main dimensions of work family interface as predictor/exogenous variables and job satisfaction as dependent/endogenous variable. The work family interface variable comprising of two main dimensions namely, work family conflict and family work conflict (each dimensions including 3 sub-dimensions; time, strain and behaviour) (with 3 sub dimensions).

The CFA model for family work conflict showed that even the  $\chi^2$  with value 294.035 was significant the model fit the data based on other goodness-of-fit indices such as GFI, IFI, TLI and CFI which they are exceed the

Table 4: Result of single CFA for work family interface

Variables	Standardized factor loadings	Average variance extracted	Construct reliability
<b>Work family conflict</b>			
Time	-	0.50	0.747
Item 1	0.697		
Item 2	0.724		
Item 3	0.691		
<b>Strain</b>	-	0.517	0.762
Item 1	0.680		
Item 2	0.739		
Item 3	0.736		
<b>Behaviour</b>	-	0.507	0.754
Item 1	0.673		
Item 2	0.765		
Item 3	0.694		
<b>Family work conflict</b>	-	0.603	0.819
Time			
Item 1	0.706		
Item 2	0.763		
Item 3	0.853		
<b>Strain</b>	-	0.503	0.751
Item 1	0.631		
Item 2	0.779		
Item 3	0.709		
<b>Behaviour</b>	-	0.525	0.766
Item 1	0.602		
Item 2	0.794		
Item 3	0.763		

recommended value 0.9 (0.932, 0.933, 0.914 and 0.932, respectively). And the RMSEA was 0.058 which is less than the recommended value 0.08. Also, the result showed that the convergent validity of the measure scale was satisfactory as the all factor loading are  $>0.5$  (Table 3) and further the Average Variance Extracted (AVE) and Construct Reliability (CR) were satisfactory (Table 3). The result showed that the all AVEs were close and more than recommended value 0.5 ranged between 0.50-0.603. In addition, the construct reliability for the all dimensions was  $>0.7$  ranged between 0.747-.819 (Table 4). Also, the assessment of normality for the work family interface showed that the data for this measure scale was normally distributed.

**Job satisfaction single CFA:** Job satisfaction is the dependent variable of this study which consists of nine dimensions. Thirty six items were used to measure nine dimensions of job satisfaction latent variable (4 items to measure each dimension).

The result of initial estimation of the CFA for the job satisfaction construct showed that the initial model was not fit the data. The assessment of standard factor loading showed that the factor loading for item 4 of pay dimension, item 3 of promotion, item 4 of supervision, item 3 of work condition and item 4 of co-worker dimension (0.41, 0.09, 0.41, 0.28 and 0.07, respectively) were  $<0.5$  which disqualifies to be inclusion in the model. Therefore in order to improve the model fit these indicators

Table 5: Result of CFA for Job Satisfaction

Variables	Standardized factor loadings	Average variance extracted	Construct reliability
<b>Pay</b>	-	0.539	0.778
Item 1	0.687		
Item 2	0.739		
Item 3	0.774		
<b>Promotion</b>	-	0.585	0.808
Item 1	0.712		
Item 2	0.822		
Item 4	0.756		
<b>Supervision</b>	-	0.492	0.743
Item 1	0.638		
Item 2	0.757		
Item 3	0.704		
<b>Work condition</b>	-	0.460	0.716
Item 1	0.577		
Item 2	0.709		
Item 4	0.737		
<b>Contingent rewards</b>	-	0.514	0.807
Item 1	0.737		
Item 2	0.796		
Item 3	0.751		
Item 4	0.563		
<b>Operating procedures</b>	-	0.535	0.820
Item 1	0.609		
Item 2	0.812		
Item 3	0.742		
Item 4	0.747		
<b>Coworker</b>	-	0.593	0.813
Item 1	0.841		
Item 2	0.738		
Item 3	0.725		
<b>Nature of work</b>	-	0.525	0.814
Item 1	0.763		
Item 2	0.820		
Item 3	0.631		
Item 4	0.669		
<b>Communication</b>	-	0.573	0.842
Item 1	0.656		
Item 2	0.704		
Item 3	0.839		
Item 4	0.814		

with factor loading  $<0.5$  dropped from the model. The re-specified single CFA Model shows that all of the factor loading are  $>0.5$  (Table 4) and the model fit the data based on fit indices such as IFI, TLI and CFI (0.911, 0.901 and 0.910, respectively) and the RMSEA also was acceptable (0.054). Although, the  $\chi^2$  (892.710) p-value was significant. In addition, the result showed that Average Variance Extracted (AVE) and Construct Reliability (CR) were satisfactory for the all dimensions of job satisfaction latent variable (Table 5). The result showed that the all AVEs were close and more than recommended value 0.5 ranged between 0.460-0.573. In addition the construct reliability for the all dimensions was  $>0.7$  ranged between 0.716-0.842 (Table 4). Also, the assessment of normality for the work family interface showed that the data for this measure scale was normally distributed.

**The structural models of study:** After validation of the single CFA Models, the path analyses process employed to investigate the structural relationship between

variables. In this study, two structural models carried out. The first structural model assessed the relationship between work family interface with overall job satisfaction (Fig. 1). The second structural model assessed the relationship between two dimensions of work family interface including work family conflict and family work conflict as independent/exogenous latent variables with overall job satisfaction dependent variable (Fig. 2). Based on these structural models three hypotheses would be discussed as follows.

The result of assessment the fit indices for these two structural model showed that both model had a same value for the all goodness-of-fit indices. The result showed that even in both model the  $\chi^2$  value 26.333 was significant but according to the all other indices the model perfectly fit the data (Table 6).

**Objective 3; to examine the relationship between work family conflict and job satisfaction among employees in governmental organizations:** Structural Equation Modeling (SEM) employed to examine the relationship between work family interface and job satisfaction. The result in the first structural model as shown in Table 7 that the coefficient estimate linking with the path hypothesized model were significant by the critical ratio test  $> \pm 1.96$  and p-value  $< 0.05$  ( $\beta = -0.574$ , C.R. = -9.766,  $p = 0.000$ ). The result indicated that when work family interface goes up by 1 standard deviation, job satisfaction goes down by 0.574 standard deviations.

Therefore, work family interface had a negative significant contribution toward the prediction of job satisfaction in government organization of Iran. The result of testing the two dimensions of work family interface

Table 6: Fit Indices for structural models of study

Models	CMIN	DF	P	CMIN/DF	GFI	IFI	TLI	CFI	RMSEA
First	26.333	112	0.010	2.194	0.983	0.991	0.984	0.991	0.053
Second	26.333	112	0.010	2.194	0.983	0.991	0.984	0.991	0.053

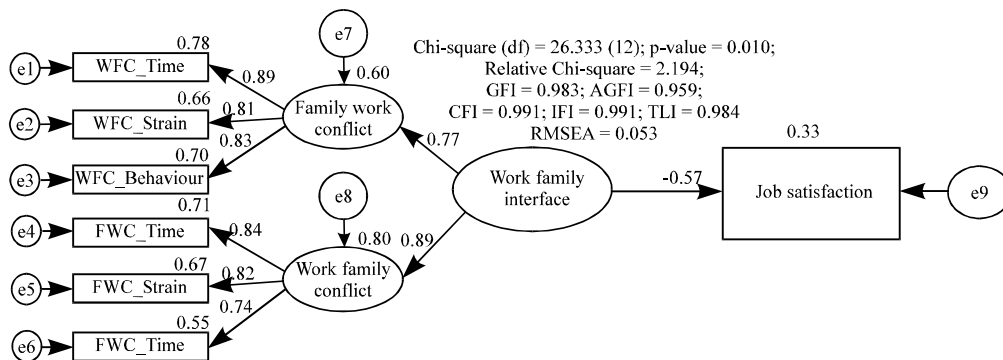


Fig. 1: The first structural model with standard regression weight

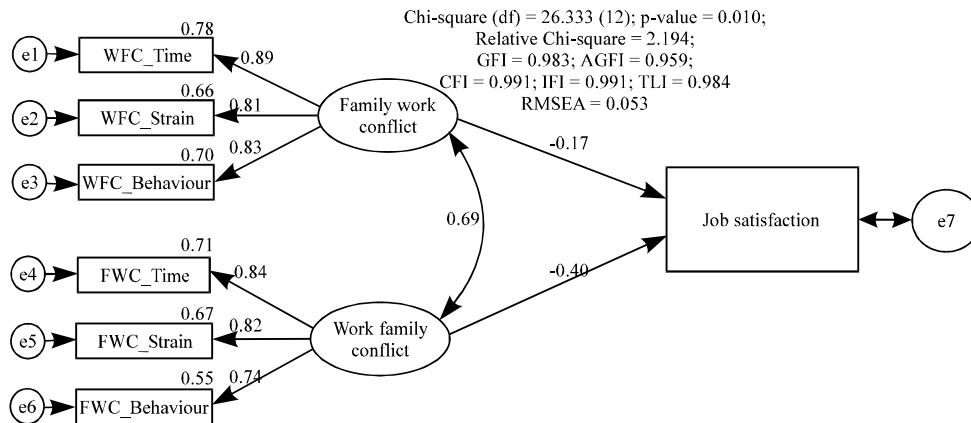


Fig. 2: The second structural model with standard regression weight

Table 7: Regression weights in the first structural model

Path hypothesized	Variable	Estimate	S.E.	Standardize regression weights	C.R.	P
Work family interface	Job satisfaction	-0.788	0.081	-0.574	-9.766	0.000

Table 8: Regression Weights in the second structural model

Path hypothesized	Variables	Estimate	S.E.	Standardize regression weights	C.R.	P
Family work conflict	Job satisfaction	-0.181	0.073	-0.170	-2.470	0.013
Work family conflict	Job satisfaction	-0.488	0.088	-0.395	-5.534	0.000

comprising work family conflict and family work conflict under a specific hypothesis in the second structural model was as:

H<sub>1</sub>: There is a negative significant relationship between family work conflict and job satisfaction among government organization

As shown in Fig. 2 and Table 7, the exogenous latent variable of family work conflict including three items (including time, strain and behaviour) was found to have negative significant relationship with job satisfaction ( $\beta = -0.170$ , C.R. = -2.470, Sig. = 0.013). Further, by any one unit standardized deviation increase in family work conflict, job satisfaction decrease by 0.170. Thus, second hypothesis of study is supported.

H<sub>2</sub>: There is a negative significant relationship between work family conflict and job satisfaction among government organization

Also as showed in Fig. 2 and Table 8, the independent variable of work family conflict including three items (including time, strain and behaviour) was found to have negative significant relationship with job satisfaction ( $\beta = -0.395$ , C.R. = -5.534,  $p = 0.000$ ). The result indicated that when work family conflict goes up by 1 standard deviation, job satisfaction goes down by 0.395 standard deviations. Thus, third hypothesis of study is supported. The result also based on standard regression weight showed that work family conflict had highest contribution in prediction of job satisfaction in compare with the family work conflict in government organization of Iran.

Work family interface is one of enormous significance to the daily lives of workers and family members as well as to policy makers and scholars (Frone, 2003; Geurts and Demerouti, 2003). Because of most adults who are employed consider their work and family to the most important domains of their lives with their work domain influencing their family domain and vice versa (Edwards and Rothbard, 2000; Frone, 2003).

Work family interface research in particular has become a central topic in many disciplines including management study organizational psychology and

sociology and family science, similarly some researchers believe work family interface has become a much investigated topic in today's organizational behaviour research and research on work family interface has found that this variable influences a number of outcomes including psychological distress, job satisfaction, organization commitment, turnover and life satisfaction (Frone *et al.*, 1992; Higgins *et al.*, 1992; O'Driscoll *et al.*, 1992; Parasuraman *et al.*, 1989).

As shown in Fig. 2 and Table 7, the independent variable of family work conflict including three items (including time, strain and behaviour) was found to have negative significant relationship with job satisfaction ( $\beta = -0.17$ , C.R. = -2.47,  $p = 0.013$ ). Further, by any one unit standardized deviation increase in work family conflict, job satisfaction decrease by 0.17. Thus, second hypothesis of study is supported.

In general, the work family conflict can be seen to arise due to mutual role incompatibility in some areas within the dimensions of work and family (Greenhaus and Beutell, 1985). In this context, conflict between work and family domains appears to have had negative outcomes for individuals (e.g., job, life dissatisfaction, anxiety, depression and poor health) for interrelationships (e.g., increase in interrelationship conflict and divorce) and for organizations (e.g., absenteeism, decrease in productivity, and increasing turnover) (Hammer and Thompson, 2003; Rode *et al.*, 2007). Karimi and Nouri (2009) believes one of the major outcomes of conflict between the work and family domains is dissatisfaction with one's life and job which in turn affects well-being and productivity. In short, this type of conflict may be affected by several factors such having a working partner, spousal support, equity in the division of labour at home, adequacy of child care or eldercare provisions, gender and marital status of the person working, impairment level of adult-care recipients and age of dependent children (Goldsen and Scharlach, 2001).

On other word, work and family domain imbalance has negative implications for individuals (e.g., job, life dissatisfaction, anxiety, depression and poor health) for interrelationships (e.g., increase in interrelationship conflict and divorce) and also for organizations (e.g., absenteeism, decrease in productivity and increasing turnover) (Hammer and Thompson, 2003; Rode *et al.*, 2007).

According to Fredriksen *et al.* (2001), there are a number of factors which influence this type of conflict, including the gender and marital status of the individual, having a co-worker, spousal support, degree of sharing in house work, adequacy of child care or eldercare provisions, impairment level of adult-care recipients and age of dependent children (Goldsen and Scharlach, 2001). These findings confirmed with the earlier work family conflict researchers views, they believed that job satisfaction among employee influenced by work family conflict (Karimi, 2008; Namasivayam and Mount, 2004; Hsu, 2012; Wang *et al.*, 2010).

As shown in Fig. 2 and Table 7, the exogenous latent variable of work family conflict including three items (including time, strain and behaviour) was found to have negative significant relationship with job satisfaction ( $\beta = -0.395$ , C.R. = -5.534,  $p = 0.000$ ). Further, by any one unit standardized deviation increase in work family conflict, job satisfaction decrease by 0.395. Thus, third hypothesis of study is supported.

These findings confirmed with the earlier work family conflict researchers views, they believed that job satisfaction among employee influenced by work family conflict (Hsu, 2012; Karimi, 2008; Namasivayam and Mount, 2004; Wang *et al.*, 2010). In general, the work family conflict can be seen to arise due to mutual role incompatibility in some areas within the dimensions of work and family (Greenhaus and Beutell, 1985). In this context, conflict between work and family domains appears to have had negative outcomes for individuals (e.g., job, life dissatisfaction, anxiety, depression and poor health) for interrelationships (e.g., increase in interrelationship conflict and divorce) and for organizations (e.g., absenteeism, decrease in productivity, and increasing turnover) (Hammer and Thompson, 2003; Rode *et al.*, 2007). Similarly, Karimi and Nouri (2009) admitted that one of the major outcomes of conflict between the work and family domains is dissatisfaction with one's life and job which in turn affects well-being and productivity.

In short, primary outcome of work family conflict has been that of domain satisfaction (Carlson *et al.*, 2000; Kahn *et al.*, 1964; Kanter, 1977; Parasuraman *et al.*, 1996). Many researchers believe this type of conflict may be influenced by lack of support from management and co-workers, limited job autonomy, increased job demands and overload, inflexible working schedules and increased number of hours worked (Goldsen and Scharlach, 2001).

According to the standardized regression weights the work family conflict ( $\beta = -0.395$ ) had highest contribution toward the prediction of job satisfaction in

compare with family work conflict ( $\beta = -0.17$ ) (Table 7). This result also confirmed by earlier researchers and this pattern of results was consistent with some previous research findings which reported greater WIF than FIW (Burke and Greengalss, 1999; Field, 2005; Hill *et al.*, 2004; Kinnunen and Mauno, 1998; Lyonette *et al.*, 2007; Wharton and Blair-Loy, 2006).

## RECOMMENDATIONS

It may be interesting for future studies to look at the influence of dimensions of work family interface such as work family facilitation and family work facilitation on job satisfaction. Future research also could be carried out competitive study between governmental organizations with private sector in this area or between industry sector and services sector by comparing the results of various studies in this field, higher reliability and confidence will be achieved.

This study is quantitative method, future researches could include both qualitative and quantitative method to gain in-depth to recognize the sinfluence of work family interface on job satisfaction. In addition correlation research which was used in this study, does not allow one to determine causation (Creswell, 2003; Simon, 2006). Hence, additional research is needed to determine the root causes of the findings of this study.

This study used cross-sectional data to test the hypothesized relationships. Employing cross-sectional designs in empirical research constrains the ability to make definitive statements about the causal relationships (O'Driscoll *et al.*, 2004). Therefore, using longitudinal data in future research efforts to investigate the potential antecedents and consequences of work family conflict and family work conflict would allow making definitive statements pertaining to the causal relationships. The current study has not incorporated family satisfaction, marital satisfaction, career satisfaction and life satisfaction into the research model. Investigating the relationships of conflicts in the work family interface with these satisfaction variables would make significant contributions to the existing knowledge base (Allen *et al.*, 2000; Eby *et al.*, 2005).

## CONCLUSION

The results of the study showed that work family interface were significantly influence on job satisfaction; work family conflict make a better predictor for job satisfaction among employees in governmental organizations. Implications of this study will be particularly interesting to administrative system, managers

of organizations, employees, family and also private sector. For future research, the replication of the study could be carried out to private sector, industry, manufacturing, hospital and educational centre. Meanwhile, the other aspects of work family interface such as work family facilitation can be added to improve the model.

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