

BIDIRECTIONAL NATURE OF WORK FAMILY CONFLICT: THE  
ANTECEDENTS AND OUTCOMES OF WORK TO FAMILY CONFLICT AND  
FAMILY TO WORK CONFLICT

A THESIS SUBMITTED TO  
THE GRADUATE SCHOOL OF SOCIAL SCIENCES  
OF  
MIDDLE EAST TECHNICAL UNIVERSITY

BY

YEŞİM ÜZÜMCÜOĞLU

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR  
THE DEGREE OF MASTER OF SCIENCE IN  
THE DEPARTMENT OF PSYCHOLOGY

SEPTEMBER 2013



Approval of the Graduate School of Social Sciences

---

Prof. Dr. Meliha Altunışık  
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Science.

---

Prof. Dr. Tülin Gençöz  
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Science.

---

Prof. Dr. Reyhan Bilgiç  
Advisor

**Examining Committee Members**

Prof. Dr. H. Canan Sümer	(METU, PSY)	_____
Prof. Dr. Reyhan Bilgiç	(METU, PSY)	_____
Prof. Dr. Orhan Aydın	(UÜ, PSY)	_____



**I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.**

Name, Last name: Yeřim Üzümçüođlu

Signature :

## ABSTRACT

### BIDIRECTIONAL NATURE OF WORK FAMILY CONFLICT: THE ANTECEDENTS AND OUTCOMES OF WORK TO FAMILY CONFLICT AND FAMILY TO WORK CONFLICT

Üzümcüoğlu, Yeşim

M.S., Department of Psychology

Supervisor: Prof. Dr. Reyhan Bilgiç

September 2013, 106 pages

The aim of the present study was to investigate the bidirectional nature of work family conflict: work to family conflict (WFC) and family to work conflict (FWC). Antecedents and outcomes of both directions were examined. Antecedents of WFC were categorized as work stressors which included role demands, injustice and autonomy whereas outcomes of work to family conflict included job satisfaction, affective commitment and turnover intention. Family stressors included family role demands and communication problems and outcomes of FWC included family satisfaction. The mediating role of WFC and FWC between the antecedents and outcomes were also investigated. Moreover, the interaction of relational self-regulation and work/family stressors on work/family related outcomes were examined on an exploratory basis. A pilot study was conducted with 83 people to establish the psychometric properties of the relational self-regulation measure developed for this study. The main analysis was conducted with 314 people. The results of the regression analyses showed that WFC and FWC did not mediate the relationships between work/family stressors and work/family related outcomes. Among the work stressors, only injustice predicted WFC and turnover intention significantly. Job satisfaction was predicted by all work stressors; however, affective

commitment was predicted by injustice and autonomy only. Family role demands and communication problems predicted family satisfaction, whereas FWC was only predicted by family role demands. Exploratory analyses showed that, the interaction effects of relational self-regulation and autonomy on job satisfaction and turnover intention were significant. The results were discussed and practical implications of the finding were stated along with the future research suggestions.

Keywords: Work Family Conflict, Antecedents, Outcomes, Relational Self-Regulation

## ÖZ

### İŞ AİLE ÇATIŞMASININ İKİ YÖNLÜ YAPISI: İŞTEN AİLEYE VE AİLEDEN İŞE ÇATIŞMANIN NEDENLERİ VE SONUÇLARI

Üzümcüoğlu, Yeşim

Yüksek Lisans, Psikoloji Bölümü

Tez Yöneticisi: Prof. Dr. Reyhan Bilgiç

Eylül 2013, 106 sayfa

Bu çalışmanın amacı, işten aileye çatışma (İAÇ) ve aileden işe çatışma (AİÇ) olmak üzere, iş-aile çatışmasının iki yönlü yapısının incelenmesidir. Bu bağlamda her iki yönün nedenleri ve sonuçları araştırılmıştır. İşten aileye çatışmanın nedenleri rol gereksinimleri, adaletsizlik ve otonomiye içeren iş stres faktörleri olarak kategorize edilmişken, sonuçları ise iş doyumu, duygusal bağlılık ve işten ayrılma niyeti olarak kategorize edilmiştir. Bununla birlikte, aile stres faktörleri AİÇ'nin nedenleri olarak ve AİÇ'nin sonuçları ise aile tatminini olarak incelenmiştir. Aile stres faktörleri, aile rollerini ve aile içi iletişimi içermektedir. Çalışmada ayrıca nedenler ve sonuçlar arasında, İAÇ ve AİÇ'nin dengeleyici rolü araştırılmıştır. Dahası, ilişkisel öz- düzenleme ile iş stres faktörlerinin işle ilgili sonuçlar üzerindeki etkisi ve ilişkisel öz- düzenleme ile aile stres faktörlerinin aileye bağlı sonuçlar üzerindeki etkileşim etkisi incelenmiştir. Öncelikle yapılan ölçümlerin psikometrik özelliklerinin belirlenmesi için 83 kişi ile bir pilot çalışma gerçekleştirilmiş, daha sonra temel analizler 314 kişinin katılımı ile gerçekleştirilmiştir. Yapılan regresyon analizi sonuçlarına göre, İAÇ ve AİÇ; iş/aile stres faktörleri ve iş/aile ilişkili sonuçlara



aracılık etmediđi bulunmuřtur. İř stres faktörleri arasında sadece adaletsizlik İAÇ'yi ve işten ayrılma niyetini anlamlı olarak yordamaktadır. İř doyumunu, tüm iş stres faktörleri tarafından yordanmıřken, duygusal bađlılık sadece adaletsizlik ve otonomi tarafından yordanmaktadır. Aile stres faktörleri incelendiđinde, aile rollerinin AİÇ ve aile rolleri ve aile içi iletiřimin aile tatminini anlamlı olarak yordadıđı görölmektedir. Açıklayıcı analiz sonuçlarına göre, iliřkisel öz- düzenleme ve otonomi etkileřim etkisi, iş doyumunu ve işten ayrılma niyeti ile iliřkilidir. Sonuçlar ilgili literatür çerçevesinde tartıřılacak ve gelecekteki arařtırmalarda uygulanabilecek pratik çözümler deđerlendirilecektir.

Anahtar Kelimeler: İř Aile Çatıřması, Nedenleri, Sonuçları, İliřkisel Öz Düzenleme

*To my mom & dad,  
and Zeynep*

## ACKNOWLEDGEMENTS

First, I would like to express my sincere gratitude to my advisor Prof. Dr. Reyhan Bilgiç for the continuous support, for her patience, motivation, enthusiasm, and immense knowledge. Her guidance helped me in all the time of research and writing of this thesis. I could not have imagined having a better advisor and mentor for my thesis. Besides my advisor, I would like to thank the rest of my thesis committee: Prof. Dr. H. Canan Sümer, and Prof Dr. Orhan Aydın for their encouragement and insightful comments.

Second, I want to thank to my colleagues, Ayça Özen, Gaye Solmazer, Ali Can Gök, Elif Helvacı, Ferhat Yarar, Gizem Ateş, Nilüfer Ercan, Gözde Koçak, Canan Büyükaşık who have been always there when I needed. Your support means a lot to me!

I also want to thank my dearest friends, Hande Ağca, Ümran Yüce Selvi, Seval Dönmez, Önder Ersen, Derya Karanfil, Gizem Suzan Şahin, Aslı Yalçın, Buse Gönül, Hatice Işık, Gizem Çeviker both for their academic and moral support. You gave me your full support and shared new ideas to solve my problems!

Furthermore, I am grateful to people in my live who have helped me to collect data during the thesis procedure. Without your assistance, it would be impossible to complete this research.

I am really lucky to have Merve Ermemiş and Canberk Cenger as friends who always listen to my complaints and make me laugh not only during the thesis process but also whenever I feel upset.

Words cannot describe how lucky I am to have Onur Ulaş (61) in my life!.. I would like to give special thanks to O. U. (61) who is always with me with his never-ending support and endless energy! Thank you for being in my life with your smiling face and thank you for your love!

It has been 12 years that I met Gülce Türker and Fulya Alpyörük, who are my sisters! Not only the thesis process, but also the second half of my life would be really meaningless without you! All the memories that we have, they are priceless! Thank you for being on my side during this process, which seems endless; but you made it easier for me! I want to give special thanks to Gülce Türker for her patience and endless support during my undergraduate and graduate years. Ankara is a better place to live when you are here!

I am grateful to my mom and dad for their endless and unconditional support. Thank you for all your understanding and encouragement! Also, thank you for believing in me and my decisions! Thank you for making me the person who I am!

## TABLE OF CONTENTS

PLAGIARISM .....	ii
ABSTRACT .....	iv
ÖZ .....	vi
DEDICATION .....	viii
ACKNOWLEDGEMENTS .....	ix
TABLE OF CONTENTS .....	xi
LIST of FIGURES .....	xvii
CHAPTER	
1. INTRODUCTION .....	1
1.1 Overview .....	1
1.2 Possible Antecedents of Work Family Conflict.....	4
1.2.1 Work stressors .....	4
1.2.2 Family Stressors .....	7
1.3 Outcomes of Work Family Conflict .....	8
1.3.1 Work related outcomes .....	9
1.3.2 Family related outcomes .....	11
1.4 Antecedents and Outcomes of Work Family Conflict .....	11

1.4.1 Work Stressors and Work Related Outcomes .....	11
1.4.2 Family Stressors and Family Related Outcomes.....	13
1.5 The Relationship between WFC and FWC .....	14
1.6 Possible Moderators: Relational Self-Regulation.....	17
1.7 The Current Study and Hypotheses .....	19
2. METHOD.....	21
2.1 Participants .....	21
2.2 Measures.....	21
2.2.1 Relational Self-Regulation Scale.....	22
2.2.2 Role Conflict and Role Ambiguity Scales.....	22
2.2.3 Justice Scale.....	23
2.2.4 Job Resources Scale .....	23
2.2.5 Job Diagnostic Survey .....	24
2.2.6 Intention to Turnover Scale .....	24
2.2.7 Organizational Commitment Scale.....	25
2.2.8 Family Assessment Device (FAD) .....	25
2.2.9 Family Satisfaction Scale .....	26
2.2.10 Work-to-Family and Family-to-Work Conflict Scales .....	26
2.2.11 Work-related Questions .....	27
2.3 Procedure .....	27

3. RESULTS.....	28
3.1 Pilot Study on the Relational Self-Regulation .....	28
3.2 Data Screening and Cleaning .....	29
3.3 Descriptive Statistics and Bivariate Correlations.....	30
3.4 Hypothesis Testing .....	34
3.4.1 Testing the Relationship between Work Stressors and Work to Family Conflict.....	34
3.4.2 Testing the Relationship between Family Stressors and Family to Work Conflict.....	34
3.4.3 Testing the Relationship between Work Stressors and Work Related Outcomes.....	35
3.4.4 Testing the Relationship between Family Stressors and Family related outcomes.....	38
3.4.5 Testing the Mediating Role of Work to Family Conflict.....	39
3.4.6 Testing the Mediating Role of Family to Work Conflict.....	41
3.5 Additional Analyses.....	42
3.5.1 Marital Status, WFC and FWC .....	43
3.5.2 Testing the Moderating Effect of Relational Self-Regulation (Work) ..	43
3.5.3 Testing the Moderating Effect of Relational Self-Regulation (Family)	46
4. DISCUSSION .....	47

4.1 Evaluations of the Findings .....	47
4.1.1 Evaluations of the Main Findings.....	47
4.1.2 Evaluation of the Additional Analyses .....	52
4.2 Contributions of the Study.....	54
4.3 Limitations and Suggestions for Further Research.....	55
4.4 Implications for Organizations .....	56
REFERENCES.....	57
APPENDICES .....	72
APPENDIX A.....	72
APPENDIX B.....	73
APPENDIX C.....	74
APPENDIX D.....	75
APPENDIX E.....	76
APPENDIX F .....	77
APPENDIX G.....	78
APPENDIX H.....	79
APPENDIX I.....	80
APPENDIX J.....	81
APPENDIX K.....	82
APPENDIX L.....	83



APPENDIX M.....	84
APPENDIX N .....	85
APPENDIX M.....	86

## LIST of TABLES

### TABLES

<b>Table 3. 1.</b> Reliabilities, means, standard deviations, and minimum and maximum values of study variables .....	32
<b>Table 3. 2.</b> Bivariate Correlations between Study Variables.....	33
<b>Table 3. 3.</b> Results of the Analysis for Testing Hypothesis 1 .....	34
<b>Table 3. 4.</b> Results of the Analysis for Testing Hypothesis 2 .....	35
<b>Table 3. 5.</b> Results of the Analysis for Testing Hypothesis 3a.....	36
<b>Table 3. 6.</b> Results of the Analysis for Testing Hypothesis 3b .....	37
<b>Table 3. 7.</b> Results of the Analysis for Testing Hypothesis 3c.....	38
<b>Table 3. 8.</b> Results of the Analysis for Testing Hypothesis 4 .....	39
<b>Table 3. 9.</b> Results of the Analysis for Testing Hypothesis 5 .....	41
<b>Table 3. 10.</b> Results of the Analysis for Testing Hypothesis 6 .....	42
<b>Table 3. 11.</b> Hierarchical Multiple Regression Analysis Predicting Job Satisfaction, and Turnover intention .....	46

## LIST of FIGURES

### FIGURES

<b>Figure 1.1.</b> Proposed model of work to family conflict (Mediation) .....	17
<b>Figure 1.2.</b> Proposed model of family to work conflict model (Mediation) .....	17
<b>Figure 3. 1.</b> The interaction between Autonomy and Relational Self-Regulation in predicting Job Satisfaction .....	44
<b>Figure 3. 2.</b> The interaction between Autonomy and Relational Self-Regulation in predicting Turnover intention.....	45



## CHAPTER I

### INTRODUCTION

#### 1.1 Overview

Research about work family interference has gained attention due to the change in contemporary demographic trends in the new work force such as increased number of working mothers (Frone, Yardley, & Markel, 1997), dual-earner couples and single parents. People have become more likely to experience the challenge of managing work and family role demands (Bond, Thompson, Galinsky, & Prottas, 2002). Work family interference has also gained attention since there are significant changes in traditional family role demands due to women getting employed outside home (Aycan & Eskin, 2005). Work family interference is described as an integrated relationship between work and family (Ansari, 2011). Work family interference has both negative and positive effects. Work family conflict is the negative side of work family interference and it is experienced when pressures caused by work and family role demands are mutually incompatible (Greenhaus and Beutell, 1985). Work family enhancement is the positive side of work family interference and it is experienced when people get psychological and social resources by participating in multiple roles. Thus, although work-family role demands are incompatible they give people sense of competence (Ruderman, Ohlott, Panzer, & King, 2002). In the present study, the negative side of work-family interference will be studied.

People have different roles both in their work lives and family lives, and not being able to fulfill roles in one domain may cause problems in the other domain (Greenhaus & Beutell, 1985). According to Frone, Russell, and Cooper (1992a) work family conflict has a bidirectional nature and has two types of conflict: work to family (WFC), and family to work (FWC). Investigating both types of work family conflict is important since a relation between only one type of conflict with a dimension is not enough to make a generalization to the other type of conflict and its relation with the dimension (Frone, Russell & Cooper, 1997). The relationship between work/family stressors and work family conflict (Grzywacz & Marks, 2000;

Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011), and also the relationships between work family conflict and work/family related outcomes (Carroll & Hill, 2012; Allen, Herst, Bruck, & Sutton, 2000) have been established in the literature. The aim of the present study was to investigate the mediating role of WFC and FWC in predicting work/family related outcomes from work/family stressors.

Academic and corporate research show that there is a spillover from work to family and family to work, and balance of work and family is important for both families and businesses (Hill, Hawkins, Ferris, & Weitzman, 2001). Majority of people work overtime, work systematically one or more days at home, and work often during hours beyond 'nine-to-five' (Merllie & Paoli, 2000), however the conflict between work and family is not only due to work life. Daily or personal activities are often completed in workplaces such as employee benefits (e.g. the hairdresser at the workplace, or fitness services offered by the company), and personal phone calls/e-mails. Therefore, the boundaries between work and daily or non-work have become blurry.

Work-family conflict is described as an interrole conflict and it is experienced when the role pressures from the work and family domains are incompatible in some respect. Participation in roles of a domain makes it difficult to participate in roles of the other domain (Greenhaus & Beutell, 1985). It may also a result of interaction between stress in the family and work domains (Renshaw, 1976). The time devoted to work interferes with performing family responsibilities, and it causes work to family conflict, whereas time devoted to family responsibilities interferes with performing work-related responsibilities and it causes family to work conflict (Netemeyer, Boles, & McMurrin, 1996). In addition to time, strain and specific behaviors may also cause work to family and family to work conflict. Pleck, Staines, and Lang (1980) stated that when a person experiences strain in one domain, it affects his/her performance in the other domain. Expected behaviors in work domain and family domain can be different and thus they can be incompatible (Greenhaus & Beutell, 1985). Schein (1973) gave an example for male managers. They are expected to have self-reliance, emotional stability, aggressiveness, and objectivity, whereas as a family member they are expected to be warm, emotional, and

vulnerable. If he cannot balance the expected behaviors, he may experience conflict between work and family role demands. Thereby, work family conflict occurs if there are conflicting role demands, and they make it difficult to manage the requirements of the other roles (Greenhaus & Beutell, 1985).

The role of the industrial and organizational psychologists is to figure out why people experience work family conflict and how this might affect the relevant outcomes. Work-family interference literature has focused on the antecedents of work family interference, and different models have been suggested for this relationship (e.g., Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Greenhaus & Parasuraman, 1986; Ironson, 1992). These models have focused on antecedents and outcomes of work family conflict including personality traits, work characteristics, work and family stressors. There are two types of models which are most frequently used in the work family conflict literature: matching hypothesis and cross-domain hypothesis (Amstad, Meier, Fasel, Elfering, & Semmer, 2011). According to the matching hypothesis, WFC affects work-related outcomes more than family-related outcomes, whereas FWC affects family-related outcomes more than work-related outcomes. In the cross domain hypothesis, WFC affects family related outcomes, whereas FWC affects work related outcomes. Although the relationship between antecedents and work family conflict and consequences of it has been studied, the explanatory mechanisms for the relationship including relational self-regulation have not been tested. Therefore, this study will also focus on the moderating role of relational self-regulation.

Although there are many studies related to outcomes and antecedents of work-family interface, there are not many studies regarding the conditions of it. It is possible that results can be different for different moderators. Since this particular subject is akin to relations and type of relations, self- regulation will be studied as a possible moderator.

The interaction effect of relational self-regulation and work/family stressors on work/family related outcomes has not been studied. Relational self-regulation is described as regulating the self from a relational perspective (Moretti, Rein, & Wiebe, 1998). Carver and Scheier (1981) defined self-regulation as model with two

systems. In the first system, the self elicits a behavioral standard, and in the second system, the self regulate the behavior according to that standard. When there is a discrepancy between the standards and regulated behaviors, people experience negative emotions. These negative emotions trigger self-regulation to adjust the self behaviorally and cognitively to cope with this discrepancy. Relational self-regulation is the tendency to regulate self-esteem, affect, and behavior from a relational perspective (Moretti, Rein, & Wiebe, 1998) in order to resolve the discrepancy between the standards and regulated behaviors. Markus and Kitayama (1991) proposed a term called self-construal which is similar to self-regulation and described it in two levels: interdependent self-level and independent self-level. Interdependent self is described as the self who is embedded in relationships with others. In addition, their expressions and experiences of emotions and motives are significantly shaped by reactions of others, and it is similar to relational self-regulation in this respect. The independent self is described as the self who is unique and distinctive from others. Hence, an independent person has his/her own autonomy on the self. Cross, Bacon, and Morris (2000) provided a term called relational-interdependent self-construal and defined it as the degree to which people include their relationships into their self-definitions, which is also similar to relational self-regulation. As an exploratory analysis, the interaction effects of relational self-regulation and work/family stressors on work/family related outcomes were investigated.

## **1.2 Possible Antecedents of Work Family Conflict**

The antecedents of work family conflict were categorized in two groups: work stressors and family stressors. This part includes the relationships between work/family stressors and work family conflict.

### **1.2.1 Work stressors**

Role conflict and role ambiguity have been suggested as antecedents of work family conflict (Greenhaus & Beutell, 1985). Higher levels of work role conflict, and work role ambiguity were found to be associated with higher levels of work



family conflict (Carlson & Perrew'e, 1999). Role conflict is described as competing interests, incompatible demands and inadequate resources. Role ambiguity is defined as lack of clarity in goals, activities and authority levels (Ito & Brotheridge, 2012). Michel et al. (2011) conducted a meta-analysis about the antecedents of work family conflict. The results showed that role conflict has a moderate positive relationship with WFC; whereas role ambiguity has a small positive relationship with WFC. Matthews, Bulger, and Barnes-Farrell (2010) also investigated the effects of work role conflict and work role ambiguity on WFC, however only the relationship between role conflict and WFC ( $\beta = -.24$ ) was significant. It was concluded that people who experience work role conflict spillover the conflict within work domain to family domain, but experiencing work role ambiguity do not cause spillover. Michel, Mitchelson, Pichler, and Cullen (2010) also found a higher positive relationship between role conflict ( $\beta = .39$ ) and WFC than role ambiguity ( $\beta = .03$ ) and WFC. They have suggested that, frequency of experienced role stressors might have effects on people's perceptions in work domain which have negative effects on family domain. Matthews, Bulger, and Barnes-Farrell (2010) also examined the effect of age on the relationship between work role conflict and WFC. There were three age groups: 28 and under, 29-45, 46 and older. Work role conflict and WFC relationship was not significant for 28 and under age group. It was suggested that as people get older, their available resources, such as time or energy, decrease. Decrease in available resources might cause decrease in resources that could have been devoted to family domain, which may cause people to experience higher levels of WFC (Matthews et al., 2010).

Another work stressor that might be related to WFC is job autonomy (lack of it). Job autonomy is defined as the degree of independence that employees can take their decisions regarding their jobs (Hackman & Oldham, 1976). Grotto and Lyness (2010) examined the relationship between job resources and negative work non-work spillover. The result was significant; and there was a significant negative relationship between autonomy and work non-work spillover ( $\beta = -.10$ ). Bakker, Schaufeli, Leiter, and Taris (2008) found autonomy as a significant predictor of work engagement. People with high levels of work engagement show positive affect and emotions

towards the work. In addition, they are also more likely to transfer this engagement to their spouses. Thus, autonomy can be regarded as an important variable in reducing work family conflict. However, there can be other factors influencing the effect of autonomy on WFC, such as gender. Michel et al. (2011) categorized autonomy as a work characteristic and suggested that job autonomy would lessen perceptions of WFC. They described job autonomy as having freedom in regards to job and its responsibilities, and suggested that having job autonomy may reduce the conflicts between work and family. Results of their meta-analysis showed that job autonomy has a small negative relationship with WFC. In addition, moderating effect of gender on the relationship between autonomy and WFC was also investigated. According to the results, males experience lower levels of WFC than females as their autonomy levels increase.

The other possible work stressor which might be related to WFC is the experience of injustice at work. Literature on organizational justice has shown that concerns about justice may have effects on the attitudes and behaviors of employees (Colquitt & Greenberg, 2003). Justice is defined as people's perceptions of fairness in their organizations (Greenberg, 1996). There are three types of justice perceptions: distributive justice, procedural justice and interactional justice. Adams (1965) described distributive justice as judgments about the fairness of outcomes. Procedural justice is explained as judgments about the fairness of process elements. Judgments about the fairness of interpersonal interactions are called interactional justice (Cropanzano & Greenberg, 1997). Injustice as a work stressor has started to gain attention and it was defined as the work environment which causes people to question their abilities that are needed for work demands (Vermunt & Steensma, 2001). Judge and Colquitt (2004) conducted a study in order to investigate the justice-stress relationship.

There are studies which suggested that interactional justice can be worked in two dimensions: interpersonal justice and informational justice (Greenberg, 1993). Judge and Colquitt (2004) included four dimensions of justice in their study: distributive, procedural, interpersonal and informational. They defined interpersonal justice as sincerity and respect and informational justice as honest explanations. It

was hypothesized that four dimensions of justice would negatively associate with perceptions of stress and work family conflict. It was found that procedural justice ( $\beta=-.21$ ) and interpersonal justice ( $\beta=-.13$ ) had significant negative relationships with stress. In addition, procedural justice ( $\beta=-.34$ ) and interpersonal justice ( $\beta=-.19$ ) also had significant negative relationships with work family conflict. Önderoğlu (2000) conducted a study with bank employees in Turkey, examining the relationship between organizational justice perceptions and work family conflict. Significant negative relationships were found between distributive justice ( $r=-.26$ ), procedural justice ( $r=-.26$ ), interpersonal justice ( $r=-.16$ ) informational justice ( $r=-.21$ ) and work family conflict. In the present study, only distributive and procedural justice were included in justice dimension and justice was categorized as work stressor by reverse coding.

In the work-family interface literature, both work related and family related stressors were studied. There is limited literature on the relationship between work stressors including role demands, autonomy, and injustice and work family conflict. The present study will add to the literature in this respect. Therefore, it was hypothesized:

*H1: Work stressors (Work role demands, injustice and autonomy) are predictors of work to family conflict.*

The following section explains the relationships between the family stressors and family to work conflict.

### **1.2.2 Family Stressors**

Family interference with work is particularly associated with family situation, including family life, relationship with partner and children. The possible antecedents of FWC are suggested as family role conflict and family role ambiguity (Grzywacz & Marks, 2000). Family role conflict is described as experiencing incompatible role pressures within the family domain, and family role ambiguity is defined as the lack of specificity about responsibilities and duties within the family domain (Michel, et al., 2011). Carlson and Perrew'e (1999) established the antecedent model of work family conflict and included family role conflict, family time demands and family

role ambiguity as family demands. The results revealed that family role conflict ( $\beta = .35$ ), family time demands ( $\beta = .23$ ) and family role ambiguity ( $\beta = .21$ ) predicted work family conflict significantly. Michel et al. (2010) tested the antecedent model for FWC and family role conflict, family role ambiguity and family demands were taken as the antecedents in the model. The results were similar with previous studies (Carlson & Perrew'e, 1999). Family role ambiguity ( $\beta = .24$ ) and family role conflict ( $\beta = .22$ ) were stronger predictors of FWC than family time demands ( $\beta = .10$ ). It was concluded that family role demands have negative effects on people's work life (Michel et al., 2010).

Communication is also an important component in family life (Bruess & Pearson, 2002). The literature about the effect of communication on work family conflict is limited. Carroll, Hill, Yorgason, Larson, and Sandberg (2013) investigated the mediating role of couple communication between work family conflict and marital satisfaction. Couple communication was investigated in two domains: constructive communication and destructive communication. They found a positive significant association between work family conflict and destructive communication ( $\beta = .34$ ), and destructive communication mediated the relationship between work family conflict and marital satisfaction. Olson and DeFrain (2000) suggested that families with high communication skills are more able to handle problems when they experience. In the present study, family communication was taken as an antecedent of FWC and categorized as a family stressor by reverse coding. Therefore it was hypothesized that:

*H2: Family stressors (family role demands and family communication) are predictors of family to work conflict.*

The following section explains the relationships between work family conflict and outcomes of work family conflict as work-related outcomes and family-related outcomes.

### **1.3 Outcomes of Work Family Conflict**

In the present study, outcomes of work family conflict were investigated in two categories: work related outcomes, and family related outcomes. Work related

outcomes included job satisfaction, affective commitment, and turnover intention; whereas family related outcomes included family satisfaction.

### **1.3.1 Work related outcomes**

Allen, Herst, Bruck, and Sutton, (2000) found job satisfaction as the most frequently investigated work-related outcome of WFC. Job satisfaction is the positive feelings towards to the job which result from evaluation of the job as fulfilling an individual's values (Locke, 1984). Allen et al. (2000) conducted a review about the outcomes of WFC and found a negative relationship between WFC and job satisfaction ( $r = -.24$ ), although there were studies which could not find any significant relationship between WFC and job satisfaction (O'Driscoll, Ilgen, and Hildreth, 1992; Lyness & Thompson, 1997; Aryee, Luk, Leung, & Lo, 1999). O'Driscoll, Ilgen and Hildreth (1992) suggested that use of composite measure of job satisfaction with specific job facets instead of a global measure might have caused the non-significant WFC and job satisfaction relationship in their study. Bruck, Allen and Spector (2002) investigated the effects of work family conflict, WFC and FWC separately on job satisfaction in their meta-analysis. Results showed that, the relationship between work family conflict and job satisfaction was slightly stronger than the relationship between WFC and job satisfaction. The results of regression analysis showed that FWC did not add unique variance in the prediction of job satisfaction. Yuksel (2005) conducted a study in Turkey and results indicated that both WFC ( $r = -.35$ ) and FWC ( $r = -.35$ ) were negatively related to job satisfaction. Bruck et al. (2002) stated that, studies investigating the effects of work family conflict, WFC and FWC on job satisfaction showed magnitude differences in the literature and they suggested that, using different measures of of job satisfaction, work family conflict, WFC and FWC may cause these differences in the results.

Organizational commitment is also considered as a work related outcomes (Allen et al., 2000). Organizational commitment is defined as the level that employees identify themselves with the organization and its goals. In addition, employees wish to stay in the organizations to facilitate its goals (Blau & Boal, 1987). Meyer and Allen (1984) categorized organizational commitment in three

components: affective commitment, continuance commitment and normative commitment. Affective commitment is explained as the emotional attachment to and the identification with the organization. Continuance commitment is described as the perception of costs about leaving the organization. Normative commitment was found as highly correlated with affective commitment (Meyer, Stanley, Herscovitch, & Topolnytskyi, 2002). Shaffer, Harrison, Gilley, and Luk (2001) made a distinction between affective commitment and normative commitment, and suggested that affective commitment refers to psychological attachment with the organization whereas normative commitment is more value-oriented.

Meyer et al. (2002) conducted a meta-analysis about the antecedents and consequences of affective commitment, continuance commitment and normative commitment. They found affective commitment had a negative relationship with work family conflict ( $\rho = -.20$ ), whereas the relationship between normative commitment and work family conflict was not significant.

Although many studies used one type of commitment (Chang, 2008; Lambert, Pasupuleti, Cluse-Tolar, Jennings, & Baker, 2006), Allen et al. (2000) suggested three types but most of the studies considered only one type of commitment namely, affective commitment (Krishnan & Mary, 2012; Yuwen, 2009). Therefore, in the present study only affective commitment will be considered. Karatepe and Tekinkus (2006) examined the relationship between affective commitment and work family conflict in front line bank employees in Turkey. Results revealed that, the relationship between affective commitment and work family conflict was not significant, and it was inferred that, experiencing work family conflict do not have any negative effect on affective commitment.

Allen et al. (2000) found a small negative relationship between organizational commitment and WFC ( $r = -0.23$ ). As in the case of job satisfaction, O'Driscoll, Ilgen and Hildreth (1992) could not find a significant relationship between organizational commitment and work family conflict. There are contradictory findings in the studies that were conducted in Turkey. Özdevecioğlu and Aktaş (2007) found a weak negative relationship between work family conflict and organizational commitment; however Çetin, Urfalıoğlu and Uysal (2008) could not

find a significant relationship between work family conflict and organizational commitment.

Turnover intention was also found to be the most related dimension among job related outcomes. Turnover intention is described as one's voluntarily intention to leave or change the working place (Falkenburg & Schyns, 2007). According to literature, WFC and FWC are positively related to turnover intention (Grandey & Gropanzano, 1999; Allen et al., 2000). Allen et al. (2000) categorized turnover intention as work-related outcome and found that turnover intention have highest correlation with work family conflict. Results of the studies conducted in Turkey showed that there were positive relationships between WFC and turnover intention (Karatepe & Kılıç, 2007; Turunç, & Çelik, 2010). As people experience higher levels of work family conflict, they may seek for new work environments which support work-family balance (Allen et al., 2000).

### **1.3.2 Family related outcomes**

Apart from work-related outcomes, there are also non-work related outcomes which include family-related outcomes, such as marital satisfaction and family satisfaction. Since family satisfaction and marital satisfaction are found as two variables that are highly correlated (Hostetler, Desrochers, Kopko, & Moen, 2012; Ferguson, Carlson, Zivnuska, & Whitten, 2012), family satisfaction was taken as the only family-related outcome in the present study. Experiencing higher levels of work family conflict affects family satisfaction negatively (Allen et al., 2000; Carroll & Hill, 2012; Perrone, Aegisdottir, Webb, & Blalock, 2006; Hennessy, 2007; Aycan & Eskin, 2005).

## **1.4 Antecedents and Outcomes of Work Family Conflict**

In this part, the relationships between work stressors and work related outcomes, and also family stressors and family outcomes will be discussed.

### **1.4.1 Work Stressors and Work Related Outcomes**

As it was mentioned above, job satisfaction is the most frequently examined work related outcome of work family conflict (Allen, et al., 2000). When the

relationship between work stressors and job satisfaction was investigated, negative significant relationships were found between work stressors and job satisfaction. Job satisfaction is described as the attitude that people have about their jobs (Malik, Waheed, & Malik, 2010). Spector (1985) defined job satisfaction as simply how they feel about their jobs. Thereby, as literature suggested, experiencing lower levels of work stressors have direct effects on job satisfaction. Eckman and Kelber (2009) conducted a study about experiences of role conflict and job satisfaction, and results revealed a high positive correlation ( $r=-.48, p<.01$ ). Faucett, Corwyn and Poling (2013) investigated the relationships between role conflict, role ambiguity and job satisfaction. Role conflict and role ambiguity were significant predictors of overall job satisfaction ( $\beta=-.46, p<.001$ ;  $\beta=-.48, p<.001$ , respectively). Autonomy is also a job characteristic that has effect on job satisfaction and a positive relationship was found between job autonomy and job satisfaction ( $r=.56, p<.01$ ) (Nadeem & Abbas, 2009). Colquitt, Conlon, Wesson, Porter, and Ng (2001) conducted a meta-analysis, examining the relationship between justice perceptions and job satisfaction. Distributive justice had high correlations with job satisfaction ( $r=.48$ ). In addition, procedural justice also had high correlations with job satisfaction ( $r=.51$ ). Nadiri and Tanova (2010) also investigated the role of justice in job satisfaction. They included distributive justice, procedural and interactional justice in their study, and positive relationships were found between distributive justice ( $r=.67$ ), procedural justice ( $r=.72$ ), and interactional justice ( $r=.72$ ) and job satisfaction.

The other work outcome studied related to work stressors is organizational commitment. The antecedents of organizational commitment includes work stressors (Malik, Waheed, & Malik, 2006; Gormley & Kennerly, 2010), Malik, Waheed, and Malik (2006) found negative correlations between role conflict and affective commitment ( $r=-.41, p<.01$ ). Gormley and Kennerly (2010) also found negative correlations between affective commitment and role ambiguity ( $r=-.53, p<.05$ ) and role conflict ( $r=-.42, p<.05$ ). When the relationships between autonomy, justice and organizational commitment were investigated, positive relationships were obtained. Metin (2010) found a weak positive correlation found between autonomy and affective commitment ( $r=.22$ ). Colquitt, Conlon, Wesson, Porter and Ng (2001)



found that distributive justice ( $r=.42$ ) and procedural justice ( $r=.48$ ) had significant positive relationships with organizational commitment. In the present study, direct effects of work stressors on affective commitment were investigated since affective commitment was categorized as a work related outcome.

When the relationships between work demands and turnover intention were investigated, Kim and Stoner (2008) found a weak negative correlation between autonomy and turnover intention ( $r=-.19$ ,  $p<.05$ ). On the other hand, Galetta, Portoghese, and Battistelli (2011) could not find a significant relationship between autonomy and turnover intention. However, the relationship between autonomy and turnover intention was mediated by affective commitment ( $z=-4.79$ ,  $p<.001$ ).

Nadiri and Tanova (2010) also investigated the role of justice in turnover intention. Distributive justice ( $r=.46$ ), procedural justice ( $r=.51$ ) and interactional justice ( $r=.54$ ) significantly associated with turnover intention. The literature has focused more on the effects of job satisfaction, organizational commitment on turnover intention more than the effects of work stressors on turnover intention. The present study examined the effects of work stressors on turnover intention.

Therefore it was hypothesized that:

*H3: Work stressors are predictors of work-related outcomes.*

*H3a: Role demands, injustice, autonomy are predictors of job satisfaction.*

*H3b: Role demands, injustice, autonomy are predictors of affective commitment.*

*H3c: Role demands, injustice, autonomy are predictors of turnover intention.*

After explaining the work related stressors and their relationship to WFC, in the following section, one of the important factors related to FWC, namely the family related stressors will be explained

#### **1.4.2 Family Stressors and Family Related Outcomes**

Family is a very important part of people's lives and family satisfaction is considered as the primary indicator of family life (Zabriske & McCormick, 2001). Family satisfaction is defined as the degree that family members feel happy about their family (Olson & Wilson, 1982). Literature has mainly focused on the effect of

spousal support on family satisfaction. Parasuraman, Greenhaus, and Granrose (1992) examined the relationships between family stressors and family related outcomes and results showed that spousal support is associated with higher levels of family satisfaction. Expressiveness was investigated as a dimension of communication by Schrodtt (2009) and a positive relationship was found between family expressiveness environment and family satisfaction. Carlson and Kacmar (2000) suggested that experiencing more conflict and ambiguity in one domain causes decrease in satisfaction. Their results provided supportive evidence and moderate correlations were found between family role conflict ( $r=-.30$ ), family role ambiguity ( $r=-.29$ ) and family satisfaction. According to the findings, problems in family role demands and problems in communication may have negative effects on family life.

*H4:* Family stressors (family role demands and family communication problems) are predictors of family satisfaction.

### **1.5 The Relationship between WFC and FWC**

Investigating both types of work family conflict is important since a relation between only one type of conflict with a dimension is not enough to make a generalization to the other type of conflict and its relation with that dimension (Frone, Russell, & Cooper, 1997). For instance, Kossek and Ozeki (1998) found negative relationships between WFC, FWC and job satisfaction, however their magnitudes showed difference. The relationship between WFC and job satisfaction was  $-.27$  whereas it was  $-.18$  for FWC and job satisfaction. Time is a limited resource and spending more time for one domain may increase perceived conflict between work and nonwork domains (Parasuraman & Simmers, 2001). In O'Driscoll, Ilgen, and Hildreth's study (1992), a positive correlation was found between time devoted to job and job interference ( $r=.47$ ), whereas a negative correlation was found between time devoted to nonwork activities and off-job interference ( $r=-.13$ ). When the differences between magnitudes are considered, importance of studying WFC and FWC separately becomes essential.

Different models are used to test work family conflict in the literature. Frone, Russell, and Cooper (1992b) suggest that there is a cross-domain relationship between work and family. It is argued that WFC affects family domain more than it affects work domain, whereas FWC affects work domain more than it affects family domain. Their possible explanation for this cross-domain relationship is that conflict occurs in one domain and it causes problems in the other domain. For instance, if a person has a new born baby, FWC will be experienced more and the person will have less time to devote to his/her job. Therefore work domain will be more affected than family domain, and the person will experience job dissatisfaction as a work-related consequence.

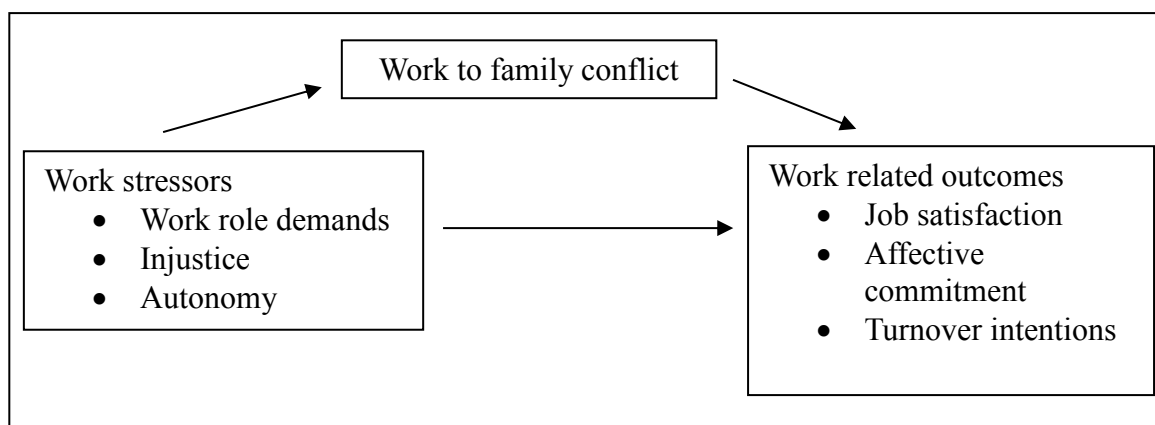
Second model is based on matching hypothesis (Cohen & Willems, 1985), which mentions that effect of work family conflict will cause problems in the same domain (Amstad, Meier, Fasel, Elfering, & Semmer, 2011). In other words, it is suggested that WFC affects work domain more than it affects family domain, whereas FWC affects family domain more than it affects work domain. For instance, as in the case with cross-domain model, if a person has a new born baby and cannot devote enough time to work, the person will probably feel anger towards the spouse or parents for not being helpful.

Amstad, Meier, Fasel, Elfering, and Semmer (2011) provided a model which tests both cross-domain and matching hypothesis models. In their model, WFC and FWC were predictors of work related outcomes, family related outcomes and domain-unspecific outcomes. They mentioned that, there is limited evidence for cross-domain model. Results of the meta-analysis showed that WFC had the strongest relationship with domain-unspecific outcomes ( $r=-.32$ ). In the domain-unspecific outcomes, somatic/physical outcomes were frequently used. It was followed by work-related outcomes ( $r=-.29$ ), and by family-related outcomes ( $r=-.18$ ). When the work-related outcomes were considered, work satisfaction was the most frequently used indicator. When the relationships of FWC were examined, it showed similar results with WFC. FWC had the strongest relationship with domain-unspecific outcomes ( $r=-.23$ ). Among the domain-unspecific outcomes, somatic/physical symptoms and depression were most frequently analyzed

indicators. It was followed by family-related outcomes ( $r=-.22$ ) and by work-related outcomes ( $r=-.16$ ). They argued that, the evidence for cross-domain model did not compare cross-domain model and matching hypothesis (i.e. Kelloway & Barling, 1991), whereas the meta-analysis of Kossek and Ozeki (1998) found a consistent higher negative correlation between WFC and job satisfaction than FWC and job satisfaction. Ford, Heinen, and Langkamer (2007) conducted a meta-analysis of cross-domain hypothesis, and they found weak relationships between job satisfaction and family conflict ( $r=-.17, p<.05$ ) and family support ( $r=.13, p<.05$ ). In addition, they also found weak relationships between family satisfaction and job involvement ( $r=-.15, p<.05$ ), job stress ( $r=-.18, p<.05$ ), and work support ( $r=.14, p<.05$ ). Therefore it can be inferred that, there is more evidence in literature which supports matching hypothesis than cross-domain hypothesis.

In the present study, only the matching hypothesis of the work family conflict will be investigated. The effects of work stressors on WFC and work-related outcomes has been studied in the literature, however the mediating effect of WFC has not been studied. As it is shown in Figure 1.1, in the proposed work to family conflict model (WFC), the relationship between work stressors and work related outcomes will be mediated by WFC. Meaning, work stressors will increase conflict in the family domain, and higher levels of WFC will decrease work related outcomes including job satisfaction, turnover intention and affective commitment. Therefore, it was hypothesized that;

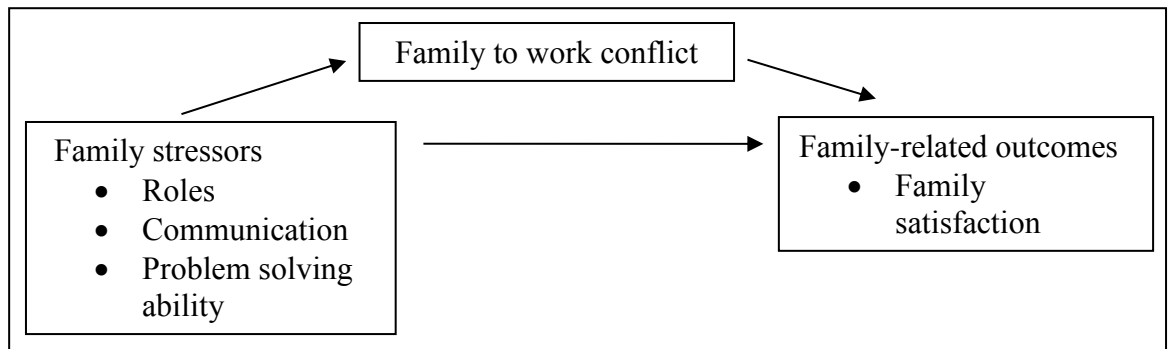
*H5:* The relationship between work stressors and work related outcomes are mediated by work to family conflict.



**Figure 1.1.** *Proposed model of work to family conflict (Mediation)*

The relationship between family stressors and FWC and the effects of FWC on family related outcomes has been studied in the literature, however the mediating role of FWC has not been studied. As it is shown in Figure 1.2, in the proposed family to work conflict model (FWC), the relationship between family stressors and family related outcomes will be mediated by FWC. Thereby, it was hypothesized that;

*H6:* The relationship between family stressors and family related outcomes are mediated by family to work conflict.



**Figure 1.2.** *Proposed model of family to work conflict model (Mediation)*

### **1.6 Possible Moderators: Relational Self-Regulation**

There are individual differences between people, and these differences have effects on prediction of behaviors. One of the most important individual differences variables is called self-regulation. Self-regulation is an essential ability to control one's thoughts, emotions, urges and behaviors (Gailliot et al., 2007). In the present study, relational self-regulation was used as a moderator between the antecedents and outcomes of WFC and FWC. Since relational self-regulation refers the tendency to regulate a broad range of processes including modulation of self-esteem, affect and behavior from a relational perspective (Moretti, Rein, & Wiebe, 1998), employees' behaviors may show differences due to their relational self-regulation tendency and their relationships with colleagues and family. Relational self-regulation can be also described as regulating the self based on relationships with others. It was argued that

people who engage in relational self-regulation perceive views of other people on the self as an important determinant on their self-worth (Moretti, Rein, & Wiebe, 1998).

Higgins (1997) argued that there are two types of self-regulatory focus: promotion focus and prevention focus. People with promotion focus are more sensitive to presence or absence of positive outcomes and people with prevention focus are more sensitive to presence or absence of negative outcomes in order to achieve their ideal self. Zhao and Namasivayam (2011) examined the moderating effect of chronic regulatory focus on work family conflict and job satisfaction. They hypothesized that, chronic promotion focus would have a moderating effect on the relationship between WFC/FWC and job satisfaction, which means that the effect is weaker for people with chronic promotion focus. In addition, they also hypothesized that, chronic prevention focus would have a moderating effect on the relationship between WFC/FWC and job satisfaction, which means that the effect is strong for people with chronic prevention focus. The results showed that, only the interaction effect of chronic promotion and WFC ( $\beta = -.12$ ) and chronic prevention and FWC ( $\beta = -.16$ ) on job satisfaction was significant. The interaction effects of chronic prevention focus and WFC, and chronic promotion focus and FWC were not found. It was concluded that, the effects of WFC and FWC on job satisfaction was affected by individual differences in chronic regulatory focus. People with high levels of chronic promotion focus were less satisfied with their jobs since they experience WFC more seriously; however people with high levels of chronic prevention focus are less satisfied with their jobs since they experience FWC more seriously.

Similar to the regulatory focus concept, Markus and Kitayama (1991) suggested two types of self-construal: interdependent self-level and independent self-level. The interdependent self is the degree to which the self is embedded in relationships with others. People who have interdependent self shape their emotions and motives based on reactions of others. Interdependent self is the degree to which self is unique and distinctive from others. In contrast with interdependent self, people with independent self view the self as unique and thus has own autonomy on the self. Cross, Bacon, and Morris (2000) provided a similar term called relational-interdependent self-construal and defined it as the degree to which people include

their relationships into their self-definitions, which is also similar to relational self-regulation.

Holmvall and Sidhu (2007) investigated the interaction effect of interactional justice and interdependent-self on job satisfaction and turnover intention. The relationship between injustice and job satisfaction was significant, however the relationship between injustice and turnover intention was not found. The interaction effects of injustice and interdependent self on both job satisfaction and turnover intention were significant. According to the results, people with high interdependent self-construal had higher turnover intention scores as they experienced more injustice. People with high interdependent self-construal had lower job satisfaction scores as they experienced more injustice. Holmvall and Sidhu (2007) concluded that, the interaction effect of interdependent self-construal and interactional injustice had similar effects on both job satisfaction and turnover intention in a conceptually pattern. They suggested that, employees have higher negative attitudes towards their job when they experience injustice, since injustice cause them to feel undervalued.

People who differ in their regulatory focuses show differences in the perception of WFC/FWC. In addition, people with high interdependent self-construals experience higher levels of negative attitudes towards their job, as injustice increase. Therefore it is suggested that, people with different levels of relational self-regulation will also show differences in work related and family related outcomes. In this relationship, the interaction effect of work stressors and relational self-regulation, and the interaction effect of family stressors and relational self-regulation will be investigated.

### **1.7 The Current Study and Hypotheses**

In the present study, the relationship between work/family stressors and work/family related outcomes were examined. In addition, mediating roles of WFC and FWC were examined in the relationships between work/family stressors and work/family related outcomes.

*H1:* Work stressors (Work role demands, injustice, and autonomy) are predictors of work to family conflict.

*H2:* Family stressors (Family role demands and family communication problems) are predictors of family to work conflict.

*H3:* Work stressors are predictors of work related outcomes.

*H3a:* Work stressors (Work role demands, injustice, and autonomy) are predictors of job satisfaction.

*H3b:* Work stressors (Work role demands, injustice, and autonomy) are predictors of affective commitment.

*H3c:* Work stressors (Work role demands, injustice, and autonomy) are predictors of turnover intention.

*H4:* Family stressors (Family role demands and family communication problems) are predictors of family satisfaction.

*H5:* The relationship between work stressors and work related outcomes are mediated by work to family conflict.

*H6:* The relationship between family stressors and family satisfaction is mediated by family to work conflict.

In addition to the above hypotheses, interaction effects of work stressors and relational self-regulation on work related outcomes, and interaction effects of family stressors and relational self-regulation on family satisfaction were also examined on an exploratory basis.



## CHAPTER II

### METHOD

#### 2.1 Participants

Data were collected from 314 employees, in 41 different jobs, working in a variety of public and private organizations in Turkey. The jobs of the participants are varied as secretary, manager, doctor, waitress, research assistant, professor, marketing, consultant, human resources specialist, architect, etc. Of the participants, 130 were women (41.4%), 177 were men (56.4%), and seven participants did not report their gender (2.2 %). The age of the participants ranged from 19 to 63 years ( $M= 31.58$ ,  $SD= 8.34$ ). The education level ranged from primary school diploma to Ph.D. degree. The majority of participants had a university degree (48.4%). Of the participants, 132 were married (42%), 173 were single (57%), nine participants did not report their marital status (2,9%). Among the single participants, 93 participants had partners and filled the questionnaire based on their relationships. Of the participants, 116 submitted the questionnaires via internet (36,9%) 198 participants took a paper-and-pencil test (63,1%). For internet and paper-and-pencil test, snowball sampling was used. For paper-and-pencil test, the survey package was distributed to 350 people and 198 completed questionnaires were returned (return rate of %56.57).

#### 2.2 Measures

Participants received an informed consent form before completing the measures (See Appendix A). Participants also received a demographic information form, which was developed by the researcher in order to get information about the participants' sex, age, education level, number of children, and marital status (See Appendix B). The scales used in the survey package are explained below:

### **2.2.1 Relational Self-Regulation Scale**

A scale composed of 10 items was developed by the researcher herself to measure the level of people's relational self-regulation in their decisions and behaviors (e.g., "My decisions about work is shaped by my significant others") (See Appendix C). The scale items are rated on a 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree). To test the psychometric qualities of the newly developed scale, along with the other scales a pilot study was conducted on a sample of 83. The internal consistency of the newly developed scale was examined in the pilot study. The scale yielded an internal consistency .78. Only two items were discarded due to their very low correlations with the items of the rest of the scale. The fifth item "My relationships with my close circle do not affect my decisions in social life" and the tenth item "My relationships with my close circle do not affect my decisions in work life" were eliminated because these particular items decreased the internal consistency to .78. When these two items were eliminated, the scale had eight items and the internal consistency of the scale was found to be .82. The mean of the eight items was used for the analyses.

### **2.2.2 Role Conflict and Role Ambiguity Scales**

Role Conflict and Role Ambiguity Scales were developed by Rizzo, House and Lirtzman in 1970. It measures the level of role conflict and role ambiguity experienced in work life. The Turkish version of the scale was adapted by Erigüç (1994). The reliability and validity study was conducted with the participants who were doctors and nurses. Yıldırım (1996) studied the cultural aspects of the scale and found high reliabilities for both role conflict ( $\alpha = .81$ ) and role ambiguity ( $\alpha = .72$ ). The scale has 14 items rated on a 7- point Likert type scale. Of them, eight questions measure role conflict while six questions measure role ambiguity. In the present study, a 5-point Likert scale was used instead of the original 7-point scale. Higher negative scores indicate higher levels of role ambiguity and role conflict (See Appendix D).

In role conflict and role ambiguity scale, third item "I have to do tasks which require different processes", seventh item "In order to achieve my missions I have to

violate some decisions and rules” eight item “I work with two or more different occupations”, tenth item “I can get orders from two or more people”, 11<sup>th</sup> item “I do tasks which are accepted by one person but not accepted by others”, 12<sup>th</sup> item “Without having appropriate resources and equipment, I can also do my tasks”, and 14<sup>th</sup> item “I often deal with unnecessary work” was omitted. After the omission, the scale has seven items and the Cronbach alpha internal reliability of the Role Conflict and Role Ambiguity Scale increased from .70 to .77, and all seven items represented only one factor, which is named as role demands. The mean of the items was used for the analyses.

### **2.2.3 Justice Scale**

The justice Scale developed by Niehoff and Moorman (1993) and was used to measure organizational justice perceptions. The scale has subscales: perceptions of distributive justice, perceptions of procedural justice, and perceptions of interactional justice. Distributive justice is measured with five items, procedural justice is measured with six items, and interactional justice is measured with nine items. In total, justice scale has 20 items rated on a 5-point Likert scale (1=Strongly Disagree, 5= Strongly Agree). The scores range between 20 and 100. Higher scores indicate higher levels of perceptions of organizational justice. Turkish version of Justice Scale was adapted by Yıldırım (2002) and it has high reliabilities for distributive justice ( $\alpha=.81$ ), procedural justice ( $\alpha=.89$ ) and interactional justice ( $\alpha=.95$ ) subscales. For the original Justice Scale, the Cronbach Alpha levels are .74, .85 and .92 for distributive justice, procedural justice, and interactional justice subscales, respectively. In the present study, distributive and procedural justice subscales are measured with 11 items (See Appendix E). The scale was reverse coded and mean of the items was used for analysis. In the current study, the Cronbach alpha level was reported as .88.

### **2.2.4 Job Resources Scale**

The Job Resources scale developed by Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) was used. The scale includes subscales of autonomy, colleague

support, supervisory support and opportunities for personal development at work. In the present study, autonomy subscale was used and it was assessed with three items. Its internal consistency was found as .81. All items in the scale are formed in statements or questions using a 5-point Likert-type (1= Never, 5= Always). The job demands and resources scale was translated into Turkish by Metin (2010). All of the components had internal consistencies higher than .66 with a sample of 82 participants (Appendix F). In the current study, first item “I can be flexible while doing my tasks” was omitted. After the omission, the subscale has two items, and the Cronbach’s alpha internal reliability increased from .53 to .70. The mean of the items was used for the analyses.

### **2.2.5 Job Diagnostic Survey**

Three items from the adapted version of the 5-item global job satisfaction subscale of the Job Diagnostic Survey (Hackman & Oldham, 1975). The original measure of Job Diagnostic Survey included a 7-point Likert scale (1 = Disagree strongly, 7 = Agree strongly), and Cronbach alphas of .77 was reported for internal consistency reliability (Hackman & Oldham, 1976). The scale was adapted to Turkish by Bilgiç (2008) (See Appendix G) and The Turkish version’s Cronbach’s alpha level was reported as .78. In the present study, the mean of the items was used for the analyses and adapted version’s Cronbach alpha level was reported as .90.

### **2.2.6 Intention to Turnover Scale**

The Intention to Turnover Scale (ITS) developed by Cammann, Fichman, Jenkins, and Klesh (1979) was used. It measures turnover intention, and has three items with a 5-point Likert scale (for the first question, “1= Not at all likely, 5= Extremely likely; for the second and third questions 1= Strongly Disagree, 5= Strongly Agree). Coefficient alpha was reported as .83. The scale was translated into Turkish by Gul, Oktay, and Gokce (2008) and it was found reliable ( $\alpha=.72$ ) (Appendix H). In the current study, second item “Resigning comes to my mind rarely” was omitted. After the omission, the subscale has two items, and the

Cronbach's alpha internal reliability increased from .54 to .88. The mean scores of items were used for the analyses.

### **2.2.7 Organizational Commitment Scale**

Organizational commitment scale has three subscales: affective, continuance and normative commitment. The original scale developed by Meyer, Allen, and Smith (1993) and adapted by Wasti (1999) was used in the current study. The scale has 20 items. The items which are thought to represent best each type of commitment were selected by Karakurum (2005), and only affective commitment subscale was included in the present study. The final scale is presented in Appendix I. Satisfactory reliabilities were obtained for the organizational commitment scale ( $r=.70$ ) (Karakurum, 2005). In the present study, Cronbach alpha internal reliability for affective commitment was reported as .61 and the mean of the items was used for the analyses.

### **2.2.8 Family Assessment Device (FAD)**

Family Assessment Device (FAD) was developed by Epstein, Baldwin, and Bishop (1983) and it was translated into Turkish by Bulut (1993). It aims to measure family functions. FAD has seven subscales: problem solving, communication, roles, affective responsiveness, affective involvement, behavior control, and general functioning. In the present study communication and roles subscales were used. Test-retest reliability of the subscales of FAD was reported between .62 and .89. Cronbach Alpha coefficients of the Turkish version were reported as .80 for problem solving, .71 for communication, .42 for roles, .59 for affective responsiveness, .38 for affective involvement, .52 for behavior control, and .86 for general functioning (Bulut, 1993) (Appendix J). In the present study, the mean scores were used for analysis and Family Communication subscale was reverse coded and Cronbach alpha internal consistency was reported as .83 for family communication. The subscale has nine items. In Family role demands subscale, third item "We remind the duties to family members and maket hem do their responsibilities" and 11<sup>th</sup> item "We have difficulties in attaining our work responsibilities" are omitted. After the omission the

subscale has nine items and Cronbach alpha internal consistency increased from .71 to .75. During analyses, mean of the items was used for both subscales. In the explanation part of the scale, single people were asked to fill the part considering their relationships with their partners and asked to not fill the scale if they do not have a relationship.

### **2.2.9 Family Satisfaction Scale**

To measure family satisfaction, Satisfaction with Life Satisfaction Scale was used by replacing the word “life” with “family” (See Appendix K). Satisfaction with Life Scale (SWLS) was developed by Diener, Emmons, Larsen, and Griffin. (1985). The scale has five items rated on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree). Higher scores indicate higher life satisfaction. The internal consistency of the scale was reported as .87 and test-retest reliability with two-month intervals was found to be as .82 (Diener, Emmons, Larsen, & Griffin, 1985). The scale was translated into Turkish by Köker (1991) and test re-test reliability was found to be .85. In the present study, the mean scores of items were used for the analyses and Cronbach alpha internal consistency of the scale was reported as .88. In the explanation part of the scale, single people were asked to fill the part considering their relationships with their partners and asked to not fill the scale if they do not have a relationship.

### **2.2.10 Work-to-Family and Family-to-Work Conflict Scales**

The work-family conflict and family-work conflict scales developed by Netemeyer, Boles, and McMurrian (1996) were used in the present study. The Turkish version was translated by Apaydin (2004). The scale is composed of 10 items rated on a 5-point Likert scale (1= Strongly Disagree, 5=Strongly Agree) (See Appendix L).The internal consistency of the scale was reported as .86 for work to family conflict, and .82 for family to work conflict scales. In the present study, the mean of the items was used for the analyses, and internal consistency was reported as .88 for work-to-family conflict and .82 for family-to-work conflict subscales.

### **2.2.11 Work-related Questions**

In order to have objective information about participants' work life, daily working hours, employee status, and flextime are asked with four questions (See Appendix M).

### **2.3 Procedure**

The participants were involved in the study on a voluntary basis, and they were informed the data collected would be used for a master thesis study.

The survey package including the demographic information questionnaire, relational self-regulation scale, role conflict and role ambiguity scales, justice scale, job resources scale, job diagnostic survey, intention to turnover scale, organizational commitment scale, family assessment device, family satisfaction scale, work to family and family to work conflict and work related questions were distributed to a larger sample in the same order. The survey package was distributed to 350 people and 198 completed questionnaires were returned (return rate of %56.57). In addition an online survey form was also prepared including demographic form and the survey package. Of the participants 116 of them filled the online survey via internet. A snowball sampling procedure was used for both data collection procedures. Since two samples did not differ significantly in their scores for the study variables and most of the demographic variables, they were combined.

Data collection procedure followed the ethical guidelines. Participants received questionnaires in envelopes and participants were asked not to write their names on the questionnaires for anonymity.

## CHAPTER III

### RESULTS

The chapter includes six parts. In the first part, the results of the pilot study are given. In the second part, data screening and cleaning procedures are described. In the third part, descriptive statistics and bivariate correlations among variables are presented. In the fourth part, the results of hypotheses testing are presented. In the fifth part, results of additional analyses are provided. In the sixth part, exploratory analyses are presented.

#### **3.1 Pilot Study on the Relational Self-Regulation**

The pilot study was conducted in order to measure the psychometric properties of the newly developed Relational Self-Regulation Scale. In the pilot study, there were 83 participants. Firstly, internal consistency of the newly developed scale was examined in the pilot study phase. The scale yielded internal consistency as .78. Only two items were discarded due to their very low correlations with the items of rest of the scale. The fifth item “My relationships with my close circle do not affect my decisions in social life” and the tenth item “My relationships with my close circle do not affect my decisions in work life” were eliminated because these particular item decreases the internal consistency to .78. Possible explanation for this situation can be the nature of Turkish language. Both questions are negatively formed questions which might cause ambiguity while answering. When these two questions were eliminated, the internal consistency of the scale was found as .82.

First, an exploratory factor analysis with varimax as the rotation method and principal components as the method for extraction was conducted on the scale. The initial solution was a two-factor solution. However, there were many crossloading items with comparable loadings from two factors, and variance explained by the first factor was three times larger than the second factor, which suggested a one-factor solution. In addition, examination of scree plot also suggested



one-factor solution. Therefore, the analysis was conducted again and one factor solution was forced. Results showed that all items had .30 and higher loading on the first factor and first factor explained %44.88 of the variance. Thus the scale was treated as a unidimensional scale.

Thirdly, confirmatory factor analysis was conducted. A confirmatory factor analysis with EQS 6.1 was conducted on the scale in order to investigate the appropriateness of the data to the one factor model. The  $\chi^2$  statistic showed significant differences between the observed and the estimated matrices  $\chi^2(20) = 111.48, p < .001$ . In addition, the relative fit indices were acceptable, GFI = .91, AGFI = .84, RMSEA = .12, SRMR = .069, CFI = .87. Thus, the scale was decided to be used as a unidimensional scale in the present study.

Since the mean scores of pilot study sample did not significantly differ from the remaining sample, the two samples were combined for hypotheses testing.

### **3.2 Data Screening and Cleaning**

The steps described by Tabachnick and Fidell (2007) were followed for data screening. Firstly, the accuracy of data entry was checked by examining out-of range values. Results showed that there were not any out-of range values. Secondly, the data was examined for missing values. It was found that there was only a small number of variables with missing values. According to Tabachnic and Fidell (2007), if the missing values are less than 5% of all participants on all variables, almost any procedure can be used to handle missing values, which will provide similar results. Based on their suggestion, mean substitution technique was used for handling missing values. After mean substitution, the data were screened for univariate and multivariate outliers. None of the cases were detected as univariate outliers. There was only one case which was detected as a multivariate outlier based on Mahalanobis distance ( $\chi^2 > 40.79, p < .001$ ). Therefore, the case was omitted from all the analyses, and the data analysis was conducted with the remaining 313 participants. Next, normality and linearity assumptions were checked. The results showed that the skewness and kurtosis values for the variables were in acceptable ranges. Therefore the normality assumption was met. In order to check the linearity of relationships

among the variables scatter plots were used. According to the results, relationships among the variables were in general linear. Therefore linearity assumption was also met.

### 3.3 Descriptive Statistics and Bivariate Correlations

Reliabilities, means, standard deviations, minimum and maximum values of study variables are presented in Table 3.1. The correlation matrix of study variables is presented in Table 3.2.

The bivariate correlations between study variables were examined. When the relationships between demographic variables, work and family related variables were examined, age was negatively related to work role demands ( $r=-.17, p<.01$ ), turnover intention ( $r=-.16, p<.05$ ), and positively related to affective commitment ( $r=.14, p<.05$ ). When significant correlates of marital status was examined, it was found that single people experience higher levels of work role demands, turnover intention and family to work conflict, whereas married people experience higher levels of affective commitment, job satisfaction, and family satisfaction. Gender had significant correlation only with autonomy men experienced lower levels of autonomy than women. Working hours were positively related to work to family conflict ( $r=.13, p<.05$ ). In addition, education level was also positively related to work to family conflict ( $r=.13, p<.05$ ).

The relationships among work stressors were investigated, it was found out that, work role demands were positively related to injustice ( $r= .32, p< .01$ ), and negatively related to autonomy ( $r= -.35, p<.01$ ). Injustice was negatively related to autonomy ( $r=-.24, p<.01$ ).

When the associations between work stressors and family related variables were examined, work role demands were positively related to family role demands ( $r= .17, p< .01$ ), family communication problems ( $r= .19, p< .01$ ), and negatively related to family satisfaction ( $r=-.16, p<.05$ ). Injustice was also positively related to family role demands ( $r=.24, p<.01$ ), and family communication problems ( $r= .15, p< .01$ ).

The relationships between work stressors and work related outcomes were also examined. Work role demands was negatively related to affective commitment ( $r=-.32, p<.01$ ), job satisfaction ( $r=-.24, p<.01$ ), and positively related to turnover intention ( $r=.13, p<.05$ ). Injustice was negatively related to affective commitment ( $r=-.38, p<.01$ ), job satisfaction ( $r=-.39, p<.01$ ), and positively related to turnover intention ( $r=.26, p<.01$ ). Autonomy was positively related to affective commitment ( $r=.30, p<.01$ ), job satisfaction ( $r=.29, p<.01$ ), and negatively related to turnover intention ( $r=-.13, p<.05$ ).

When the relationship between family stressors and work related outcomes were examined, family role demands were negatively related to affective commitment ( $r=-.13, p<.05$ ), and job satisfaction ( $r=-.13, p<.05$ ). Family communication problems were negatively related to affective commitment ( $r=-.12, p<.05$ ).

The relationships between family stressors and family related outcomes were examined, family role demands ( $r=-.47, p<.01$ ) and family communication problems ( $r=-.44, p<.01$ ) were negatively related to family satisfaction.

Work to family conflict (WFC) and family to work conflict (FWC) and their relationships with other variables were also examined. WFC was positively related to injustice ( $r=.22, p<.01$ ), family role demands ( $r=.33, p<.01$ ), family communication problems ( $r=.12, p<.05$ ) and turnover intention ( $r=.11, p<.05$ ). Family to work conflict (FWC) was positively related to work role demands ( $r=.16, p<.01$ ), family role demands ( $r=.22, p<.01$ ), family communication problems ( $r=.15, p<.05$ ) and negatively related to family satisfaction ( $r=-.20, p<.01$ ).

Relational self-regulation had positive relationships with injustice ( $r=.11, p<.05$ ), job satisfaction ( $r=.15, p<.01$ ), WFC ( $r=.17, p<.01$ ) and FWC ( $r=.28, p<.01$ ).

**Table 3. 1** Reliabilities, means, standad deviations, and minimum and maximum values of study variables

<b>Variable</b>	<b>Mean</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b># of items</b>	<b>Cronbach's alpha</b>
1. Age	31.58	8.49	19.00	63.00		
2. Working hours	8.48	1.75	2.00	15.00		
3. Relational self-regulation	2.69	.74	1.00	5.00	8	.82
4. Role demands	2.04	.56	1.00	4.50	7	.77
5. Justice	3.06	.76	1.00	5.00	11	.88
6. Autonomy	2.14	.87	1.00	5.00	2	.70
7. Affective commitment	3.22	.95	1.00	5.00	3	.61
8. Job satisfaction	3.41	.99	1.00	5.00	3	.90
9. Intention to turnover	3.42	1.31	1.00	5.00	2	.88
10. Family role demands	2.47	.60	1.00	4.11	9	.75
11. Family communication problems	2.12	.61	1.00	4.44	9	.83
12. Family satisfaction	4.04	.80	1.60	5.00	5	.88
13. Work to family conflict	2.97	.97	1.00	5.00	5	.88
14. Family to work conflict	2.37	.78	1.00	5.00	5	.82

**Table 3. 2** Bivariate Correlations between Study Variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
1. # Children	1																		
2. WH	-.03	1																	
3. Gender	-.03	-.09	1																
4. Age	-.08	-.06	.09	1															
5. Education	-.00	-.13*	.03	-.20**	1														
6. MS	.03	.08	-.04	.48**	-.20**	1													
7. Work roles	.02	.04	.07	-.17**	-.01	-.15**	1												
8. Injustice	-.10	.05	.06	.06	-.02	.03	.32**	1											
9. Autonomy	-.01	.01	-.12*	-.01	.07	.00	-.35**	-.24**	1										
10. AC	.02	.05	-.05	.14*	.08	.18**	-.32**	-.38**	.30**	1									
11. JS	.07	.11	-.10	.11	.00	.17**	-.24**	-.39**	.29**	.55**	1								
12. TI	-.09	.09	.01	-.16**	.02	-.20**	.13*	.26**	-.13*	-.44**	-.40**	1							
13. F-Roles	-.02	-.01	.04	.08	-.04	-.01	.17**	.24**	-.08	-.13*	-.13*	.03	1						
14. F-Comm	-.01	.01	.05	.05	-.00	-.11	.19**	.15*	.08	-.12*	-.08	-.03	.64**	1					
15. FS	.08	-.09	.02	-.04	-.00	.14*	-.16*	-.06	.10	.16*	.07	-.06	-.47**	-.44**	1				
16. WFC	-.19**	.13*	.05	-.03	.01	-.04	.10	.22**	-.02	.02	.08	.11*	.33**	.12*	-.13	1			
17. FWC	.06	-.07	.05	-.07	.13*	-.12*	.16**	.08	.03	-.06	-.01	.05	.22**	.15*	-.20**	.25**	1		
18. RSR	.16**	-.06	.08	.05	-.03	.06	.04	.11*	-.01	.05	.15**	-.06	.08	.03	-.12	.17**	.28**	1	

*Note.* WH = Working Hours; MS = Marital Status; AC = Affective Commitment; JS = Job Satisfaction; TI = Turnover intention; F-Roles = Family role demands; F-Comm = Family Communication Problems; FS = Family Satisfaction; RSR = Relational Self-Regulation; Gender 1 = Male 0 = Female; Level of Education 1 = Primary School, 2 = Secondary School, 3 = High School, 4 = Bachelor's Degree, 5 = Master's Degree, 6 = PhD; Marital Status 1 = Married, 0 = Single. \* p < .05, \*\* p < .01

### 3.4 Hypothesis Testing

#### 3.4.1 Testing the Relationship between Work Stressors and Work to Family Conflict

Hypothesis 1 suggested that, work stressors (work role demands, injustice, and autonomy) would predict work to family conflict. In order to test the hypothesis, a multiple regression analysis was conducted.

In the first step, gender, age, education level and marital status were entered as the control variable. The result was not significant, which means the control variables did not have effects on work to family conflict scores. In the second step, work stressors were entered into the equation. The result was significant ( $R^2=.05$ ,  $F(4,293)=4.39$ ,  $p<.05$ ), however only injustice predicted WFC significantly ( $\beta=.21$ ,  $t= 3.38$ ,  $p <.005$ ). Therefore Hypothesis 1 was partially supported.

**Table 3. 3** Results of the Analysis for Testing Hypothesis 1 (Work to Family Conflict)

	$\beta$	$T$	$Sig.$	$R^2$	$R^2$ Change	$Sig. R^2$ Change	$F$
Step 1				.00	.00	.894	.28
Gender	.05	.82	.413				
Age	-.03	-.38	.702				
Education level	.00	-.02	.984				
Marital status	-.02	-.31	.760				
Step 2				.05	.05	.049	2.05**
Work role demands	.02	.36	.721				
Injustice	.21	3.38	.001				
Autonomy	.04	.63	.528				

Dependent Variable is Work to Family Conflict

\* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$

#### 3.4.2 Testing the Relationship between Family Stressors and Family to Work Conflict

Hypothesis 2 suggested that family stressors (family role demands and family communication problems) would predict family to work conflict. In order to test the hypothesis, a multiple regression analysis was conducted.

In the first step, gender, age, education level and marital status were entered as the control variables. The result was not significant, which means the control variables did not have effects on family to work conflict scores. In the second step, family stressors were entered into the equation. The result was significant ( $\Delta R^2=.04$ ,  $\Delta F(2,253)=5.57$ ,  $p<.05$ ), however only family role demands predicted family to work conflict significantly ( $\beta=.19$ ,  $t= 2.40$ ,  $p <.05$ ). Therefore it was concluded that Hypothesis 2 was partially supported.

**Table 3. 4** Results of the Analysis for Testing Hypothesis 2 (Family to Work Conflict)

	$\beta$	$T$	$Sig.$	$R^2$	$R^2$ Change	$Sig. R^2$ Change	$F$
Step 1				.02	.02	.301	1.22
Gender	.05	.85	.395				
Age	.02	.30	.765				
Education level	.06	1.00	.319				
Marital status	-.11	-1.43	.155				
Step 2				.06	.04	.004	5.57*
Family role demands	.19	2.40	.017				
Family communication problems	.02	.26	.799				

Dependent Variable is Family to Work Conflict

\* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$

### 3.4.3 Testing the Relationship between Work Stressors and Work Related Outcomes

Hypothesis 3 suggested that work stressors would be significant predictors of work related outcomes. Work stressors included work role demands, injustice, and autonomy, whereas work related outcomes included job satisfaction, affective commitment, and turnover intention. In order to test the hypothesis, a multiple regression analysis was conducted, and since there were three dependent variables, the hypothesis was tested in three parts.

First, job satisfaction was taken as the dependent variable. In the first step, gender, age, education level and marital status was entered as the control variables. The result was significant ( $R^2=.06$ ,  $F(4,296)=4.19$ ,  $p<.005$ ). Education level

( $\beta=.14$ ,  $t= 2.31$ ,  $p <.05$ ) and marital status ( $\beta=.15$ ,  $t= 2.32$ ,  $p <.05$ ) predicted job satisfaction significantly. It was found that as people's education level increased, their job satisfaction level also increased, and married people had higher scores on job satisfaction than single people. In the second step, work stressors were entered into the equation. The result was significant ( $\Delta R^2=.20$ ,  $\Delta F(3,293)=26.71$ ,  $p<.001$ ). Work role demands ( $\beta=-.12$ ,  $t= -2.08$ ,  $p <.05$ ), injustice ( $\beta=-.32$ ,  $t= -5.82$ ,  $p <.001$ ), and autonomy ( $\beta=.17$ ,  $t= -3.15$ ,  $p <.005$ ) predicted job satisfaction significantly. As level of work role demands and injustice increased and level of autonomy decreased, employees' level of job satisfaction decreased. It was concluded that Hypothesis 3a was supported.

**Table 3. 5** Results of the Analysis for Testing Hypothesis 3 (Job Satisfaction)

	$\beta$	$t$	<i>Sig.</i>	$R^2$	$R^2$ Change	<i>Sig. R<sup>2</sup></i> Change	<i>F</i>
Step 1				.05	.05	.003	4.19**
Gender	-.05	-.88	.382				
Age	.10	1.54	.124				
Education level	.14	2.31	.022				
Marital status	.15	2.32	.021				
Step 2				.26	.20	.000	26.71***
Work role demands	-.12	-2.08	.039				
Injustice	-.31	-5.82	.000				
Autonomy	.17	3.15	.002				

Dependent Variable is Job Satisfaction

\* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$

In the second analysis, affective commitment was taken as the dependent variable. In the first step, gender, age, education level and marital status were entered as the control variables. The result was significant ( $R^2=.04$ ,  $F(4,296)=2.91$ ,  $p<.05$ ), however only marital status predicted affective commitment significantly ( $\beta=.14$ ,  $t= 2.15$ ,  $p <.05$ ), which means married people had higher scores on affective commitment than single people. In the second step, work stressors were entered into the equation. The result was significant ( $\Delta R^2=.19$ ,  $\Delta F(3,293)=24.01$ ,  $p<.001$ ). Injustice ( $\beta=-.35$ ,  $t= -6.33$ ,  $p <.001$ ) and autonomy ( $\beta=.20$ ,  $t= 3.48$ ,  $p <.005$ )



predicted affective commitment significantly. However, work role demands did not predict affective commitment. Therefore, Hypothesis 3b was partially supported.

**Table 3. 6** Results of the Analysis for Testing Hypothesis 3 (Affective Commitment)

	$\beta$	$T$	$Sig.$	$R^2$	$R^2$ Change	$Sig. R^2$ Change	$F$
Step 1				.04	.04	.022	2.91*
Gender	-.10	-1.66	.097				
Age	.06	.83	.408				
Education level	.06	.93	.354				
Marital status	.14	2.15	.033				
Step 2				.23	.19	.000	24.01***
Work role demands	.00	-.07	.948				
Injustice	-.35	-6.33	.000				
Autonomy	.20	3.48	.001				

Dependent Variable is Affective Commitment

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

In the third part, turnover intention was taken as the dependent variable. In the first step, gender, age, education level and marital status were entered as the control variables. The result was significant ( $R^2=.05$ ,  $F(4,296)=3.72$ ,  $p < .01$ ), however only marital status predicted turnover intention significantly ( $\beta = -.17$ ,  $t = -2.59$ ,  $p < .05$ ), which means married people had lower turnover intention than single people. In the second step, work stressors were entered into the equation. The result was significant ( $\Delta R^2=.07$ ,  $\Delta F(3,293)=7.71$ ,  $p < .001$ ), however only injustice ( $\beta = .24$ ,  $t = 4.17$ ,  $p < .001$ ) predicted turnover intention significantly. Therefore, Hypothesis 3c was partially supported. According to the results, it was concluded that, Hypothesis 3 was in general partially supported.

**Table 3. 7** Results of the Analysis for Testing Hypothesis 3 (Turnover intention)

	$\beta$	$t$	$Sig.$	$R^2$	$R^2$ Change	$Sig. R^2$ Change	$F$
Step 1				.05	.05	.006	3.72**
Gender	.01	.25	.807				
Age	-.09	-1.32	.187				
Education level	-.03	-.54	.593				
Marital status	-.17	-2.59	.010				
Step 2				.12	.07	.000	7.71***
Work role demands	.03	.48	.633				
Injustice	.24	4.17	.000				
Autonomy	-.08	-1.36	.174				

Dependent Variable is Turnover intention

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

### 3.4.4 Testing the Relationship between Family Stressors and Family related outcomes

Hypothesis 4 suggested that family stressors (family role demands and family communication problems) would predict family satisfaction. In order to test the hypothesis, a multiple regression analysis was conducted.

In the first step, gender, age, education level and marital status were entered as the control variables. The result was not significant. In the second step, family stressors were entered into the equation. The result was significant ( $\Delta R^2 = .24$ ,  $\Delta F(2,211) = 35.64$ ,  $p < .001$ ). Family role demands ( $\beta = -.35$ ,  $t = -4.40$ ,  $p < .001$ ) and family communication problems ( $\beta = -.19$ ,  $t = -2.43$ ,  $p < .05$ ) predicted family satisfaction significantly. Therefore, Hypothesis 4 was supported.

**Table 3. 8** Results of the Analysis for Testing Hypothesis 4 (Family Satisfaction)

	$\beta$	$t$	<i>Sig.</i>	$R^2$	$R^2$ Change	<i>Sig. R<sup>2</sup></i> Change	$F$
Step 1				.03	.03	.122	1.843
Gender	.06	2.08	.419				
Age	-.17	.81	.046				
Education level	.01	-2.01	.895				
Marital status	.22	.13	.010				
Step 2				.28	.24	.000	35.64***
Family role demands	-.35	-4.40	.000				
Family communication problems	-.19	-2.43	.016				

Dependent Variable is Family Satisfaction

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

### 3.4.5 Testing the Mediating Role of Work to Family Conflict

Hypothesis 5 suggested that higher work stressors would lead to increased level of work to family conflict, which in turn would decrease work related outcomes. Work stressors included work role demands, injustice, and autonomy, whereas work related outcomes included job satisfaction, turnover intention and affective commitment.

As for testing this mediation, the steps described by Baron and Kenny (1986) were followed. The steps of Baron and Kenny (1986) are as follows:

- a) The independent variable must predict the dependent variable significantly.
- b) The independent variable must predict the mediating variable significantly.
- c) The mediating variable must predict the dependent variable significantly.
- d) When the mediating variable is placed in the equation simultaneously with the independent variable, the effect of independent variable on the dependent variable must decrease.

The relationship between two of the work stressor variables and work to family conflict was not significant. Since the relationship between the work role demands, autonomy and work to family conflict was not significant (see Table 3.2),

the mediation analysis was not conducted for these two variables. Therefore, H5 was tested only for injustice.

It was suggested that relationships between injustice and work related outcomes will be mediated by work to family conflict. More specifically, higher levels of injustice leads to increased level of work to family conflict, which in turn decreases work related outcomes. Work related outcomes included three variables; however the relationship between work to family conflict, job satisfaction, and affective commitment was not significant (see Table 3.2). Therefore, only one mediation analysis was conducted for Hypothesis 5.

Turnover intention was taken as the dependent variable. In the first simple regression, gender, age, education level and marital status were entered as the control variables. The result was significant ( $R^2=.05$ ,  $F(4,296)=3.72$ ,  $p<.01$ ), however only marital status predicted turnover intention significantly ( $\beta=-.17$ ,  $t=-2.59$ ,  $p<.05$ ), which means married people had lower turnover intention scores than single people. In the second step, injustice entered to the equation and result was significant ( $\Delta R^2=.06$ ,  $\Delta F(1,295)=21.26$ ,  $p<.001$ ), and injustice predicted turnover intention significantly ( $\beta=.25$ ,  $t=4.61$ ,  $p<.001$ ). In the second simple regression, control variables were entered, however the result was not significant. In the second step, injustice was entered into the equation and the result was significant ( $\Delta R^2=.04$ ,  $\Delta F(1,295)=12.82$ ,  $p<.001$ ). Injustice predicted work to family conflict significantly ( $\beta=.20$ ,  $t=3.58$ ,  $p<.001$ ). In the third regression, control variables were entered in the first step the result was significant ( $R^2=.05$ ,  $F(4,296)=3.72$ ,  $p<.01$ ), however only marital status predicted turnover intention significantly ( $\beta=-.17$ ,  $t=-2.59$ ,  $p<.05$ ). In the second step, work to family conflict entered into the equation, however the result was not significant. According to the results, Hypothesis 5 was not supported.

**Table 3. 9** Results of the Analysis for Testing Hypothesis 5 (Turnover intention)

	$\beta$	$T$	$Sig.$	$R^2$	$R^2$ Change	$Sig. R^2$ Change	$F$
Step 1				.05	.05	.006	3.72***
Gender	.01	.25	.807				
Age	-.09	-1.32	.187				
Education level	-.03	-.54	.593				
Marital status	-.17	-2.59	.010				
Step 2				.11	.06	.000	23.43***
Injustice	.25	4.61	.000				
Step 3				.11	.00	.000	1.11
Injustice	.24	4.33	.000				
Work to family conflict	.05	.89	.374				

Dependent Variable is Turnover intention.

\*\* $p < .01$ , \*\*\* $p < .001$

### 3.4.6 Testing the Mediating Role of Family to Work Conflict

Hypothesis 6 suggested that higher family stressors would lead to increased level of family to work conflict, which in turn would decrease family satisfaction. Family stressors included family role demands and family communication problems.

As for testing this mediation, the steps described by Baron and Kenny (1986) were followed. However, in the previous analyses, family communication problems did not predict family to work conflict significantly. Therefore, mediating role of family to work conflict on the relationship between family role demands and family satisfaction was tested.

In the first step, gender, age, education level and marital status were entered as the control variables; however the result was not significant. In the second step, family role demands were entered into the equation and result was significant ( $\Delta R^2 = .22$ ,  $\Delta F(1,212) = 63.89$ ,  $p < .001$ ), and family role demands predicted family satisfaction significantly ( $\beta = -.48$ ,  $t = -7.99$ ,  $p < .001$ ). In the second simple regression, control variables were entered in the first step, however the result was not significant. In the second step, family role demands were entered into the equation and the result was significant ( $\Delta R^2 = .04$ ,  $\Delta F(1,254) = 11.11$ ,  $p < .005$ ) and family role demands predicted family to work conflict significantly ( $\beta = .20$ ,  $t = 3.33$ ,  $p < .005$ ). In the third

regression, control variables entered in the first step, however the result was not significant. In the second step, family to work conflict entered into the equation and the result was significant ( $\Delta R^2=.03$ ,  $\Delta F(1,215)=6.95$ ,  $p<.01$ ). Family to work conflict predicted family satisfaction significantly ( $\beta=-.17$ ,  $t=-2.64$ ,  $p <.01$ ). In the fourth regression, control variables were entered in the first step, however the result was not significant. In the second step, family role demands and family to work conflict were entered into the equation and result was significant ( $\Delta R^2=.23$ ,  $\Delta F(2,211)=33.14$ ,  $p<.001$ ). However, only family role demands predicted family satisfaction significantly ( $\beta=-.45$ ,  $t=-7.36$ ,  $p <.001$ ), and direct significant relation did not become insignificant. Therefore, it was concluded that the relationship between family role demands and family satisfaction was not mediated by family to work conflict. Results showed that Hypothesis 6 was not supported.

**Table 3. 10** Results of the Analysis for Testing Hypothesis 6 (Family Satisfaction)

	$\beta$	$t$	<i>Sig.</i>	$R^2$	$R^2$ Change	<i>Sig. R<sup>2</sup></i> Change	$F$
Step 1				.03	.03	.122	1.843
Gender	.06	.81	.419				
Age	-.17	-2.01	.046				
Education level	.01	.13	.895				
Marital status	.22	2.60	.010				
Step 2				.26	.22	.000	63.89***
Family role demands	-.48	-7.99	.000				
Step 3				.26	.01	.000	2.07***
Family role demands	-.45	-7.36	.000				
Family to work conflict	-.09	-1.44	.152				

Dependent Variable is Family Satisfaction

\* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$

### 3.5 Additional Analyses

The purpose of this part was to examine whether people show differences in their WFC and FWC scores according to their marital status. In addition the interaction effect of relational self-regulation and work stressors on work related outcomes and the interaction effect of relational self-regulation on family related outcomes were also investigated.

### **3.5.1 Marital Status, WFC and FWC**

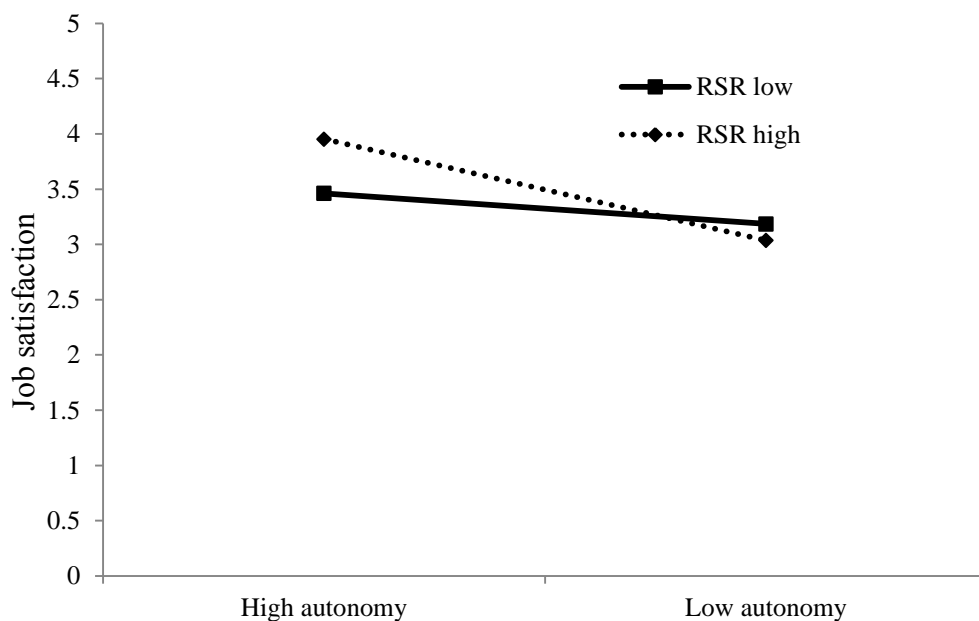
Firstly, it was examined if marital status affects the level that people experience WFC and FWC. In order to test the difference between married and single people for experiencing WFC, independent t-test was conducted; however the result was not significant. Same test was repeated for FWC and results showed married people ( $M=2.26$ ,  $SD=.73$ ) and single people ( $M=2.47$ ,  $SD=.81$ ) differed in their FWC scores significantly. Therefore, it was concluded that single people experience FWC more than married people.

### **3.5.2 Testing the Moderating Effect of Relational Self-Regulation (Work)**

It was suggested that the relationship between work stressors and work related outcomes are stronger for those who score higher on relational self-regulation compared to people who score low. Work stressors included role demands, injustice, and autonomy. Work related outcomes included job satisfaction, affective commitment and turnover intention. Therefore, it was tested in nine analyses. Before the analyses, independent variables and relational self-regulation scores were mean centered to avoid problems with multicollinearity. Among nine analyses, only the relationship between autonomy and job satisfaction was moderated by relational self-regulation, and the relationship between autonomy and turnover intention was moderated by relational self-regulation.

In the first moderation, autonomy was taken as the independent variable and job satisfaction was taken as the dependent variable. The results of the first hierarchical analysis showed that in the first step, autonomy and relational self-regulation predicted job satisfaction significantly ( $R^2 = .08$ ,  $F(2, 311) = 14.15$ ,  $p < .001$ ). The results revealed only the main effect of autonomy ( $\beta = .28$ ,  $t = 5.19$ ,  $p < .001$ ) in the prediction of job satisfaction. In the second step, autonomy, relational self-regulation and interaction between autonomy and relational self-regulation predicted job satisfaction significantly ( $R^2 = .12$ ,  $F(3, 310) = 14.10$ ,  $p < .001$ ) and explained 12% of the variance in job satisfaction. The results revealed that autonomy ( $\beta = .30$ ,  $t = 5.62$ ,  $p < .001$ ) predicted job satisfaction significantly along with the interaction variable ( $\beta = .19$ ,  $t = 3.59$ ,  $p < .001$ ). This interaction effect,

which was plotted according to the procedures suggested by Aiken and West (1991), indicated that relational self-regulation moderated the relationship between autonomy and job satisfaction (see Figure 3.1). Accordingly, simple slopes analysis showed that participants with high relational self-regulation had less job satisfaction as their scores on autonomy decreased ( $\beta = .46, t = 6.32, p < .001$ ); whereas participants with low relational self-regulation did not show much difference in their job satisfaction as their scores on autonomy decreased ( $\beta = .14, t = 2.10, p < .05$ ).

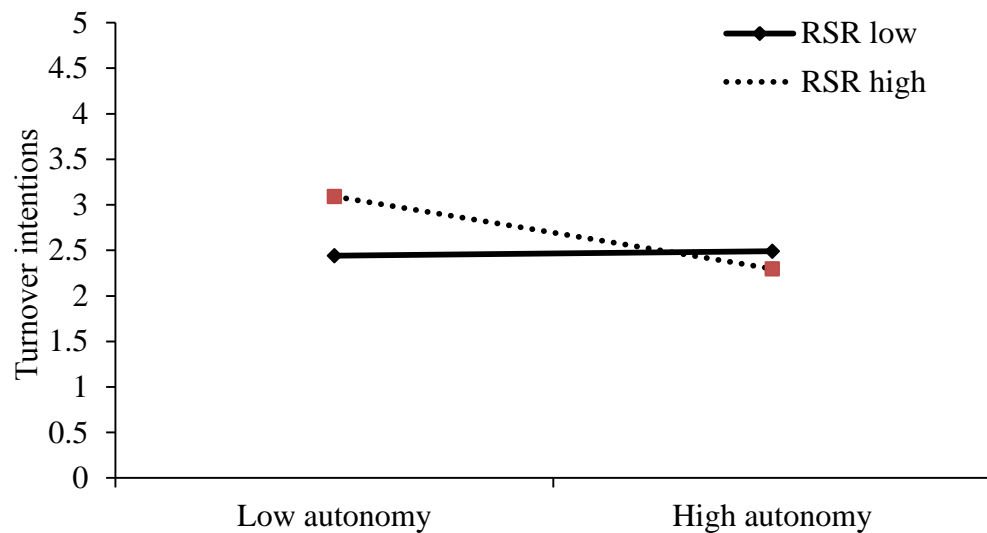


**Figure 3. 1** The interaction between Autonomy and Relational Self-Regulation in predicting Job Satisfaction

In the second moderation, autonomy was taken as the independent variable and turnover intention was taken as the dependent variable. The results of the first hierarchical analysis showed that in the first step, autonomy and relational self-regulation predicted turnover intention significantly ( $R^2 = .02, F(2, 311) = 3.14, p < .05$ ). The results revealed only the main effect of autonomy ( $\beta = -.12, t = -2.19, p < .05$ ) in predicting turnover intention. In the second step, autonomy, relational self-regulation and the interaction term between autonomy and relational self-regulation predicted turnover intention significantly ( $R^2 = .06, F(3, 310) = 6.16, p < .001$ ) and explained 6% of the variance in turnover intention. The results



revealed that autonomy ( $\beta = -.14, t = -2.55, p < .05$ ) and also the interaction effect term ( $\beta = -.19, t = -3.46, p < .005$ ) predicted turnover intention significantly. This interaction effect, which was plotted according to the procedures suggested by Aiken and West (1991), indicated that relational self-regulation moderated the relationship between autonomy and turnover intention, only for people with high relational self-regulation (see Figure 3.2). Accordingly, simple slopes analysis showed that participants with high relational self-regulation had less turnover intention as their scores on autonomy were lower ( $\beta = -.30, t = -3.99, p < .001$ ), however the slope analysis for low relational self-regulation was not significant.



**Figure 3. 2** The interaction between Autonomy and Relational Self-Regulation in predicting Turnover intention

**Table 3. 11** Hierarchical Multiple Regression Analysis Predicting Job Satisfaction, and Turnover intention

<i>Predictor</i>	Dependent Variables			
	Job Satisfaction		Turnover intention	
	$\Delta R^2$	$\beta$	$\Delta R^2$	$\beta$
Step1	.08**		.02*	
Autonomy		.28**		-.12*
Relational self-regulation		.07*		.07
Step2	.04**		.04**	
Autonomy		.30**		-.14*
Relational self-regulation		.09		.09
LoA*RSR		.19**		-.19**
<i>Total R<sup>2</sup></i>	.12		.06	

*p*<.05, \*\**p*<.00

### 3.5.3 Testing the Moderating Effect of Relational Self-Regulation (Family)

It was suggested that the relationship between family stressors and family related outcomes are stronger for people who score higher on relational self-regulation compared to people who score low. Since family stressors included family stressors and family communication problems, it was tested with two analyses. Prior to analyses, independent variables and relational self-regulation scores were mean centered to avoid problems with multicollinearity. However, according to the results, only main effects were significant. Therefore, it was concluded that, the relationship between family stressors and family related outcomes was not moderated by relational self-regulation.

## **CHAPTER IV**

### **DISCUSSION**

The present study aimed to explore the possible mediating role of work to family conflict between work stressors and work related outcomes, and the possible mediating role of family to work conflict between family stressors and family related outcomes. In this chapter, first, evaluations of the finding are presented. Second, contributions of the study to the literature are discussed. Third, limitations and suggestions for further research are presented.

#### **4.1 Evaluations of the Findings**

##### **4.1.1 Evaluations of the Main Findings**

The results of the present study supported some of the hypotheses but not all of them. First hypothesis suggested that work stressors are predictors of WFC, and it was partially supported. Among the work stressors, which included work role demands, injustice and autonomy, only injustice predicted work to family conflict significantly. In the literature, there are some studies which found weak positive relationships between role conflict and work to family conflict (Ito and Brotheridge, 2012; Matthews, Bulger and Barnes-Farrell, 2010), and also between role ambiguity (Ito and Brotheridge, 2012). The findings of the present study are contradictory to these studies; however it is parallel with the meta-analysis conducted by Mathhews, Winkel, and Wayne (2013), which could not find any significant relationship between role conflict, role ambiguity and work to family conflict. Work to family conflict may arise from role conflicts between work and family role demands; however role conflict within the work domain is not enough to predict work to family conflict individually. Work family conflict is the conflict between work and family domains, whereas work role conflict includes the role conflicts which occur in the work domain. There literature about the relationship between autonomy and WFC has contradictory findings. Grzywacz and Marks (2000) found a negative

relationship between autonomy and work to family conflict, whereas Beutell (2013) could not find any significant relationship between autonomy and WFC/FWC, and the results of the present study provides supportive evidence for it. Since job and education levels have effects on job autonomy (Lin, Lin, Lin, & Lin, (2013), the relationship between autonomy and WFC can be moderated by job and education levels. In addition, autonomy can be regarded as a good predictor of work related outcomes rather than work to family conflict, since having autonomy in different levels may have effects on work context, rather than work and family relationship.

The result for the relationship between injustice and work to family conflict was significant and it provided supportive evidence for the literature. The feeling of injustice in the workplace may affect a person's psychological well-being which may influence work and family relationship negatively. Even the direct relationship between injustice and work to family conflict was significant, the effect size was lower than the previous studies (i.e. Önderoğlu, 2010; Judge, & Colquitt, 2004), which might be a result of measuring procedural and distributive justice in one dimension. When these contradictory and supportive findings are considered, it may point out that, there might be other factors which may be related to work to family conflict apart from work stressors. Rotondo and Kinsaid (2008) mentioned role of individual in determining his own level of work family balance. Spector and Bruk-Lee (2008) mentioned personality as a moderator between workplace conflict and well-being of the employee. In addition, demographic variables might work to predict work to family conflict (Mohsin, & Zahid, 2012). Therefore there might be other factors affecting work to family conflict apart from role demands, injustice and autonomy, such as personality (Carlson, 1999), flexibility, job stress, role overload and hours spent at work (Byron, 2005), which means that work demands may not lead to work family conflict for everyone.

Second hypothesis suggested that family stressors (family stressors and family communication problems) are positively related to family to work conflict. However, only family role demands predicted FWC significantly. Therefore Hypothesis 2 was partially supported. Grzywacz and Marks (2000) suggested possible predictors of FWC as family role conflict, and family role ambiguity, and

findings of the present study supported their suggestion. However, when the results of Hypothesis 1 and 2 are compared, it was found that family role demands are good predictors of FWC, whereas work role demands do not predict WFC. The plausible explanation for this difference can be that people who have problems in their family domain may have a tendency to reflect their problems work domain; whereas they do not reflect their problems in work domain to family domain. Aycan (2005) suggested that cultural context is a moderator between demands in the family and work domains and work family conflict. Yang, Chen, Choi, & Zou (2000) also suggested that the differences between antecedents of work family conflict can be a result of cultural differences since people place value family and work domain in different levels. Therefore, the differences in antecedents of WFC and FWC can be a result of value placed on family role demands and work role demands.

Third hypothesis suggested that, work stressors are predictors of work related outcomes, and results showed that Hypothesis 3 was partially supported. Job satisfaction was predicted by all three work stressors and the result is consistent with the literature (i.e. Eckman, & Kelber, 2009; Faucett, Corwyn, & Poling, 2013; Ortqvist, and Wincent, 2006; Nadeem & Abbas, 2009; Colquitt, Conlon, Wesson, Porter and Ng, 2001; Nadiri and Tanova, 2010). However, effect sizes of the present study are lower than the previous findings. One possible explanation for this difference might be the use of different job satisfaction scales. Since work role demands, injustice and autonomy are all related to work context, it is not surprising that they are significant predictors of job satisfaction. It can be concluded that work stressors are better predictors of job satisfaction rather than work to family conflict. Stressors in work domain, such as work role demands and autonomy, may not be strong enough to influence the work and family relationship, since they are only experienced in work context. Working hours, required travel (Mazerolle, 2008), overtime work, overtime work (Yıldırım & Aycan, 2008), shift work (Kinnunen & Mauno, 1998) can be better predictors of WFC since they will decrease the time devoted to family and cause problems in fulfilling family responsibilities. The relationships between work stressors and affective commitment were investigated and injustice and autonomy predicted affective commitment significantly. In the

literature, there are some studies which found significant negative relationships between role conflict, role ambiguity and affective commitment (i.e. Malik, Waheed, & Malik, 2006; Gormley & Kennerly (2010); however the findings of the present study are contradictory with the literature. Role demands may have less influence on affect of employees than injustice and autonomy, because level of injustice and autonomy can be more subjective and related to employee's perception, whereas role demands can be more objective. Spector and Fox (2003) also stated the subjective nature of job autonomy measures. Another possible explanation for this contradiction might be measuring role conflict and role ambiguity in the same dimension. The results for the relationship between injustice, autonomy, and affective commitment are similar with the literature (Metin, 2010; Colquitt, Conlon, Wesson, Porter and Ng, 2001). Having less autonomy and justice in work context can be related to their job satisfaction levels since autonomy and justice levels influence employees' intrinsic motivation about the job (Galletta, Porthogese, & Battistelli). The relationships between work stressors and turnover intention were also investigated. The results revealed only one main effect, which was injustice. The findings of the present study are consistent with the literature. Galetta, Portoghese, and Battistelli (2011) could not find a significant relationship between autonomy and turnover intention. However, Nadiri and Tanova (2010) found negative correlations between all types of justice (including procedural, distributal, and interactional) and intention to turnover. Jaramillo, Mulki, and Solomon (2006) investigated the effects of role stress on intention to turnover. They found a weak positive relationship with role ambiguity and intention to turnover; whereas the relationship between role conflict and intention to turnover was not significant. In the literature, turnover intention are examined as outcomes of organizational commitment and job satisfaction (Chen & Francesco, 2000; Shore & Martin, 1989; Chen, Ployhart, Thomas, Anderson, & Bliese, 2011). Therefore, it can be inferred that, job satisfaction and affective commitment can be mediators in the relationship of work stressors and injustice.

Fourth hypothesis suggested that family stressors are predictors of family related outcomes. According to the results, family role demands and family communication problems predicted family satisfaction. Therefore hypothesis 4 was

supported. The findings are consistent with the literature; however the literature about the relationship between family role demands and family communication problems is limited. Burns and Pearson (2011) examined the relationship between family expressiveness and family satisfaction, and found a strong positive relationship. Schrodt (2009) found a positive relationship between family expressiveness environment and family satisfaction. Expressiveness and spousal support has gained attention in the literature for its relationship with family and marital satisfaction; however family role demands and family communication problems has not been studied as predictors of family satisfaction. When it is compared with the relationships between work stressors and work related outcomes, it is not surprising that the relationships between family stressors and family related outcomes were significant. As family members communicate with each other, it can be helpful to know their responsibilities which are essential for a person to know his/her role demands. If family members have problems with their family role demands, they can solve these problems by communication. Therefore, family role demands and family communication can be considered as the key constructs of family life and family satisfaction.

Fifth hypothesis suggested that the relationships between work stressors and work related outcomes will be mediated by work to family conflict. Among the variables, only the correlation between turnover intention and injustice was significant. Therefore hypothesis 5 was tested in only one step. The relationship between injustice and turnover intention was not mediated by work to family conflict, and hypothesis 5 was not supported. The literature about the mediating role of work to family conflict for the relationship between work stressors and work related outcomes are limited. Judge and Colquitt (2004) investigated the relationship between organizational justice and stress and the mediating role of work family conflict, and the results were significant. However, this relationship was examined in order to explain how and why injustice acts as a stressor. Therefore, it can be inferred that this study was the first study to examine mediating role of work to family conflict between injustice and turnover intention. Since the mediating effect was not significant, it can be concluded that injustice has a direct effect on turnover intention.

In addition, work to family conflict was also found a significant predictor of turnover intention when it was entered into the equation individually. The results of the fifth hypothesis showed that work stressors and work related factors are not mediated by work to family conflict, which means work related outcomes are directly affected by work stressors, and organizations should work on reducing work stressors in order to increase employees' work related well-being. In addition, as it was discussed above, personality characteristics can be examined as moderators, whereas job satisfaction and affective commitment can be examined as mediators in the relationships between work stressors and turnover intention. Work stressors have direct effects on employees' job satisfaction and affective commitment, which in turn will affect employees' decisions about staying in their working places voluntarily.

In the sixth hypothesis, it was suggested that the relationship between family stressors and family related outcomes are be mediated by family to work conflict. According to the results, the family stressors and family satisfaction relationship was not mediated by family to work conflict, thus Hypothesis 6 was not supported. The literature is limited about the mediating role of family to work conflict. Therefore it can be inferred that the present study was the first to examine the mediating role of family to work conflict between family stressors and family satisfaction. Coping styles may play an important role in family stressors and family satisfaction relationships. Aryee, Luk, Leung, & Lo (1999) found problem focused coping behaviors and emotion-focused coping behaviors as predictors of family satisfaction. In addition to coping styles, level of spousal support, which is defined as the help, advice, understanding, and the like that spouses provide for each other (Aycan & Eskin, 2005), also have positive effects on family satisfaction (Warde, Moonesinghe, Allen, & Gelberg, 1999). Therefore, personal factors, spousal support can be examined as moderators in this relationship.

#### **4.1.2 Evaluation of the Additional Analyses**

In the additional analyses part, the differences according to marital status in work to family conflict and family to work conflict were examined. In addition, cross-domain hypothesis was also investigated.



The results showed that married and single people did not show any significant difference in their work to family conflict scores; whereas single people experienced more family to work conflict than married people. One possible explanation for this can be the effect of spousal support. Since single people are not able to get spousal support, it may have an effect on the difference between married and single people for level of experiencing family to work conflict. However, even the difference between married and single people was significant for family to work conflict, the difference between their mean scores are low since family to work conflict was measured with 5 point Likert scale. People may have a tendency to reflect their family problems to their working life instead of their families. This can be a result of value that people place on their families. Since family is an important construct in Turkey, people may not be reflecting their problems in their work domain to the family domain.

Second, moderating role of relational self-regulation between work stressors and work related outcomes, and family stressors and family related outcomes were also investigated. In the analyses of work related variables, relational self-regulation was found to moderate the relationship between autonomy and job satisfaction and the relationship between autonomy and turnover intention. That is participants with high relational self-regulation had less job satisfaction as their scores on autonomy decreased; whereas participants with low relational self-regulation did not show much difference in their job satisfaction as their scores on autonomy decreased. Relational self-regulation refers the tendency to regulate self-esteem, affect and behavior from a relational perspective (Moretti, Rein, & Wiebe, 1998). Therefore, it can be inferred that, people with a tendency to regulate their decisions according to their relations are likely to be less satisfied with their jobs when they have less autonomy in their jobs. On the other hands, results revealed that people with low relational self-regulation did not show much difference in their job satisfaction scores as their level of authority decrease in their jobs. This might be due to the fact that they do not pay much attention to the relationship with others as they do not drive their satisfaction related to people. Results of the second moderation analysis showed that people with a tendency to regulate their decisions according to their relations

have higher turnover intention when they have less autonomy in their jobs. These findings have similarities with similar constructs such as promotion focused self-regulation and interdependent self-construal. Higgins (1997) suggested that promotion focused people are more sensitive to presence or absence of positive outcomes. Zhao and Namasivayam (2011) suggested that promotion focused people experience negative work stressors more seriously. Holmvall & Sidhu (2007) examined the moderating role of interdependent self-construal in the relationship between injustice, job satisfaction and turnover intention. The results showed that people with higher interdependent self-construals experience lower levels of job satisfaction and higher levels of turnover intention since they perceive injustice as being undervalued. The findings of the present study suggests that, people with a tendency to regulate their behaviors according to others may experience injustice more seriously, and feel themselves as not being able to change work-related decisions, which can be perceived as being insufficient for that job. Therefore, their job satisfaction may decrease and they may seek for new jobs which they can feel adequate.

#### **4.2 Contributions of the Study**

This study provides several important contributions to the existing literature.

The first contribution of the present is about the direct effects of work/family stressors on work/family related outcomes. Results showed that work role demands, injustice and autonomy are better predictors of job satisfaction, affective commitment, and turnover intention rather than work to family conflict. The results provided similar patterns for family stressors and family related outcomes. Family role demands and family communication problems are better predictors of family satisfaction rather than family to work conflict. It is the first study that compared the role of work/family stressors in WFC/FWC and work/family related outcomes.

The second contribution of the current study was providing a new scale about relational self-regulation, which is a subject that has been rarely studied. The internal consistency of the scale was .82 and the results of confirmatory factor analysis confirmed its unidimensional nature. Findings about relational self-regulation

showed that people with higher tendency to regulate their behaviors according to others experience job autonomy more seriously than people with low relational self-regulation, and which in turn decrease their job satisfaction level and increase turnover intention. The moderating effect of relational self-regulation provided evidence for the moderating role of individual differences in the relationship between work stressors and work related outcomes.

Third contribution is about the difference between single and married people in experiencing family to work conflict. It was found that married people experience less family to work conflict than single people, which can be a culture-specific since individualistic and collectivist people differ in the value that they place on their family and work domains. Therefore, Turkish people may have a tendency to reflect the problems that they experience in their family domains to work domains. Moreover, in work family conflict literature, studies were usually conducted for only married people, however in the present study; single people who have partners were also included. They were asked to fill the questionnaire about family variables based on their relationships with their partners.

#### **4.3 Limitations and Suggestions for Further Research**

The present study has some limitations. Firstly, the study has too many variables and therefore the survey package was long. In addition, use of self-report measures and its effect on common method bias might have influenced the scores. Some objective measures could be used such as frequency of working overtime, spouse's employment status, and length of relationship/marriage.

Second, job satisfaction and affective commitment could be used as mediators between work stressors and turnover intention since in general turnover intention are predicted by work-related outcomes in the literature.

Third, role demands only predicted job satisfaction significantly. The reason behind it can be measuring role conflict and role ambiguity together as in one dimension. It can be a recommendation for further studies. In addition to measuring them separately, as Amason (1996) suggested, role conflict can be also examined as task conflicts and relationship conflicts.

Fourth, it was suggested that work to family conflict and family to work conflict will mediate the relationships between work and family variables, however results did not support the suggestions. In addition, among the work stressors, only injustice predicted work to family conflict. Every person might have different strategies to handle their problems. Therefore coping strategies, such as problem focused coping strategies and emotion focused coping strategies can be used as moderators between work /family stressors and work family conflict in further studies. In addition, culture dimension such as being individualistic and collectivistic can be also added as a new variable in order to have an insight about the value that is placed on family and work.

#### **4.4 Implications for Organizations**

The current study has several implications for organizations. First, injustice was the only variable that predicted work to family conflict. It was also significant predictors of all work related outcomes. In order to decrease work to family conflict, and increase employees' positive attitudes towards their jobs, such as job satisfaction and affective commitment, organizations should focus on their policies about justice since employees may feel undervalued when they experience injustice in their work context. In addition, employees' job satisfaction levels are also affected by their work role demands. Therefore, organizations should be clear on employees' work role demands in order to avoid work role conflict and ambiguity.

Second, family to work conflict is only affected by family roles demands whereas family satisfaction was predicted by family role demands and family communication problems. Organizations may not help their employees to solve their problems about family role demands; however trainings on communication can be provided, which will increase their family satisfaction. Thus, employees may also feel that they are considered as important stakeholders by their organizations.

Last but not least, there can be some working positions which employees may have less autonomy on their jobs. In order to increase employees' job satisfaction levels and decrease their turnover intention, people who have low relational self-regulation levels can be hired for the positions which has less job autonomy.

## REFERENCES

- Adams, J.S. (1965). *Inequity in Social Exchange*, in: L.Berkowitz, ed., *Advances in Experimental Social Psychology*, 2. Academic Press, New York and London.
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park: Sage.
- Allen, T. D., Herst, D. E. L., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, Vol 5(2), 278-308.
- Amason, A.C. (1996). Distinguishing the effect of functional and dysfunctional conflict on strategic decision making: resolving a paradox for top management teams. *Academy of Management Journal*, 39, 123-148.
- Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work–family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology*, 16(2),151-169.
- Ansari, S.A. (2011). Gender difference: Work and family conflicts and family work conflicts. *Pakistan Business Review*, 315-331.
- Apaydın, M. D. (2004). *Çift-kariyerli ailelerde iş-aile ve aile-iş çatışmalarının kendini kurgulama düzeyleri ile ilişkisi*. (Unpublished Master's Thesis). Hacettepe Üniversitesi, Ankara-Turkey.
- Aryee, S., Luk, V., Leung, A., & Lo, S. (1999). Role stressors, interrole conflict, and well-being: The moderating influence of spousal support and coping behaviors among employed parents in Hong Kong. *Journal of Vocational Behavior*, 54(2), 259-278.
- Aycan, Z. (2005). *Cross-cultural approaches to work family conflict*. Presented in Inaugural Conference on Work Family Interference, Barcelona, Spain.

- Aycan, Z., & Eskin, M. (2005). Relative contributions of childcare, spousal support, and organizational support in reducing work-family conflict for men and women: The case of Turkey. *Sex Roles, 53*(7/8), 453-471.
- Bakker, A.B., Schaufeli, W.B., Leiter, M.P., & Taris, T.W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress, 22*, 187-200.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*, 1173-1182.
- Beutell, N. J. (2013). Generational differences in work-family conflict and synergy. *International Journal of Environmental Research and Public Health, 10*(6), 2544-2559.
- Bilgiç, R. (2008). İş özellikleri kuramı: Geniş kapsamlı gözden geçirme. *Türk Psikoloji Yazıları, 22*, 66-77.
- Blau, G., & Boal, K. (1987). Using job involvement and organizational commitment interactively to predict turnover. *Journal of Management, 15*(1), 115-127.
- Bond, J. T., Thompson, C.A., Galinsky, E., & Prottas, D. (2002). *Highlights of the national study of the changing workforce*. New York: Families and Work Institute.
- Bruck, C. S., Allen, T. D., & Spector, P. E. (2002). The relation between work-family conflict and job satisfaction: A finer-grained analysis. *Journal of Vocational Behavior, 60*, 336-353.
- Bulut, I. (1993). *Ruh Hastalığının Aile İşlevlerine Etkisi*. Başbakanlık Kadın ve Sosyal Hizmetler Müştarlığı Yayınları, Ankara.
- Burns, M. E., & Pearson, J. C. (2011). An exploration of family communication environment, everyday talk, and family satisfaction. *Communication Studies, 62*(2), 171-185.

- Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, 67(2), 169-198.
- Camman, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). *The Michigan Organisational Assessment Questionnaire* (Unpublished Manuscript), University of Michigan, Ann Arbor.
- Carlson, D.S. (1999). Personality and role variables as predictors of three forms of work-family conflict. *Journal of Vocational Behavior*, 55(2), 236-253.
- Carlson, D. S., & Kacmar, K. M. (2000). Work-family conflict in the organization: Do life role values make a difference? *Journal of Management*, 26(5), 1031-1054.
- Carlson, D.S., & Perrew'e, P.L. (1999). The role of social support in the stressor-strain relationship: An examination of work-family conflict. *Journal of Management*, 25, 513-540.
- Carroll, S. J., & Hill, E. J. (2012). *The relationship among couple communication, work-family conflict, and marital satisfaction*. Poster presented at the Work and Family Researchers Network Conference.
- Carroll, S. J., Hill, E. J., Yorgason, J. B., Larson, J. H., & Sandberg, J. G. (2013). Couple communication as a mediator between work-family conflict and marital satisfaction. *Contemporary Family Therapy*, 35(3), 530-545.
- Carver, C. S., & Scheier, M. F. (1981). The self-attention-induced feedback loop and social facilitation. *Journal of Experimental Social Psychology*, 17, 545-568.
- Chang, S. (2008). Work role stressors and turnover intention: A study of IT personnel in South Korea. *Zeitschrift für Personalforschung*, 22(3), 272-290.
- Chen, Z. X., & Francesco, A. M. (2003). The relationship between the three components of commitment and employee performance in China. *Journal of Vocational Behavior*, 62(3), 490-510.

- Chen, G., Ployhart, R. E., Thomas, H. C., Anderson, N., & Bliese, P. D. (2011). The power of momentum: A new model of dynamic relationships between job satisfaction change and turnover intention. *Academy of Management*, 54(1), 159-181.
- Cohen, S., & Wills, T. A. (1985). Stress, social support, and the buffering hypothesis. *Psychological Bulletin*, 98, 310-357.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425– 445.
- Colquitt, J. A., & Greenberg, J. (2003). Organizational justice: A fair assessment of the state of the literature. In J. Greenberg (Ed.), *Organizational behavior: The state of the science*, 165–210, Mahwah, NJ: Erlbaum.
- Cross, S. E., Bacon, P. L., & Morris, M. L. (2000). The relational-interdependent self-construal and relationships. *Journal of Personality and Social Psychology*, 78(4), 791-808.
- Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and organizational psychology*, 2, 317–372. New York: Wiley.
- Çetin, C., Urfalıoğlu, F., & Uysal, B. (2008). *İş aile çatışması ve örgütsel sonuçları: Bankacılık sektöründe bir araştırma*. 16. Yönetim ve Organizasyon Kongresi, İstanbul.
- Diener, E., Emmons, R., Larsen, J., & Griffin, S. (1985). The Satisfaction With Life Scale. *Journal of Personality Assessment*, 49(1), 71-75.
- Eckman, E., & Kelber, S. T. (2009). Female traditional principals and co-principals: Experiences of role conflict and job satisfaction. *Journal of Educational Change*, 11(3), 205-219.



- Epstein, K., Baldwin, L. M., & Bishop, D. S. (1983). The McMaster family assessment device. *Journal of Marital and Family Therapy*, 9(2), 171-180.
- Erigüç, G. (1994). *Hastanelerde personelin işle ilgili tutumları, personel devri, Ankara ili örneği* (Unpublished Doctoral Dissertation), Ankara, Hacettepe Üniversitesi Sağlık Bilimleri Enstitüsü.
- Falkenburg, K., & Schyns, B. (2007). Work satisfaction, organizational commitment and withdrawal behaviours. *Management Research News*, 30(10), 708-723.
- Faucett, J. M., Corwyn, R. F., & Poling, T. H. (2013). Clergy role stress: Interactive effects of role ambiguity and role conflict on intrinsic job satisfaction *Pastoral Psychology*, 62, 291-304.
- Ferguson, M., Carlson, D., Zivnuska, S., & Whitten, D. (2012). Support at work and home: The path to satisfaction through balance. *Journal of Vocational Behavior*, 299-307.
- Ford, M. T., Heinen, B. A., & Langkamer, K. L. (2007). Work and family satisfaction and conflict: A meta-analysis of cross-domain relations. *Journal of Applied Psychology*, 92, 57-80.
- Frone, M.R., Russell, M., & Cooper, M.L. (1992a). Prevalence of work-family conflict: Are work and family boundaries asymmetrically permeable? *Journal of Organizational Behavior*, 13, 723-729.
- Frone, M.R., Russell, M. & Cooper, M.L. (1992b). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77, 65-78.
- Frone, M.R., Russell, M., & Cooper, M.L. (1997). Relation of work-family conflict to health outcomes: A four-year longitudinal study of employed parents. *Journal of Occupational and Organizational Psychology*, 70, 325-335.
- Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work-family interface. *Journal of Vocational Behavior*, 50, 145-167.

- Gailliot, M. T., Baumeister, R. F., DeWall, C. N., Maner, J. K., Plant, E. A., Tice, D. M., Brewer, L. E., & Schmeichel, B. J. (2007). Self-control relies on glucose as a limited energy source: Willpower is more than a metaphor. *Journal of Personality and Social Psychology*, *92*(2), 325-336.
- Galetta, M., Portoghese, I., & Battistelli, A. (2011). Intrinsic motivation, job autonomy and turnover intention in the Italian healthcare: The mediating role of affective commitment. *Journal of Management Research*, *3*(2), 1-19.
- Gormley, D. K., & Kennerly, S. (2010). Influence of work role and perceptions of climate on faculty organizational commitment. *Journal of Professional Nursing*, *26*(2), 108-115.
- Grandey, A.A. & Cropanzano, R. (1999). The conservation of resources model applied to work–family conflict and strain. *Journal of Vocational Behavior*, *54*, 350–370.
- Greenberg, J. (1993). Stealing in the name of justice: Informational and interpersonal moderators of theft reactions to underpayment inequity. *Organizational Behavior and Human Decision Processes*, *54*, 81–103.
- Greenberg, J. (1996). *The quest for justice on the job: Essays and experiments*. Thousand Oaks, CA: Sage.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family role demands. *Academy of Management Review*, *10*, 76-88.
- Greenhaus, J. H., & Parasuraman, S. (1986). A work-nonwork interactive perspective of stress and its consequences. *Journal of Organizational Behavior Management*, *8*, 37-60.
- Grotto, A. R., & Lyness, K.S. (2010). The costs of today’s jobs: Job characteristics and organizational supports as antecedents of negative spillover. *Journal of Vocational Behavior*, *76*(3), 395-405.
- Grzywacz, J.G. & Marks, N.F. (2000). Reconceptualizing the work–family interface:

an ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, 5, 111–126.

Gül, H., Oktay, E., and Gökçe, H., (2008) İş tatmini, stres, örgütsel bağlılık, işten ayrılma niyeti ve performans arasındaki ilişkiler: Sağlık sektöründe bir uygulama. *Akademik Bakış*, 15(1), 1-11.

Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2), 159-170.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.

Hennessy, K. D. (2007). *Work-family balance: An exploration of conflict and enrichment for women in a traditional occupation* (Unpublished Doctoral Dissertation), University of Maryland, College Park.

Higgins, E. T. (1997). Beyond pleasure and pain. *American Psychologist*, 52, 1280-1300.

Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49-58.

Holmvall, C. M., & Sidhu, J. (2007). Predicting customer service employees' job satisfaction and turnover intention: The roles of customer interactional injustice and interdependent self-construal. *Social Justice Research*, 20(4), 479-496.

Hostetler, A. J., Desrochers, S., Kopko, K., & Moen, p: (2012). Marital and family satisfaction as a function of work-family demands and community resources: Individual and couple-level analyses. *Journal of Family Issues*, 33, 316-340.

Ironson, G. (1992). Work, job stress and health. In S. Zedeck (Ed.), *Work, Families and Organizations*. San Francisco, CA: Jossey-Bass.

- Ito, J. K., & Brotheridge, C. M. (2012). Work-family and interpersonal conflict as levels in the resource/demand-outcome relationship. *Career Development International*, 17(5), 392-413.
- Jaramillo, J.F., Mulki, J.P., & Solomon, P. (2006). The role of ethical climate on salesperson's role stress, job attitudes, turnover intention, and job performance. *Journal of Personal Selling and Management*, 26(3), 271-282.
- Judge, T. A., & Colquitt, J. A. (2004). Organizational justice and stress: The mediating role of work-family conflict. *Journal of Applied Psychology*, 89(3), 395-404.
- Karakurum, M. (2005). *The effects of person-organization fit on employee job satisfaction, performance and organizational commitment in a Turkish public organization* (Unpublished Master's Thesis), Middle East Technical University, Ankara – Turkey.
- Karatepe, O. M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the work-family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28 (1), 238-52.
- 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*, 24(3), 173-193.
- Kelloway, E. K., & Barling, J. (1991). Job characteristics, role stress and mental health. *Journal of Occupational Psychology*, 64, 291–304.
- Kim, H., & Stoner, M. (2008). Burnout and turnover intention among social workers: Effects of role stress, job autonomy, and social support. *Administration in Social Work*, 32(3), 5-25.
- Kinnunen, U., & Mauno, S. (1998). Antecedents and outcomes of work-family conflict among employed women and men in Finland. *Human Relations*, 51(2), 157-177.

- Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139-149.
- Krishnan, J., & Mary, V. S. (2012). Perceived organizational support: An overview on its antecedents and consequences. *International Journal of Multidisciplinary Research*, 2(4), 1-13.
- Köker, S. (1991). *Normal ve Sorunlu Ergenlerin Yaşam Doyumu Düzeylerinin Karşılaştırılması* (Unpublished Master's Thesis), Ankara University, Ankara – Turkey.
- Lambert, E. G., Pasupuleti, S., Cluse-Tolar, T., Jennings, M., & Baker, D. (2006). The impact of work-family conflict on social work and human service worker job satisfaction and organizational commitment. *Administration in Social Work*, 30(3), 55-74.
- Lin, B. Y., Lin, Y., Lin, C., & Lin, T. (2013). Job autonomy, its predispositions and its relation to work outcomes in community health centers in Taiwan. *Health Promotion International*, 28(2), 166-177.
- Locke, E. A. (1984). 'Job satisfaction'. In: Gruneberg, M. and Wall, T. (Eds) *Social Psychology and Organizational Behaviour*, 93-117, Wiley, New York.
- Lyness, K. S., & Thompson, D. E. (1997). Above the glass ceiling? A comparison of matched samples of female and male executives. *Journal of Applied Psychology*, 82(3), 359-375.
- Malik, O. F., Waheed, A., & Malik, K. (2010). The mediating effects of job satisfaction on role stressors and affective commitment. *International Journal of Business and Management*, 5(11), 223-235.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98(2), 224-253.

- Matthews, R. A., Bulger, C. A., & Barnes-Farrell, J. L. (2010). Work social supports, role stressors, and work-family conflict: The moderating effect of age. *Journal of Vocational Behavior, 76*, 78-90.
- Matthews, R. , Winkel, D. , & Wayne, J. (2013). Boundary theory: Modeling longitudinal effects of role overload, inter-domain transitions, and work-family conflict. *Journal of Organizational Behavior. (Forthcoming)*
- Merlli'e, D., & Paoli, P. (2000). *Ten Years of Working Conditions in the European Union*. Dublin: European Foundation for the Improvement of Living and Working Conditions.
- Metin, Ü. B. (2010). *The antecedents and consequences of burnout, work engagement and workaholism* (Unpublished Master's Thesis), Middle East Technical University, Ankara – Turkey.
- Meyer, J. P., & Allen, N. J. (1984). Testing the “side-bet theory” of organizational commitment: Some methodological considerations. *Journal of Applied Psychology, 69*(3), 372-378.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology, 78*, 538–551.
- Meyer, J.P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior, 61*(1), 20-52.
- Michel, J.S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). Antecedents of work-family conflict: A meta-analytic review. *Journal of Organizational Behavior, 32*(5), 689-725.
- Michel, J. S., Mitchelson, J. K., Pichler, S., & Kullen, K. L. (2010). Clarifying relationships among work and family social support, stressors, and work–family conflict. *Journal of Vocational Behavior, 76*(1), 91-104.

- Mohsin, M., & Zahid, H. (2012). The predictors and performance-related outcomes of bi-directional work-family conflict: An empirical study. *African Journal of Business Management*, 6(46), 11504-11510.
- Moretti, M.M., Rein, A. S., & Wiebe, V. J. (1998). Relational self-regulation: Gender differences in risk for dysphoria. *Canadian Journal of Behavioral Sciences*, 30(4), 243-252.
- Nadeem, M. S., & Abbas, Q. (2009). The impact of work life conflict on job satisfactions of employees in Pakistan. *International Journal of Business and Management*, 4(5), 62-83.
- Nadiri, H., & Tanova, C. (2010) "An Investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry," *International Journal of Hospitality Management*, 29, (1), 33-41.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410.
- Niehoff, B.P., & Moorman, R.H. (1993). Justice as a mediator of the relationship between methods of monitoring and organisational citizenship behaviour. *Academy of Management Journal*, 36, 527-556.
- O'Driscoll, M. P., Ilgen, D. R., & Hildreth, K. (1992). Time devoted to job and offjob activities, interrole conflict, and affective experiences. *Journal of Applied Psychology*, 77(3), 272-279.
- Olson, D.H., & DeFrain, J. (2000). *Marriage and the Family Diversity and Strengths(3rd ed)*, Mayfield, Mountain View, CA.
- Olson, D. H., & Wilson, M. (1982) *Family satisfaction*. In D. H. Olson (Ed.). *Families: What makes them work?* Newbury Park, CA: Sage Publishing.

- Ortqvist, D., Wincent, J., 2006. Prominent consequences of role stress: a Meta-analytic review. *International Journal of Stress Management* 13(4), 399–422.
- Önderođlu, S. (2010). *Örgütsel adalet algısı, iş aile çatışması ve algılanan örgütsel destek arasındaki bağlantılar* (Unpublished Master's Thesis), Ankara University.
- Özdeveciođlu, M., & Aktaş, A. (2007). Kariyer bađlılıđı, mesleki bađlılık ve örgütsel bađlılıđın yaşam tatmini üzerindeki etkisi: İş-aile çatışmasının rolü. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 28, 1-20.
- Parasuraman, S., Greenhaus, J. H., & Granrose, C. S. (1992). Role stressors, social support, and well-being among two-career couples. *Journal of Organizational Behavior*, 13, 339–356.
- Parasuraman, S., & Simmers, C. A. (2001). Type of employment, work-family conflict and well-being: A comparative study. *Journal of Organizational Behavior*, 22, 551-568.
- Perrone, K.M., Ægisdottir, S., Webb, L.K., Blalock, R.H. (2006). Work-family interface: Commitment, conflict, coping, and satisfaction. *Journal of Career Development*, 32(3), 286-300.
- Pleck, J. H., Staines, G. L., & Lang, L. (1980). Conflicts between work and family life. *Monthly Labor Review*, 103(3), 29-32.
- Renshaw, J. R. (1976). An exploration of the Dynamics of the overlapping worlds of work and family. *Family Process*, 15, 143-165.
- Rizzo, J., House, R., & Lirtzman, S. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15, 150-163.
- Rotondo, D. M., & Kincaid, J. F. (2008). Conflict, facilitation, and individual coping styles across the work and family domains. *Journal of Manager Psychology*, 23(5), 484-506.



- Ruderman, M.N., Ohlott, P.J., Panzer, K., & King, S. (2002). Benefits of multiple roles for managerial women. *Academy of Management Journal*, 45, 369-386.
- Schein, V. E. (1973). The relationship between sex role stereotypes and requisite management characteristics. *Journal of Applied Psychology*, 57, 95-100.
- Schrodt, P. (2009). Family strength and satisfaction as functions of family communication environments. *Communication Quarterly*, 57, 171-186.
- Shaffer, M. A., Harrison, D. A., Gilley, K. M., & Luk D. M. (2001). Struggling for balance amid turbulence on international assignments: Work-family conflict, support and commitment. *Journal of Management*, 27(1), 99-121.
- Shore, L. M. F., & Martin, H. J. (1989). Job satisfaction and organizational commitment in relation to work performance and turnover intention. *Human Relations*, 42(7), 625-638.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13(6), 693-713.
- Spector, P. E., & Bruk-Lee, V. (2008). "Conflict, health, and well-being", in De Dreu, C. K. W. and Gelfand, M.J. (Eds), *The Psychology of Conflict and Conflict Management in Organizations*, Lawrence Erlbaum Associates, New York, NY, 267-288.
- Spector, P. E., & Fox, S. (2003). Reducing subjectivity in the assessment of the job environment: development of the Factual Autonomy Scale. *Journal of Organizational Behavior*, 24(4), 417-432.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics*, 5th ed. Boston : Allyn and Bacon.
- Turunç, Ö. & Çelik, M. (2010). Örgütsel özdeşleşme ve kontrol algılamalarının, çalışanların işten ayrılma niyeti ve iş performansına etkileri. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 24(3), 163-181.

- Warde, C. M., Moonesinghe, K., Allen, W., & Gelberg, L. (1999). Marital and parental satisfaction of married physicians with children. *Journal of General Internal Medicine, 14*(3), 157-165.
- Wasti, A. S. (1999). Injustice in a Collectivist Culture: The Case of Turkey (Unpublished Doctoral Dissertation), University of Illionis, Urban-Illinois.
- Xanthopoulou, D., Bakker, A.B., Demerouti, E. & Schaufeli, W.B. (2007), "The role of personal resources in the job demands–resources model", *International Journal of Stress Management, 14*, 121–41.
- Yang, N., Chen, C., Choi, J., & Zou, Y. (2000). Sources of work-family conflict: A Sino-US comparison of the effects of work and family demands. *Academy of Management Journal, 43*(1), 113-123.
- Yıldırım, F. (1996). *Banka çalışanlarında algılanan rol çatışması ve belirsizliği ve iş doyumunu ile tükenmişlik arasındaki ilişki* (Unpublished Master's Thesis), Ankara, Hacettepe Üniversitesi Sosyal Bilimleri Enstitüsü.
- Yıldırım, F. (2002). *Çalışma yaşamında örgüte bağlılık ve örgütsel adalet ilişkisi* (Unpublished Doctoral Dissertation), Ankara Üniversitesi Sosyal Bilimleri Enstitüsü, Ankara.
- Yıldırım, D., & Aycan, Z. (2006). Nurses' work demands and work–family conflict: A questionnaire survey. *International Journal of Nursing Studies, 45*(9), 1366-1378.
- Yuwen, L. (2009). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review, 38*(3), 307-319.
- Yüksel, İ. (2005). İletişimin iş tatmini üzerindeki etkileri: Bir işletmede yapılan görgül çalışma. *Dogus Üniversitesi Dergisi, 6*(2), 291-306.
- Zabriskie, R., & McCormick, B. (2001). The influences of family leisure patterns on perceptions of family functioning. *Family Relations: Interdisciplinary Journal of Applied Family Studies, 50*(3), 66-74.

Zhao, X., & Namasivayam, K. (2011). The relationship of chronic regulatory focus to work-family conflict and job satisfaction. *International Journal of Hospitality Management*, 31,458-467.

## APPENDICES

### APPENDIX A BİLGİLENDİRİLMİŞ ONAM Gönüllü Katılım Formu

Sayın Katılımcı,

Orta Doğu Teknik Üniversitesi, Psikoloji bölümü, Endüstri ve Örgüt Psikolojisi yüksek lisans programı, tez çalışması kapsamında hazırlanan bu araştırma projesinde aile – iş çatışması üzerine bir çalışma yapılmaktadır. Gelecekte bu alanda yapılacak çalışmaların iyileştirilmesi ve çatışmaların yaşandığı durumunda yaşanacak sorunları engelleyebilmek adına daha net bilgiler edinebilmemiz için, bu çalışmanın sonuçları büyük önem taşımaktadır.

Araştırma için size bir dizi testler verilecektir. Bilgilerinizi girerek ve anketleri yanıtlayarak bu çalışmaya katılmak istediğinizi gösteriyorsunuz. Eğer çalışmaya katılmak istemiyorsanız, lütfen anketleri yanıtlamayınız. Anketler içerisinde, kimlik belirleyici ya da çalıştığınız kuruma dair herhangi bir bilgi istenmemektedir. Bütün anketler anonim olarak toplanacak ve sadece bilimsel amaçlı yayınlarda kullanılacaktır. Anketleri doldurmak yaklaşık olarak 30 dakika sürecektir.

Araştırmaya katılmayı kabul etmeniz durumunda, lütfen soruların hepsini, hiç bir maddeyi atlamadan ve size en uygun cevabı bularak, eksiksiz bir şekilde cevaplayınız.

Yanıtlarınız kesinlikle gizli tutulacaktır ve sadece araştırma ekibinden kişiler bu yanıtlara erişebilecektir. Bu araştırmaya katılmanız mecburi değildir. Katılım tamamen gönüllülük üzerine kuruludur. Herhangi bir sorunuz olması halinde lütfen bizimle iletişime geçiniz.

*Bu araştırmanın gerçekleştirilebilmesi ancak sizlerin katkıları ile mümkün olacaktır. Zaman ayırdığınız için teşekkür ederiz.*

#### **Tez Öğrencisi**

Yeşim ÜZÜMCÜOĞLU  
Orta Doğu Teknik Üniversitesi, Ankara  
yesim.uzumcuoglu@metu.edu.tr

#### **Tez Danışmanı**

Reyhan Bilgiç  
Orta Doğu Teknik Üniversitesi, Ankara  
rey@metu.edu.tr

Katılımcının Adı:

Tarih:

İmza:

**APPENDIX B**  
**DEMOGRAFİK BİLGİ FORMU**

Cinsiyetiniz : ( ) Erkek ( ) Kadın

Yaşınız :

Eğitim Düzeyiniz :

İlkokul ( ) Ortaokul ( ) Lise ( ) Üniversite ( ) Master ( ) Doktora ( )

İlişki durumunuz: Evli ( ) Bekar ( )

Çocuğunuz var ise, çocuk sayınız:

Mesleğiniz:

Yaşamınızın çoğunun geçtiği yer:

Büyükşehir \_\_\_ (Ankara, İstanbul, İzmir) Şehir \_\_\_ Kasaba \_\_\_ Köy \_\_\_

Ailenizin gelir düzeyi:

Yüksek \_\_\_ Orta \_\_\_ Düşük \_\_\_

## APPENDIX C

### İLİŞKİSEL ÖZ-DÜZENLEME ÖLÇEĞİ

Bu ölçekte sizin öz düzenlemeniz ile ilgili tutumlarınızı yansıtan çeşitli ifadeler yer almaktadır. İfadelerde yer alan “*yakın çevrem*” tanımı, aileniz, aileden olarak gördüğünüz akraba ve arkadaşlarınız için kullanılmaktadır. Sizden istenen bu ifadelerin sizin açınızdan ne ölçüde doğru olduğunu uygun yanıt aralığına bir (X) işareti koyarak belirtmenizdir.

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	Yakın çevrem ile ilişkilerimin zarar görmemesi için iş ile ilgili verdiğim kararları bu yönde şekillendiririm.					
2	Yakın çevrem ile ilişkilerimin kuvvetli kalabilmesi için iş performansımı yükseltmeye çabalarım					
3	Yakın çevrem ile ilişkilerimin bozulmaması için özel yaşamım ile ilgili verdiğim kararları bu yönde şekillendiririm.					
4	Yakın çevremdekilerin standartlarına uyamazsam onlarla ilişkilerimin bozulacağını düşünüyorum.					
5	Yakın çevrem ile ilişkilerimin zarar görmemesi için yaşam tarzımı onlara göre yönlendiririm.					
6	Yakın çevrem ile ilişkilerimin bozulmaması için sosyal hayatımdaki davranışlarım onların beklentilerine göre şekillenir.					
7	Yakın çevremdekilerim ile ilişkilerim zarar görmesin diye kendi isteklerimden vazgeçtiğim olmuştur.					
8	Yakın çevremdekiler ile ilişkilerime önem verdiğim için onların düşünceleri kendi düşüncelerimden daha önemlidir.					

## APPENDIX D

### ROL ÇATIŞMASI – ROL BELİRSİZLİĞİ ÖLÇEĞİ

Aşağıdaki maddelerden her biri için size uygun gelen ifadenin bulunduğu seçeneği X ile işaretleyiniz.

		ÇOK YANLIŞ	YANLIŞ	BELİRSİZ	DOĞRU	ÇOK DOĞRU
1	Ne kadar yetkiye sahip olduğumu biliyorum					
2	İşimle ilgili belirgin, planlanmış hedefler ve amaçlar vardır					
3	Birbirinden farklı şekillerde yapılması gereken işleri yapmak zorunda kalıyorum.					
4	Zamanımı uygun bir şekilde planlayabiliyorum.					
5	Herhangi birinin söylemesine gerek kalmadan ya da yardımı olmadan da görevimi yapabilirim.					
6	Sorumluluklarımın ne olduğunu biliyorum.					
7	Görevimi başarmak için bazı karar ya da kurallara ters hareket etmek zorunda kalıyorum.					
8	Birbirinden farklı işlevleri olan iki ya da daha çok meslek gurubuyla birlikte çalışıyorum.					
9	Benden tam olarak ne beklendiğini biliyorum.					
10	İki ya da daha fazla kişiden farklı emirler alabiliyorum.					
11	Biri tarafından kabul edilirken, diğerlerinin kabul edemeyebileceği görevler yapıyorum.					
12	İşimle ilgili uygun kaynak ve malzeme olmadan da görevimi yapabilirim.					
13	Görevimle ilgili olarak ne yapılması gerektiğine ilişkin açıklamalar yeterlidir.					
14	Çoğu kez gereksiz işlerle uğraşıyorum.					

## APPENDIX E

### ÖRGÜTSEL ADALET ÖLÇEĞİ

Bu ölçekte sizin işleriyle ilgili tutumlarınızı yansıtan ifadeler yer almaktadır. Sizden istenen bu ifadelerin sizin açınızdan ne ölçüde doğru olduğunu uygun yanıt aralığına bir (X) işareti koyarak belirtmenizdir.

		Kesinlikle Yanlış	Yanlış	Kararsızım	Doğru	Kesinlikle Doğru
1	Çalışma programım adildir.					
2	Ücretimin adil olduğunu düşünüyorum.					
3	İş yükümün adil olduğu kanısındayım.					
4	Bir bütün olarak değerlendirildiğinde, işyerimden elde ettiğim kazanımların adil olduğunu düşünüyorum.					
5	İş sorumluluklarımın adil olduğu kanısındayım.					
6	İşe ilişkin kararlar yöneticiler tarafından tarafsız bir şekilde alınmaktadır.					
7	Yöneticiler, işle ilgili kararlar alınmadan önce bütün çalışanların görüşlerini alırlar.					
8	Yöneticiler, işle ilgili kararları vermeden önce doğru ve eksiksiz bilgi toplarlar.					
9	Yöneticiler, alınan kararları çalışanlara açıklar ve istendiğinde ek bilgiler de verirler					
10	İşle ilgili bütün kararlar, bunlardan etkilenen tüm çalışanlara ayırım gözetmeksizin uygulanır.					
11	Çalışanlar, yöneticilerin işle ilgili kararlarına karşı çıkabilirler ya da bu kararların üst makamlarca yeniden görüşülmesini isteyebilirler					



**APPENDIX F**  
**ÖZERKLİK ÖLÇEĞİ**

Aşağıdaki maddelerden sizin işinizle ilgili tutumlarınıza yöneliktir. Lütfen her biri için size uygun gelen ifadenin bulunduğu seçeneği X ile işaretleyiniz.

		HIÇ BİR ZAMAN	NADİREN	BAZEN	GENELLİKLE	HER ZAMAN
1	İşimi yaparken esnek olabiliyorum.					
2	İşimin nasıl yapıldığı üzerinde kontrolüm var.					
3	İşimin yapılışında karar alma aşamasında yer alabiliyorum.					

**APPENDIX G**  
**İŞ DOYUMU ÖLÇEĞİ**

Aşağıdaki ifadeler, çalıştığınız kurumdan edindiğiniz doyum ile ilgilidir. Aşağıda sunulan 3 ifadeye şu anda çalıştığınız kurum açısından ne ölçüde katıldığınızı [x] ile işaretleyerek belirtiniz

		HİÇ KATILMIYORUM	KATILMIYORUM	BİRAZ KATILMIYORUM	KATILYORUM	KESİNLİKLE KATILYORUM
1	Genel olarak konuşmak gerekirse, bu iş beni çok tatmin ediyor.					
2	Bu işte yaptığım çalışmalar, genel olarak, beni tatmin ediyor.					
3	Genel olarak konuşmak gerekirse, işimi seviyorum.					

## APPENDIX H

### İŞTEN AYRILMA NİYETİ ÖLÇEĞİ

Anketin bu bölümünde sizin işten ayrılma niyetlerinizi belirlemeyi amaçlayan maddeler yer almaktadır. Lütfen aşağıda yer alan ifadelere ne ölçüde katıldığınızı yalnızca bir rakamı [x] işaretleyerek belirtiniz.

		Kesinlikle Düşünmüyorum	Düşünmüyorum	Kararsızım	Düşünüyorum	Kesinlikle düşünüyorum
1	Önümüzdeki bir sene içinde şu an çalıştığınız firma dışında bir firmada aktif olarak iş arama ihtimaliniz nedir?	1	2	3	4	5

		Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
2	İstifa etmek nadiren aklıma gelir	1	2	3	4	5
3	Önümüzdeki sene büyük bir ihtimalle şu an çalıştığım firmadan başka bir yerde yeni bir iş arıyor olacağım.	1	2	3	4	5

**APPENDIX I**  
**ORGANİZASYONEL BAĞLILIK**

Aşağıdaki ifadeler, çalıştığınız kurum hakkında çeşitli duygu ve düşüncelerini yansıtmaktadır. Aşağıda sunulan 9 ifadeye şu anda çalıştığınız kurum açısından ne ölçüde katıldığınızı [x] ile işaretleyerek belirtiniz.

		HİÇ YANSITMIYOR	AZ YANSITTIYOR	ORTA DERECEDE YANSITTIYOR	BÜYÜK ÖLÇÜDE YANSITTIYOR	TAMAMEN YANSITTIYOR
1	Bu kuruma karşı güçlü bir aidiyet hissim yok.					
2	Kendimi bu kuruma duygusal olarak bağlı Hissetmiyorum					
3	Bu kurumun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.					

## APPENDIX J

### AİLE DEĞERLENDİRME ÖLÇEĞİ

Aşağıdaki maddeler sizin aile yapınız ile ilişkilidir. Her biri için size uygun gelen ifadenin bulunduğu seçeneği X ile işaretleyiniz.

		HİÇ KATILMIYORUM	KATILMIYORUM	KARARSIZIM	KATILIYORUM	KESİNLİKLE KATILIYORUM
1	Bizim evde, kişiler verilen her görevi düzenli bir şekilde yerine getirmezler.					
2	Bazen evde ihtiyacımız olan şeylerin bittiğinin farkına varmayız					
3	Gerektiğinde aile üyelerine görevlerini hatırlatır, kendilerine düşen işi yapmalarını sağlarız.					
4	Ailemizde eşit bir görev dağılımı yoktur.					
5	Gelirimiz (ücret, maaş) ihtiyaçlarımızı karşılamaya yetmiyor.					
6	Ailemizde, her birimizin belirli görev ve sorumlulukları vardır.					
7	Aile içinde birbirimizle ilgilenmeye pek zaman bulamıyoruz.					
8	Ev işlerinin kimler tarafından yapılacağını hep birlikte konuşarak kararlaştırırız.					
9	Evde birinden bir şey yapması istendiğinde mutlaka takip edilmesi ve kendisine hatırlatılması gerekir.					
10	Ailede bize verilen görevler pek hoşumuza gitmez çünkü genellikle umduğumuz görevler verilmez.					
11	İşimize (okulumuza) yetişmekte güçlük çekiyoruz.					
12	Evde biri üzgün ise, diğer aile üyeleri bunun nedenlerini bilir.					
13	Bizim evde bir kişinin söylediklerinden ne hissettiğini anlamak pek kolay değildir.					
14	Bizim evde herkes, söylemek istediklerini üstü kapalı değil de doğrudan birbirlerinin yüzüne söyler.					
15	Sevgi, şefkat gibi olumlu duygularımızı birbirimize belli etmekte güçlük çekeriz.					
16	Evde herkes her istediğini birbirinin yüzüne söyleyebilir.					
17	Evde genellikle söylediklerimizle, söylemek istediklerimiz birbirinden farklıdır.					
18	Evde birbirimize karşı açık sözlüydür.					
19	Sinirlenince birbirimize küseriz					
20	Aile içinde birisi, hoşlanmadığımız bir şey yaptığında ona bunu açıkça söyleriz.					

**APPENDIX K**  
**AİLE DOYUM ÖLÇEĞİ**

Aşağıdaki maddeler aileniz ile ilgili tatmin duygularınıza yöneliktir. Lütfen her biri için size uygun gelen ifadenin bulunduğu seçeneği X ile işaretleyiniz.

		HIÇ	BİRAZ	ORTA	OLDUKÇA	ÇOK
1	Ailem idealime büyük ölçüde yaklaşıyor.					
2	Aile koşullarım mükemmel.					
3	Ailemden memnunum					
4	Ailemde şu ana kadar istediğim önemli şeylere sahip oldum.					
5	Ailemi bir daha seçseydim hiçbir şeyi değiştirmek istemezdim.					

## APPENDIX L

### AİLE-İŞ ÇATIŞMASI ÖLÇEĞİ

Aşağıdaki maddeler aile-iş ilişkinize dair tutumlarınıza yöneliktir. Lütfen her biri için size en uygun gelen ifadenin bulunduğu seçeneği X ile işaretleyiniz.

		KESİNLİKLE KATILMIYORUM	KATILMIYORUM	KARARSIZIM	KATILYORUM	KESİNLİKLE KATILYORUM
1	İşimin yarattığı stres aileme karşı olan görevlerimi yerine getirmemi zorlaştırmaktadır.					
2	İşime harcadığım zaman aileme karşı sorumluluklarımı yerine getirmemi zorlaştırmaktadır.					
3	İşimin bana yüklediği sorumluluklardan dolayı aileme ilgili yapmak istediğim bazı şeyleri yapamıyorum.					
4	İşim yüzünden, ailece yaptığımız planları değiştirmek zorunda kalırım.					
5	İşimle ilgili sorumluluklarım aile hayatımı etkiliyor.					
6	Aileme ilgili sıkıntılarım, iş performansımı olumsuz etkiler.					
7	Aileme ayırmam gereken zaman nedeniyle, işlerimi ertelediğim olur.					
8	Ailemin ya da eşimin talepleri, işimi etkilemektedir.					
9	Aile hayatım yüzünden işimdeki temel sorumluluklarım aksayabiliyor.					
10	Ailemin ya da eşimin taleplerinden dolayı işimle ilgili olarak yapmak istediğim bazı şeyleri yapamam.					

**APPENDIX M**  
**İŞ BİLGİLERİ**

1	Günlük ortalama çalışma saatiniz nedir?		
2	Çalışma şekliniz nedir?	Yarı zamanlı ( )	Tam zamanlı ( )
3	Hastalık gibi durumlarda kolaylıkla izin alabiliyor musunuz?	Evet ( )	Hayır ( )
4	Çalışma saatleriniz esnek mi?	Evet ( )	Hayır ( )



## APPENDIX N

### KATILIM SONRASI BİLGİ FORMU

Bu çalışma daha önce de belirtildiği gibi ODTÜ Endüstri ve Örgüt Psikolojisi Yüksek Lisans öğrencisi Araş. Gör. Yeşim Üzümcüoğlu (Danışmanı, Prof. Reyhan Bilgiç) tarafından yüksek lisans tezi kapsamında yürütülen bir çalışmadır.

Çalışmanın amacı, iş-aile ve aile iş çatışmasının olası nedenleri ve sonuçları hakkında inceleme yapmaktır. Aynı zamanda, ilişkisel öz düzenlemenin olası nedenler ve sonuçlar arasındaki ilişkilerin üzerindeki etkisi de incelenecektir.

Literatürde, iş-aile ve aile-iş çatışmasının olası nedenleri iş yükü, özerkliğin az olması, rol belirsizliği, rol çatışması, algılanan eşitlik, aile içi iletişim, problem çözme becerileri ve rol problemleri olarak geçmektedir. Sonuçlar ise, aile, iş ve evlilik tatmini ve örgütsel bağlılık olarak belirtilmiştir. Bu değişkenlerin bütününe içeren çalışmalar literatürde sınırlı olarak bulunmaktadır. Bu çalışmadan alınacak bulgular ile, bu nedenler ve sonuçların hangilerinin iş-aile ve aile-iş çatışmasında daha çok etkili olduğunu incelenecektir. İlişkisel öz düzenleme, literatürde, kişinin kendisini yakın çevresi ile ilişkilerine göre düzenlemesi olarak geçmektedir. Bu çalışmada, ilişkisel öz düzenlemenin, iş-aile ve aile-iş çatışmasının nedenleri ve sonuçları arasındaki ilişkinin üzerindeki etkileri de incelenecektir. Kendisini, yakın çevre ile ilişkilerine göre düzenleyen kişilerin iş ve aile yaşamında daha az stres kaynağı olmasına rağmen, iş, aile, ve evlilik tatminini, ve örgütsel bağlılığı daha az yaşamaları beklenmektedir.

Bu çalışmadan alınacak ilk verilerin Temmuz 2013 sonunda elde edilmesi amaçlanmaktadır. Bu çalışmadan elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sonuçlarını öğrenmek ya da bu araştırma hakkında daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

Araş. Gör. Yeşim Üzümcüoğlu(210 51 10; E-posta: yesim.uzumcuoglu@metu.edu.tr)  
Prof. Dr. Reyhan Bilgiç(210 31 85; E-posta: rey@metu.edu.tr)

**APPENDIX M**  
**TEZ FOTOKOPİSİ İZİN FORMU**

**ENSTİTÜ**

- Fen Bilimleri Enstitüsü
- Sosyal Bilimler Enstitüsü
- Uygulamalı Matematik Enstitüsü
- Enformatik Enstitüsü
- Deniz Bilimleri Enstitüsü

**YAZARIN**

Soyadı :  
Adı :  
Bölümü :

**TEZİN ADI** (İngilizce) :

**TEZİN TÜRÜ** : Yüksek Lisans  Doktora

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir.
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir.
3. Tezimden bir bir (1) yıl süreyle fotokopi alınamaz.

**TEZİN KÜTÜPHANEYE TESLİM TARİHİ:**