

T.C.
MARMARA UNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
KAMU YÖNETİMİ ANABİLİM DALI
HUMAN RESOURCES MANAGEMENT & DEVELOPMENT BİLİM DALI

**THE RELATIONSHIP BETWEEN THE LEVELS OF WORK-FAMILY
CONFLICT AND JOB SATISFACTION OF THE EMPLOYEES: AN
APPLICATION IN INFORMATION AND COMMUNICATION
TECHNOLOGY SERVICES SECTOR**

Yüksek Lisans Tezi

Tuğba ÖZKABAKÇI

İSTANBUL, 2010

T.C.
MARMARA UNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
KAMU YÖNETİMİ ANABİLİM DALI
HUMAN RESOURCES MANAGEMENT & DEVELOPMENT BİLİM DALI

**THE RELATIONSHIP BETWEEN THE LEVELS OF WORK-FAMILY
CONFLICT AND JOB SATISFACTION OF THE EMPLOYEES: AN
APPLICATION IN INFORMATION AND COMMUNICATION
TECHNOLOGY SERVICES SECTOR**

Yüksek Lisans Tezi

Tuğba ÖZKABAKÇI

Tez Danışmanı: PROF. DR. NEVİN DENİZ

İSTANBUL, 2010

Marmara Üniversitesi
Sosyal Bilimler Enstitüsü Müdürlüğü

Tez Onay Belgesi

KAMU YÖNETİMİ Anabilim Dalı HUMAN RESOURCES MAN.& DEV. Bilim Dalı Yüksek Lisans öğrencisi TUĞBA ÖZKABAKÇI'nın THE RELATIONSHIP BETWEEN THE LEVELS OF WORK - FAMILY CONFLICT AND JOB SATISFACTION OF THE EMPLOYEES: AN APPLICATION IN INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES SECTOR adlı tez çalışması, Enstitümüz Yönetim Kurulunun 01.03.2010 tarih ve 2010-3/27 sayılı kararıyla oluşturulan jüri tarafından oybirliği/oyçokluğu ile Yüksek Lisans Tezi olarak kabul edilmiştir.

Öğretim Üyesi Adı Soyadı

İmzası

Tez Savunma Tarihi : 06.04.2010

1) Tez Danışmanı : PROF. DR. NEVİN DENİZ

2) Jüri Üyesi : PROF. DR. UĞUR YOZGAT

3) Jüri Üyesi : PROF. DR. NESLİHAN OKAKIN



GENERAL KNOWLEDGE

Name, Surname : Tuğba Özkabakçı
Field : Kamu Yönetimi
Programme : Human Resources Management and Development
Supervisor : Prof. Dr. Nevin Deniz
Degree and Awarded Date : Master- April 2010
Keywords : Work- Family Conflict, Job Satisfaction, Information and
Communication Technology Services Sector

ABSTRACT

THE RELATIONSHIP BETWEEN THE LEVELS OF WORK-FAMILY CONFLICT AND JOB SATISFACTION OF THE EMPLOYEES: AN APPLICATION IN INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES SECTOR

In this study, relation of work- family conflict level and job satisfaction level of employees were investigated. In order to achieve this aim, the data obtained from 200 ICT services sector company's employees via questionnaire was analyzed with descriptive research model. In order to analyze the theory, responses from questionnaires were statistically analyzed with factor analysis- varimax procedure, independent samples t-test, analysis of variance was found by ANOVA, a post-hoc Tukey test and Pearson's correlation analysis.

The result of the study revealed that work- family conflict level is higher than family-work conflict level. There is not a significant difference between the work- family conflict between both male and female employees who worked in ICT services sector companies. ICT professionals who worked more than 11 years and over and who work in administrative position level of work into family conflict is slightly higher than other participants level of

work into family conflict. Again participants who worked 11 years and over have higher level of family into work conflict.

Intrinsic satisfaction level of the participants of ICT services sector company's employees is slightly higher than extrinsic satisfaction. Employees who are in administrative positions have a higher intrinsic satisfaction level. Tenure in present occupations of 1 year or less has a lower level of intrinsic satisfaction. Again according to total working years, employees who worked 1 year or less have a lower level of intrinsic satisfaction.

Association between work- family conflict and Job satisfaction shows that there is a significant negative association between the work into family conflict and intrinsic and extrinsic satisfaction. On the other hand there is a significant and negative association between the family into work conflict and intrinsic and extrinsic satisfaction job of the ICT services sector company's employees.

GENEL BİLGİLER

Adı, Soyadı	: Tuğba Özkabakçı
Anabilim Dalı	: Kamu Yönetimi
Program	: Human Resources Management and Development
Tez Danışmanı	: Prof. Dr. Nevin Deniz
Tez Türü ve Tarihi	: Yüksek Lisans, Nisan 2010
Keywords	: İş- Aile Çatışması, İş Doyumu, Bilişim Sektörü

ÖZET

ÇALIŞANLARIN İŞ-AİLE ÇATIŞMA VE İŞ DOYUMU DÜZEYLERİ ARASINDAKİ İLİŞKİ: BİLİŞİM SEKTÖRÜNDE BİR UYGULAMA

Bu çalışmada, çalışanların iş-aile çatışma düzeyi ve iş doyumu düzeyi ilişkisi incelenmiştir. Bu amaçla Bilişim sektörü şirketleri çalışanlarından 200 anket çalışması yoluyla elde edilen bulgular tarama modeline göre analiz edilmiştir. Teoriyi desteklemek amacıyla anketlerden elde edilen veriler, faktör analizi- varimax yöntemi, bağımsız grup t testi, varyans analizi ANOVA, post- hoc Tukey testi ve Pearson çarpım momentler korelasyon analizi ile istatistiksel analizleri yapılmıştır.

Çalışmanın sonucunda iş- aile çatışma düzeyi aile- iş çatışması düzeyinden yüksek çıkmıştır. Bilişim sektöründe çalışan hem erkek hem de kadın katılımcıların arasında iş-aile çatışması arasında bir fark olmadığı ortaya çıkmıştır. 11 yıl ve üzerinde çalışma deneyimi olan ve yöneticilik konumunda olan çalışanların iş- aile çatışma düzeyleri diğer katılımcılardan daha yüksek çıkmıştır. Yine 11 yıl ve üzeri çalışanların aile- iş çatışma düzeyleri daha yüksektir.

Bilişim sektöründe çalışan katılımcıların içsel doyum düzeyi, dışsal doyum düzeyinden daha yüksektir. Yönetici konumunda olanların içsel doyum düzeyi daha yüksektir. Şimdiki işyerinde 1 yıldan az süre ile çalışanların içsel doyum düzeyi düşüktür. Yine toplam çalışma süresi 1 yıl ve daha az olan çalışanların içsel doyum düzeyi daha düşüktür.

İş- aile çatışması ve iş tatmini arasındaki ilişkiye bakıldığında, iş- aile çatışması ile içsel ve dışsal iş doyumları arasında anlamlı negatif bir ilişki olduğu tespit edilmiştir. Diğer yandan Bilişim sektöründe çalışanların aile- iş çatışması ilişkisinde de, içsel ve dışsal iş doyumları arasında anlamlı ve negatif bir ilişki olduğu tespit edilmiştir.

ACKNOWLEDGEMENTS

I'd like to give many thanks to Prof. Dr. Nevin Deniz, who through her support gave me guidance and courage in the thesis' stages of development and completion and always trusted that I would complete it.

Many thanks also go to Prof. Dr. Mehtap Köktürk who gave me the opportunity to specialize in this subject, first introduced me to Human Resources Management and, with much self-sacrifice, taught us to be hard-working. By allowing us to achieve identities as researchers she trained us to become the academicians of the future. And to my first thesis adviser Associate Prof. Dr. İnci User, who valued my views in her classes and planted the seeds of what, would grow to become my thesis topic.

I would like to thank Assistant Prof. Dr. Efe Efeoğlu, Associate Prof. Dr. Ahmet Mete Çilingirtürk and Prof. Dr. Uğur Yozgat who ceaselessly gave academic support in the stages of my thesis' research and formation and supported me with my statistical analyses of the data.

I give endless thanks to my valuable and dear friends who gave me courage and support and dedicated their time to assist me in the writing phase of my thesis, especially Mehmet Gülen, Nida Öğütveren, Ercan Işık, Ümit Karaduman, Dr.Özen Aşık and Dr. Özgür Güngör.

I would also like to thank all the employees serving the academic personnel, the entire Information and Communication Technology Services (ICT) Sector who gave their support by filling out the surveys for my research, and all the wonderful people whose names I cannot individually list here. By weaving in tiny values bit by bit throughout my work, you never ceased to contribute your help and effort to furthering my research.

Many thanks to the source of my success, my beloved mother Necla and father Hakan Hüseyin Özkabakçı, who brought me to this day, were by my side since the beginning, shared in my joy and sorrow, and never gave up their efforts. Thank you for striving to give me the courage to stand on my own two feet, for the ever- present and conditional support they provided me and make me an honest person who contributes to society.

TABLE OF CONTENTS

ABSTRACT	i
ÖZET	iii
ACKNOWLEDGEMENTS.....	v
LIST OF TABLES	ix
LIST OF FIGURES	xii
1. INTRODUCTION	1
2. WORK AND FAMILY CONFLICT	6
2.1 Definition.....	6
2.2 Reasons Behind Work- Family Conflict	10
2.2.1 Demands on Job Related Issues	11
2.2.1.1 Workload.....	11
2.2.1.2 Working Hours.....	11
2.1.2.3 Role Expectations on the Job	12
2.1.2.4 Pressures in the Work Environment.....	12
2.1.2.5 Standard versus Non Standard Work Conditions.....	12
2.2.2 Industrial and Organizational Changes	12
2.2.3 Changes in the Nature of Technology.....	13
2.2.4 Women in the Workforce	13
2.2.5 Changes in Family Patterns and Pressures in the Family Environment.....	13
2.2.6 Changes in Attitudes around Work and New Expectations	14
2.3 Sources of Work Family Conflict.....	19
2.4 Theories Related to Work- Family Conflict	19
2.4.1 Spillover Theory.....	20
2.4.2 Compensation Theory	21
2.4.3. Segmentation Theory	21
2.4.4 Instrumental Theory	21
2.4.5 Conflict Theory	21
2.4.6 Role Theory.....	22
2.5 Forms of Work- Family Conflict.....	22

2.5.1 Time Based Work- Family Conflict.....	23
2.5.2 Strain-Based Work- Family Conflict	23
2.5.3 Behavior-Based Work- Family Conflict	24
2.6 Bidirectional Nature of Work- Family Conflict	25
3. JOB SATISFACTION	27
3.1 Definition.....	27
3.2 Sources of Job Satisfaction.....	29
3.2.1 Pay and Fringe Benefits	30
3.2.2 Work Itself.....	30
3.2.3 Promotions and Opportunity for Advancement	30
3.2.4 Supervision.....	31
3.2.5 Work Group.....	31
3.2.6 Working Conditions	32
3.3 Importance of Expectations in Job Satisfaction	32
3.3.1 The Four Ps of Job Satisfaction.....	32
3.4 Theories of Job Satisfaction	33
3.4.1 Social Reference Group Theory	33
3.4.2 Need Fulfillment Theory	35
3.4.2.1 Need for personal achievement.....	35
3.4.2.2 Need for social achievement	36
3.4.2.3 Need for influence.....	36
3.4.3 Maslow's Need Hierarchy Theory	36
3.4.3.1 Physiological Needs	37
3.4.3.2 Safety Needs.....	37
3.4.3.3 Needs of Love, Affection and Belongingness.....	38
3.4.3.4 Needs for Esteem	38
3.4.3.5 Needs for Self-Actualization – Self Fulfillment	38
3.4.4 Herzberg's Motivation - Hygiene Theory (Two Factor Theory).....	39
3.4.5 Affect Theory	42
3.4.6 Dispositional Theory	43
3.5 Job Characteristics Model	44
3.6 The Effects of Intrinsic and Extrinsic Factors on Job Satisfaction.....	45
3.7 The Relationship between Work Family Conflict and Job Satisfaction.....	47

4. APPLIED RESEARCH IN ICT SERVICES SECTOR.....	55
4.1 Purpose of the Study.....	55
4.2. Theoretical and Empirical Framework.....	55
4.3. Hypothesis and Research Questions.....	56
4.4 Population and Sampling.....	57
4.5 Instrument.....	58
4.5.1 Demographic Variables.....	59
4.5.2 Work- Family Conflict Scale	60
4.5.3 Job Satisfaction Scale- Minnesota Satisfaction Questionnaire (Short Form)	63
4.6 Method and Research Methodology.....	65
4.7 Findings	67
4.7.1 Factor and Reliability Analyses of the Scales/ Subscales	67
4.7.2 Demographic Data.....	69
4.7.3 Inferential Statistics Regarding Work-Family Conflict	71
4.7.4 Inferential Statistics Regarding Job Satisfaction.....	73
4.7.5 Association Between Work-Family Conflict and Job Satisfaction	77
5. DISCUSSION	78
APPENDIX	84
APPENDIX 1: QUESTIONNAIRE	84
APPENDIX 2: Component Transformation Matrix	88
APPENDIX 3: Inferential Statistics Regarding Work-Family Conflict which have no Significant Difference	89
APPENDIX 4: Inferential Statistics Regarding Job Satisfaction which have no Significant Difference.....	95
REFERENCES	100

LIST OF TABLES

Table 1

Items of Work Family Conflict Scale	62
---	----

Table 2

Items of Job Satisfaction Scale- Minnesota Satisfaction Questionnaire (Short Form)	64
--	----

Table 3

Factor and Reliability Analyses of the Subscales/Scales	68
---	----

Table 4

The Summary of Respondents Demographics	69
---	----

Table 5

Descriptive of work-family conflict	71
---	----

Table 6

Comparison of tenure in total working of the ICT professionals' work-family conflict scales' scores	72
---	----

Table 7

Comparison of being in administrative position	73
--	----

Table 8

Descriptive of Job satisfaction	74
---------------------------------------	----

Table 9

Comparison of tenure in present occupation on job satisfaction	74
--	----

Table 10

Comparison of total working years on job satisfaction	75
---	----

Table 11

Comparison of being in an administrative post on job satisfaction	76
---	----

Table 12

Association between work-family conflict and job satisfaction ($N=200$)	77
---	----

Table 13

Component Transformation Matrix	88
---------------------------------------	----

Table 14

Comparison of Female and Male ICT professionals' work-family conflict scales' scores	89
--	----

Table 15

Comparison of ages of the ICT professionals' work-family conflict scales' scores.....	90
---	----

Table 16

Comparison of education level of the ICT professionals' work-family conflict scales' scores	90
---	----

Table 17

Comparison of tenure in present occupation of the ICT professionals' work-family conflict scales' scores	91
--	----

Table 18

Comparison of monthly income level	92
--	----

Table 19

Comparison of marital status.....	92
-----------------------------------	----

Table 20

Comparison of working spouse.....	93
-----------------------------------	----

Table 21

Comparison of parental status	93
-------------------------------------	----

Table 22

Comparison of children's age	94
------------------------------------	----

Table 23

Comparison of participants' responsibility for a close relative.....	94
--	----

Table 24

Comparison of gender on job satisfaction.....	95
---	----

Table 25

Comparison of age on job satisfaction	95
---	----

Table 26

Comparison of education on job satisfaction	96
---	----

Table 27

Comparison of monthly income on job satisfaction.....	96
---	----

Table 28

Comparison of marital status on job satisfaction	97
--	----

Table 29

Comparison of working spouse on job satisfaction	97
--	----

Table 30

Comparison of parental status on job satisfaction.....	98
--	----

Table 31

Comparison of the age of the youngest child on job satisfaction.....	98
--	----

Table 32

Comparison of participants' responsibility for a close relative on job satisfaction	99
---	----

LIST OF FIGURES

Figure 2.1: Reasons of Work- Life Conflict/ Balance	18
Figure 2.2: Sources of Work- Family Conflict	19
Figure 3.1: Maslow’s Hierarchy of Needs pyramid.....	39
Figure 3.2: Factors Affecting Job Attitudes	41
Figure: 3.3: Direct effects job family conditions	49
Figure: 3.4: Indirect effects as mediation	49
Figure 3.5: Indirect effects as moderation.....	50
Figure 3.6: The Direct Relationship between Work Family Conflict and Job Satisfaction	51
Figure 4.1: Application Model of the Study	56

1. INTRODUCTION

In adult life there are two important aspects work and family. In role expectations participation in both these domains often causes conflict and stress for the individual. Current trends shows changes in workforce (e.g., more dual career couples, single parent families, and with elders in need of care) and the nature of work itself (e.g., an increase in the number of service sector jobs).¹ These trends indicate that there is conflict that occurs between work and family roles.

Employees, employers and families face a common challenge to make easier for employees to balance their work roles and their desire to have a meaningful life outside of work.

Changing societal demographics, recent technological developments, increasing globalization, and international business competitiveness have contributed to a blurring of boundaries between job and family domains. For example, the proportion of women entering the workforce is increasing in many countries, along with the percentage of dual- earner and dual- career couples. Similarly, economic and technological developments have resulted in an increasingly competitive business environment which in many cases leads to escalating demands on individual time and energy. As a result of these societal and business- related changes, substantial increases have been reported in levels of conflict or interference between the demands of work/career and family responsibilities and commitments.²

Women who work outside the home spend much of their time and energy at work and also spend some time and energy in the management of family life. They have to attend to responsibilities as parents, as they have to provide care for their children.³

Both women and men are beginning to share responsibilities for child care and household chores. In fact some roles of women and men are changing in ways that are causing them to realign their priorities away from work.

¹ Richard G. Netemeyer, James G. Maxham III and Chris Pulling, "Conflicts in the Work- Family Interface: Links to Job Stress, Customer Service Employee Performance and Customer Purchase Intent", *Journal of Marketing*, 2005, Vol. 69, No.2, p.130.

² Paula Brough, Michael P. O'Driscoll and Thomas J. Kalliath, "The ability of "Family Friendly" Organizational Resources to Predict Work- Family Conflict and Job and Family Satisfaction", *Stress and Health* 2005, Vol. 21 p.223.

³ J.D. Engelbrecht & J.I. Nies, "Work/ Family Interactions. Trends in an and Applications" *Journal of Home Economics*, 80, 1988, p.23.

So work-life balance is not just a women's issue. It also affects men. It is not just a worker issue, it affects employers because people are so over-stretched that they are not able to perform at their best. And it is not just a "business" issue; it is a significant societal challenge because of the spillover effects on personal health and family life.⁴

Therefore, the demands of work and family compete for a portion of the finite resource of women's time. As society accepts child care and household work as primarily women's responsibility, many women are likely to experience spillover from family to work in the form of absenteeism, tardiness, energy deficit, preoccupation with family- related matters and so on.⁵

The balancing of work and family roles may increase the levels inter-role conflict for both men and women. This conflict is recognized as bidirectional, that is, work role expectation may interfere with family role expectations and family role expectations may interfere with work role expectations.⁶ So work- family conflict affects both men and women. Work- family conflict is also effective on single parents or other single individuals.

Work family- conflict is not limited with only women and married individuals or couples without children. Single parents or single individuals may have difficulty in balancing work with children, friends, relatives and other commitments outside the organization.⁷

The understanding of the inter-connection between work and family life has led to a decrease in the traditional belief that work and family are separate spheres, and the recognition of the need for organizations to create new, or to modify existing, work- family human resources policies programs in order to help their employees balance their work and family lives. In order to maintain the health and success of individuals and companies, greater understanding of work- family conflict is important.⁸ Developing a better understanding of work- family conflict is important to organizations as well as to employees because of

⁴ Linda Duxbury and Chris Higgins, **Work Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?**, Ottawa: Work Canadian Policy Research Networks, Inc. CPRN Discussion Paper No: W/2, 2001, p.v.

⁵ A.C. Crouter, 1984, Op. Cit.

⁶ Bruce W. Eagle and the Others, "The importance of Employee Demographic Profiles for Understanding Experiences of Work- Family Interrole Conflicts". *The journal of Social Psychology*, Vol.138 1998, p.691.

⁷ Osman M. Karatepe and Mehmet Tekinkuş, "The Effects of Work- Family Conflict, Emotional Exhaustion, And Intrinsic Motivation on Job Outcomes of Front- Line Employees", *International Journal of Bank Marketing*, Vol. 24, No: 3, 2006, p. 175.

⁸ Hsiang Huang Yueng and the Others, "The relationship Between Work-to- Family Conflict and Family-to- Work Conflict: A Longitudinal Study", (Electronic Version) *Journal of Family and Economic Issues*, Vol.25, No.1., 2004, p.398

conflict, as a source of stress, is associated with negative consequences both on and off the job.⁹

One of the most empirically tested and verifiable findings in organizational behavior in the last years are relationship between role stress (i.e. role conflict, ambiguity and overload) and job satisfaction and burnout. However, this is relatively rich body of research lacks a thorough examination of how role stress at work ‘spills over’ into the worker’s home- life, and, in turn, how personal and family well- being at home impact upon the attitudes and feelings workers have in their jobs.¹⁰

In human life, work is an important part. Job satisfaction is individual’s positive emotional responses towards work and aspect of employees’ taking pleasure from the work they do. Job satisfaction has considerable importance for employees’ happiness and productivity. When employees are satisfied with various dimensions of their jobs, their levels of job satisfaction are expected to be high. In the same approach employees who are dissatisfied with their jobs are significantly more likely to report that their jobs are stressful. Job stress has been viewed as dysfunctional for organizations and their members. Job stress incurs work overload, role conflict, personal stress etc.

In a research it has consistently shown that work- family conflict is associated with negative outcomes for individuals and families alike. Specifically, evidence suggests that there is a negative relationship between work- family conflict and job satisfaction beyond family interference with work. Therefore, it is important to identify factors that can minimize the negative effects of work- family conflict and improve the quality of life for all individuals.¹¹

The information and communication technology (ICT*) industry is growing worldwide, penetrating all sectors and services. Therefore, organizations are formulating

⁹ Leslie B. Hammer, Elizabeth Allen and Tenora D. Grigsby “Work- Family Conflict in Dual- Earner Couples: Within- Individual and Crossover Effects of Work and Family” *Journal of Vocational Behavior*, 1997, p.186.

¹⁰ Samuel B. Bacharach, Peter Bamberger and Sharon Conley, “Work- home conflict Among Nurses and Engineers: Mediating the Impact of Role Stress on Burnout and Satisfaction at Work”, *Journal of Organizational Behavior*, 1991, Vol. 12, p.39.

¹¹ Brenda L. Bass, Phd., Adam B. Butler, Phd., Joseph G. Grzywacz, Phd., and Kristen D. Linney, “Work- Family Conflict and Job Satisfaction: Family Resources as a Buffer”, *Journal of Family and Consumer Sciences*; Jan 2008, 100, 1, Platinum Periodicals, p.24.

*ICT (The information and communication technology) official name of the sector. Definition: A generic name for all of the technologies involved with communicating with computers. In application it is also used as IT. http://ec.europa.eu/enterprise/sectors/ict/index_en.htm, <http://www.d.umn.edu/itss/support/Training/Online/webdesign/glossary/i.html> (April 2010).

different formulas and mechanisms to provide a competitive and challenging working environment to attract the best human resources around the globe to join their infrastructure build-up in terms of human ware. Many organizations are continually faced with various challenges to keep their key human resources due to the emerging offerings and opportunities at various levels locally, regionally and internationally.¹²

Turkey, as a developing country, has been investing heavily in building its information and communication technology (ICT) infrastructure with a focus on human resources. ICT workers are needed in nearly every industry. Many computer engineers, system analysts and computer programmers are working in different institutions. In ICT services sector highly important demand in such employees. Motivating employees and creating a high level satisfaction can achieve retaining ICT professional skills. Workers in ICT sector spend most of their time on the job and making systems work online.

Sometimes in their challenging work flow they are not aware of their private life needs. They spend most of their time on work thus they are not aware how time goes by. In accomplishing this target it is necessary to study level of work- family conflict and its relation to job satisfaction in the ICT sector in Turkey and identify their key job aspects that affect their casual life.

In this research will help ICT companies' better meet employees' needs so as to retain company staff. There are only a few publications about the sector and very rare surveys. Most of the firms had restrictions on conducting employee surveys inside their companies.

The purpose of this study is to define ICT services sector companies employees' perception of work- family conflict and job satisfaction. Moreover show new perspective on how to balance work and family life for better satisfaction.

There is some research in Turkish literature about Work- Family Conflict on sectoral base. These sectors are Banking, Defense Industry, Telecommunication Sector and

¹² Sherif Kamel Marwa El-Ayouti, "Job satisfaction in the information and communication sector: the case of Egypt", *Managing globally with information technology*, 2003, 206.

Pharmaceutical Industry. As it seen there is no research about the relationship between work family conflict and job satisfaction in Information and Communication Technology

In order to test the relationship among study variables according to confirmation of the theory, this study uses a sample of employees from Turkish ICT sector, specifically in Istanbul in Teknokent. ICT sector is one of the fastest growing sectors in Turkey and it is important to examine the relationship between work family conflict and job satisfaction as one of the organizational outcome. In addition, the findings of the study can provide useful implications for ICT services sector managers and professionals to identify the factors that effects on work- family conflict and job satisfaction and improve the quality of work life for all employees.

This study consists of five chapters. In this chapter introductory information, rationale of the study, purpose and objectives of the study and the summary of the chapters has been given.

In chapter two and three detailed literature review is conducted to establish a theoretical background of the study. The literature review examines work- family conflict and job satisfaction in detail with definition, theories, sources, forms and characteristics, and the relationship between work- family conflict and Job satisfaction.

In chapter four, applied research in ICT services sector and it is purpose of the study, theoretical and empirical framework, hypothesis and research questions, population and sampling, instrument, method and methodology and statistical analysis was discussed. The analyses and presentation of findings provide the result of the study. This chapter discusses reliability of the scales used in this study, characteristics of sample and the results of the hypothesis tests and questions.

In chapter five, discussion and the conclusions provide a summary of the study.

2. WORK AND FAMILY CONFLICT

2.1 Definition

Roles are the behaviors expected of those particular positions in a group. In formal organizations, job or position descriptions usually define behavioral expectations. In most group situations, the group members develop the role expectations. In many situations, however, the most important role expectations are never written. They develop as a result of experience on the job.¹³

Every human kind plays roles in its whole life. Role is the individuals perform tasks according to their directory from the expected behavior. Each of these roles imposes demands on us which require time, energy and commitment to fulfill. Work- family or work- life conflict occurs when the cumulative demands of these many work and non- work roles are incompatible in some respect so that participation in one role is made more difficult by participation in the other role.¹⁴

Conflict is inevitable in organizations and “As interdependence and coordination of efforts among groups increase, so does the potential for conflict. Indeed, “over 20% of manager’s time is spent in conflict management. “However, because it can take both a positive and a negative force, management should not strive to eliminate all conflict, only that which has disruptive effects on the organization’s efforts to achieve its goals. Some type of degree of conflict may prove beneficial if it is used as an instrument for change or innovation.¹⁵

Role conflict is defined as the ‘simultaneous occurrence of two or more sets of pressures’ in the work place ‘such that compliance with one would make compliance more difficult with other’.¹⁶

Role conflict occurs when an individual is faced with incompatible role expectations. Role conflict can have its origin in any of the forces that influence role expectations: the

¹³ Dan L. Costley, Carmen Santana- Melgoza, Ralph Todd, **Human Relations in Organization**, West Publishing Company 15th Edition, 1994, p.308.

¹⁴ Linda Duxbury and Chris Higgins, “Work Life Conflict in Canada in the New Millenium”, **A Status Report**, Ottawa 2001, p.2.

¹⁵ Mahesh S. Raisinghani and Michael S. Wilson, “Conflict Management in Information Systems: An Improved Conceptual Model”, *Innovations through Information Technology*, University of Dallas Graduate School of Management, 2004, p.311

¹⁶ R. L. Kahn, D.M. Wolfe, R.P Quinn, J.D. Snoek and R.A. Rosenthal. **Organizational Stress** : Studies in Role Conflict and Ambiguity, Wiley New York, 1964, p.217.

formal organization's role expectations, the informal or work group role expectations, and the individual's role expectations. Role conflict will occur more frequently in situations in which inconsistent role expectations are rigidly enforced the groups involved.¹⁷

Work- family conflict is defined as a form of inter-role conflict arising because pressures emanating from one role incompatible with those from another role are incompatible with those from another role.¹⁸

One major outcome of the inability to balance work and family is work- family conflict. Work- family conflict occurs when an individual has to perform multiple roles like spouse, parent and worker.¹⁹

We all have a number of roles that we hold throughout life. Work-life conflict occurs when time and energy demands imposed by our many roles become incompatible with one another; participation in one role is made increasingly difficult by participation in another.²⁰

Each of these requires time, energy and commitment to perform efficiently. Spillover from family to work occurs when family responsibilities hinder performance at work.²¹

Changes in the work force are accompanied by changes in values, creating a new emphasis on the balance between work life and family life (Hall, 1986).²²

Work typically entails memberships in a market or employing organization that compensates the worker for his or her contributions. Work may provide intrinsic rewards, but its primary goal is to obtain extrinsic rewards. Family can be defined as persons related by biological ties, marriage, social customs, or adoption. Like work, family signifies membership in a social organization to which the person contributes. However, these contributions are

¹⁷Dan L. Costley and et al., 1994, p.311.

¹⁸ C.R. Stoner and et al., "Work- Home Role Conflict in Female Owners of Small Businesses: An Exploratory Study", *Journal of Small Business Management* 28(1), 1990, p.30.

¹⁹ J.P. Stokes and J.S. Peyton, 1986, Op. cit.

²⁰ Linda Duxbury and Chris Higgins, 2006, p.6.

²¹ C. Rexroat & C. Shenan, "The family life cycle and spouses time in housework. *Journal of Marriage and family*, 49, 1987, p. 737.

²² Sheldon Zedeck and Kathleen L. Moiser, "Work in the Family and Employing Organization", *Journal of American Psychologist*, 1990, Vol. 45, No.2, p.240.

intended not to earn goods and services but, rather, to maintain the family and enhance its well-being.²³

The interface that exists between an employee's work requirements and family demands has been an important topic of study for researchers and practitioners interested in improving organizational performance.²⁴ In many instances, this interface between the work and family domains is challenging²⁵, with employees being forced to balance dual demands from both domains.

It has been suggested that the family role is more valued than the job role, and when the job interferes with the family role, turnover intent increases.²⁶ There is also some anecdotal support for a WFC, turnover intent path. In a study of 1,057 firms, the Family and Work Institute reports that employees indicated a stronger intention to remain with the company when they felt that their level of work- family interference was low.²⁷

Work-life conflict has increased markedly (particularly role overload), suggesting that a greater proportion of workers are experiencing greater challenges in balancing their role of employee, parent, spouse, eldercare giver etc. Workers have become more stressed, physical and mental health has declined, and so has satisfaction with life.

Employee's attitudes towards their jobs and employers have also changed over the decade. On the whole, jobs have become more stressful and less satisfying, and employees are less committed to their employer and are more likely to be absent from work due to ill health.

Employees are also devoting a greater amount of time to work at the office, often extending their work day by bringing work home. All three aspects of work-life conflict – role overload, work to family and family to work interference – have increased, and no demographic group appears to have been left unscathed.²⁸

²³ Jeffrey R. Edwards and Nancy P. Rothboard, "Mechanism Linking Work and Family: Clarifying the Relationship Between Work and Family Constructs", *Academy of Management review*, 2000, Vol. 25, No.1, p. 179.

²⁴ M. R. Frone, "Work Family Balance. In J. Campbell (Ed.), **Handbook of Occupational Health Psychology**, Washington DC., American Psychological Association, 2003, 143.

²⁵ W. Whitely and G.W. England, "Managerial Values as a Reflection of Culture and the Process of Industrialization. *Academy of Management Journal*, 1977, 20(3), 439.

²⁶ M.R. Frone, et al, "Antecedents and Outcomes of Work- Family Conflict: Testing the Model of the Work-Family Interface", *Journal of Applied Psychology*, 1992, p.77.

²⁷ E. Galinsky and J.T. Bond, **The 1998 Business Work- Life Study: A Source Book**, Publication W98-03. NY: Families and Work Institute Publications, 1998, p.4.

²⁸ Linda Duxbury and Chris Higgins, 2006, p.6.

As a result of these competing demands, interference can occur between the work and family domains and give rise to work- family conflict (WFC). This conflict is defined as “a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect”.²⁹ That is, WFC is said to exist when responsibilities in one domain (work or family) limit an individual from meeting the obligations in the other (family or work).

WFC is defined as a form of inter- (between) role conflict where the demands created by the job interfere with performing family- related responsibilities, and FWC is viewed as a form of inter- (between) role conflict where the demands created by the family interfere with performing work- related responsibilities. Several models show that WFC and FWC have differential effects on on-job variables such as job satisfaction and on off-job variables such as marital satisfaction.³⁰

Two important focal points of adult life are family and work. However, the role expectations of these two domains are not always compatible, creating conflicts between work and family life. These conflicts related to outcomes such as job satisfaction, job burnout, and turnover, as well as to outcomes related to psychological distress (e.g., depression) and life and marital dissatisfaction.

High rates of voluntary turnover have been observed among diverse groups of occupations (e.g., nursing, information technology). Work- family conflict has been mentioned as potential determinant of the decision to withdraw from a profession or career field, this topic has received little attention in the research literature. In some studies for example Greenhaus, Collins, Singh, and Parasuman (1997) examined the impact of work and family factors. They observed significant relationships between work- family conflict and withdrawal.

Studies have identified the incompatibility between the inherent pressures of work roles and those of the home role as a critical dimension of personal and personal well- being at home.

²⁹ Jeffrey H. Greenhaus and Nicholas J. Beutell, “Sources of Conflict Between Work and Family Roles”, *The Academy of Management Review*, 1985, p.76

³⁰G. Richard, Netemeyer and et. al., “A Cross- National Model of Job- Related Outcomes of Work Role and Family Role Variables: A retail Sales Context”, *Academy Marketing Science Journal*, 2004, p. 50.

Although many contextual factors influence performance appraisal ratings social roles are particularly relevant for predicting the effect of family conflicts on the evaluation of work performance. According to social role theory, the gender- based division of labor in society promotes an expectation that men will be primarily responsible for supporting the family financially by working, whereas women will be primarily responsible for family caretaking activities like child care. It follows that these traditionally defined gender roles will create different expectations about the experience of family conflicts with work by men and women. Specifically, working mothers might be expected to experience more incidents of family conflict with work than working fathers because the parental role is stereotypically associated with women. Organizational practices, such as the placement of working mothers on a ‘mommy track, may perpetuate the expectation that family conflicts affect working women more than men.³¹

2.2 Reasons Behind Work- Family Conflict

Work-family conflict occurs when participation in the work role and the family role is incompatible in some respect. As a result, participation in one role is made more difficult by virtue of participation in the other role.

Work-family conflict can arise from:

- The time demands of one role that interferes with participation in the other role.
- The stress originating in one role that spills over into the other role detracting from the quality of life in that role.
- Behavior that is effective and appropriate in one role but is ineffective and inappropriate when transferred to the other role.
- There are two directions of work-family conflict:
- Work-to-family conflict occurs when experiences at work interfere with family life.
- Family-to-work conflict occurs when experiences in the family interfere with work life.

³¹ Adam B. Butler and Amie Skattebo, “What is Acceptable for women may not be for men: The Effect of Family Conflicts with Work on Job- Performance Ratings”. University of Northern Iowa, USA and Pennsylvania State University, USA, *Journal of Occupational and Organizational Psychology*, 2004, 77, ABI/INFORM Global, p.554

Noor (2004) reasoned that work into family conflict is likely to be much more significant than family into work conflict in a sample of women because the family role is usually more important than the business role. Therefore, work into family conflict would likely be more distressing, be the cause of more cognitive busyness, be more limiting to system two reasoning and therefore be more detrimental to organizational performance than family into work conflict.³²

2.2.1 Demands on Job Related Issues

Reasons which effect people on job related issues may workload, working hours, role expectations on the job, pressures in the work environment and standard versus non standard work conditions.

2.2.1.1 Workload

Work load creates time pressure on employees that may change the life balance. It produces time based pressure on people because it takes much time in job related issues in workplace. And it also produces stress based conflict and negative emotions because of the working conditions and these are negatively affected personal life in other areas. Many researches showed that workload has strong and direct effect on work family conflict. When workload and demands on job increases then a person omits the other demands and expectations in life and this forces them to have interest on job rather than other life related subjects in their life. Workload creates time based pressure on self and positively affects the personal emotional tiredness, physical complaints and burnout.

2.2.1.2 Working Hours

Many researches point out spending long time on work also creates work and family conflict. Among other countries, there is also long time working hours applied in Turkey. Work and family conflict is especially seen on the person who concentrates on work and works over time. This type of working style causes job related health problems and work family conflict.

³² N. M. Noor, "Work-family Conflict, Work and Family Role Salience, and Women's Well Being". *The Journal of Social Psychology*, 144, 2004, p.389-405

2.1.2.3 Role Expectations on the Job

Role expectations in job also affect employees to think job related issues more than family issues. A person who thinks their work is their whole life mostly lives failure in balancing life. When responsibilities are increased in job, for example in managerial positions, work family conflict increases.

2.1.2.4 Pressures in the Work Environment

Extensive, irregular, or inflexible work hours; extensive travel; work overload and other forms of job stress; interpersonal conflict at work; career transitions; unsupportive supervisor or organization.

2.1.2.5 Standard versus Non Standard Work Conditions

Working arrangements and employment relationships are changing. They are becoming much less standardized and more complex. First, the notion of a "job for life" is in rapid decline. Today's worker will have on average approximately three careers and eight jobs over a lifetime. Secondly, while the situation of many workers is improving, some workers may experience deteriorating working conditions, limited access to non-wage benefits, decreasing job security and imbalanced workloads. In fact, most of the working population does not work in a traditional employment relationship.³³

2.2.2 Industrial and Organizational Changes

The existing implicit contracts between employers and employees for stable employment in return of employee efforts and loyalty appeared to break down. Human resources issues have moved to the forefront of the agenda, as practitioners and policy makers realize that, ultimately, the success of information- and technology- driven industries will rely on the talent, motivation and skill set of their employees. The changing nature of work in general and business in particular, therefore, provide further impetus for creating more employee supportive workplaces as means of motivating employees and meeting corporate objectives.

³³ Human Resources and Skill Development Canada, http://www.servicecanada.gc.ca/eng/lp/spila/wlb/awlb/03changing_face_canadian_workplaces.shtml#2 (May 11, 2009)

2.2.3 Changes in the Nature of Technology

Communication technology allows employees to do their work at home, in their cars, or on vacation. Technological advances have fundamentally changes the nature of work.

While technology has increased the ability to work from home and outside of regular work hours, it has also increased the expectation that employees will do so. This makes work-life balance very difficult. Technology is a significant source of problems, workload and stress within the workplace and efforts need to be made to control it, rather than have it control us.³⁴

2.2.4 Women in the Workforce

The growing participation of women in paid employment and the consequent emergence of the dual earner family model have altered the traditional model for coordinating work and family. In the traditional model, husbands assumed the breadwinner role while wives assumed the role of homemaker and child caretaker. An implication of the alteration of the traditional model for coordinating work and family demands is that members of dual-earner families are faced with pressures in simultaneously discharging their work and family responsibilities resulting in work- family conflict.³⁵

The vast majority of women because of the economic needs of the family have to provide a second source of income. However for some professional women's love of the profession are in front of enthusiasm and work. So far, a role conflict between work and family life where it occurs job abandonment is predominant. This tendency to self-employed members is true even for women who received high education.

2.2.5 Changes in Family Patterns and Pressures in the Family Environment

Research in recent years points to the fact that work- family conflict is not an issue that only concerns women. As women with children are increasingly employed, new roles and role

³⁴ Duane Schultz and Sydney Ellen Schultz, **Psychology & Work Today**, 7th ed., New Jersey: Prentice Hall, 1998, p.387.

³⁵ Samuel Aryee, Vivienne Luk, and Raymon d Stone, “ Family- Responsive Variables and Retention- Relevant Outcomes Among Employed Parents”, *Human Relations*,1998, Vol. 51. No.1, p.74.

changes emerge both men and women in such a way that women are more involved in work outside the home and men are more involved in work within the home.³⁶

Some speculate that IT work is not a good fit for working mothers because long work hours that encroach upon personal time, conflicts with family responsibilities and difficulty of returning to an industry with ever evolving technologies after maternity leave.³⁷

Work- family conflicts have the most negative effect on women's performance in computer- related fields during the career choice and advancement stages. Furthermore, women have been found the hold lower level IT positions than men. Family related constraints as partial explanation of the underrepresentation of women in managerial positions. On family- career balance from overtime and administrative tasks to be a barrier to women in management.³⁸

Presence of young children; primary responsibility for children; elder care responsibilities; interpersonal conflict within the family unit; unsupportive family members.³⁹

2.2.6 Changes in Attitudes around Work and New Expectations

Rosalind C. Barnett in her article "A New Work- Life Model for the Twenty- First Century", she proposed a new work- life systems model. Barnett argues that there sole breadwinner view is gradually disappearing and that the twenty- first century called for a new and updated version of business benefits surrounding the dual income workforce. This new model has four stages, each are briefly summarized below:⁴⁰

- Stage 1: *The Emergence of Work and Family Issues at Workplace*: The phrase "work-family" emerged in the 1980s, a time when married women's labor force participation experienced a steep increase and when the spheres of work and family were more clearly separated than they are today. This increase in women's labor force participation represented

³⁶ Zeynep Aycan and Mehmet Eskin, "Relative Contributions of Childcare, Spousal Support, and Organizational Support in Reducing Work- Family Conflict for Men and Women: The Case Study of Turkey", *Sex Roles* Vol. 53. No:7/8, 2005, p.454

³⁷ Jeria L. Quesenberry, and et al., "Understanding the 'Mommy Tracks' A Framework for Analyzing Work-Family issues in the IT Workforce" School of Information Sciences and Technology, The Pennsylvania State University, *Information Resources Management Journal*, 2004, p.135.

³⁸ Jeria L. Quesenberry, and et al., 2004, p. 136.

³⁹ Jeffrey H. Greenhaus and Nicholas J. Beutell, 1985.

⁴⁰ Rosalind C. Barnett, "A New Work- Life Model for the Twenty- First Century", *The Annals of the American Academy*, 1999, Vol.562, p.144-156.

the culmination of a long trend that had begun in the 1920s. The prevailing sex role attitudes at the time were more traditional than they are today. Briefly, there was general consensus that women's primary social roles were as wife and mother, whereas men's primary role was as breadwinner.

- Stage 2: *Toward Work- Life*: Toward the end of 1990s a shift has taken place regarding separate sex roles. Both women and men hold the beliefs that, "Men and women have equal responsibility for maintaining the home". "Men and women have equal responsibility for breadwinning.", "The mother- child bond is no more special than the father-childbond.", "and Fathers can and should play a major role in child care."

- Stage 3: *The Family Work- Life Experience*: Two trends are significant in this stage. First people, particularly highly educated people, are having fewer children and investing more heavily in this partnerships and non-work activities. Second, the lengthening life span means that more workers are thinking beyond their work lives and making commitments to non-work activities that are rewarding today and that may someday be their central concern. Male as well as female workers express the wish to work substantially fewer hours: would exchange salary increases and promotions for more time off from work; bemoan the scarcity of personal and family time; and express the same level of conflict between works, personal and family life. With the full participation of women in the labor force, and with the reality that women's economic contribution is critical to the support of the family, new pressures and new rewards have surfaced for today's young adults. The clear assumption in this stage is that good job benefits both the employee and the spouse, and a bad job impairs the functioning of not only one but the two workers. Thus every employer benefits if all employers institute effective work- life policies that support dual earner couples.

- Stage 4: *A Work- Life Systems Framework*: Businesses are realizing they are not hiring one person, but rather one person of a family institution. Businesses need a new model that takes into account the complex lives today's employees lead. Businesses need to focus on the way work gets done rather than issues; one way might be adjusting workers' hours and providing day care to accommodate the needs of the new work force.

A research on young “new economy” workers has found by Knoll and Ellis can be characterized as follows:⁴¹

- *They see themselves as special, a breed apart, talented, skilled and in demand*
- *They strongly believe in the value of their work – essentially technology, knowledge based -- and expect “the rest of the world” to appreciate it as well*
- *They are proud of their talents, although they adopt a mock self effacing posture, a reverse snobbery in that they claim anyone can do what they do, all the while communicating that they know that’s not true; they enjoy being looked to for advice and guidance and admired for their special talents*
- *They recognize that the “new economy” and their industries are in a real slump and that layoffs are occurring and companies are vanishing, yet in the winter of 2001, they show little fear of the future, clinging to the belief that technology is “godlike” in its importance to the economy and the future and that their skills will always be in demand*
- *They are, however, realistic about less generous financial packages on the horizon, making the other rewards of work even more important; these are discussed below*
- *They see a very clear set of “rewards” that they believe technology and knowledge work offers*
- *Excitement in that work is always new*
- *The freedom to create*
- *The team approach, working intensely with others for good results*
- *The people, as co-workers of equal skill and as friends, “family”*
- *The diversity of the people you work with, in ethnic/racial background, in skills, in personality*

⁴¹DYC Inc. Prepared for Knoll, Inc. and CB Richard Ellis, Inc. “The New Workplace: Attitudes and Expectations of a New Generation at Work, 2001, <http://www.knoll.com/research/docs/WhitePaper.pdf>. (May 7, 2009).

- *The intimacy of working long hours and days intensely with others who are friends and family*
- *The high of creating new technology, software*
- *The lack of rigid rules*
- *The opportunity to move up quickly if you are talented, no matter your age or background*
- *The unusual perks such as free food and foosball, which confirms the non-traditional nature of your work life*
- *The blend of work and social life*
- *The “constant party” atmosphere*
- *And last, but by no means least, the money and financial perks*
- *And, they have a small but important set of displeasures about “new economy” work life*
- *The hours, the 24/7 way of life, which has its appeal in that it communicates the non-traditional, the creative, the family/fun but can be wearing and is a problem for those with families at home*
- *Travel*
- *The frustration of nothing ever being done, final, finished, perfected; always redoing, modifying*

People entering the workforce today tell employers that they are looking for particular work environment, and to them it's much more important than salary. They are looking for a balanced life style.⁴²

In today's world work-life balance become so important. The diagram, given below, segments these changes.

⁴² Hesselbein, Frances, Marshall Goldsmith and Richard Beckhard. **Organizational Behavior**, 1st Ed. McGraw-Hill College, 1999, p.319.

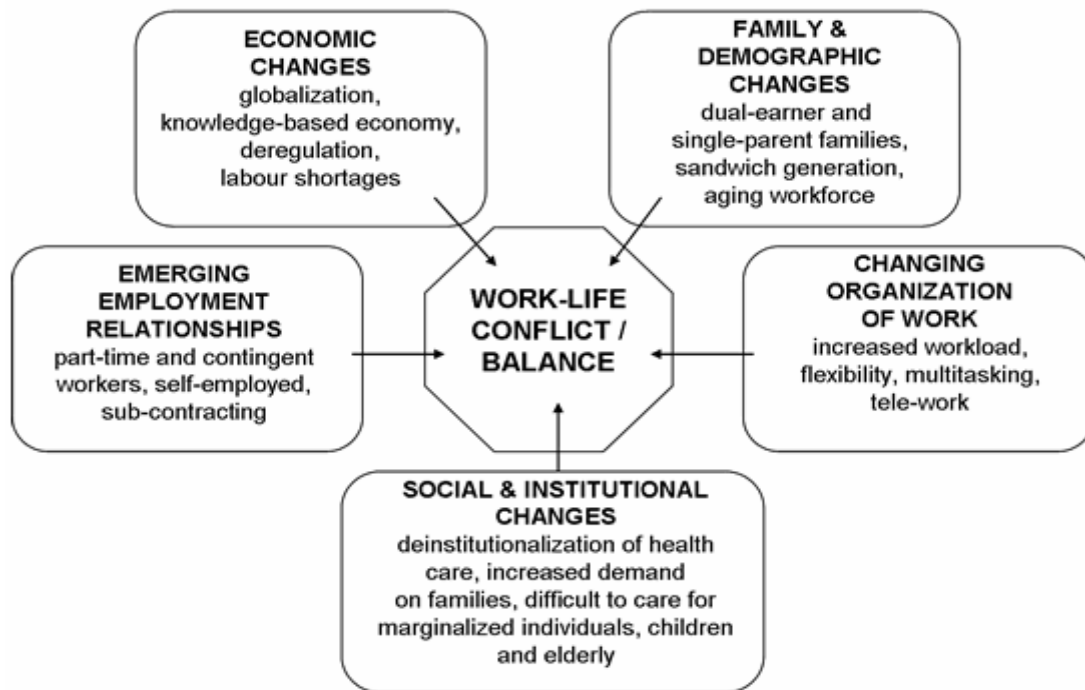


Figure 2.1: Reasons of Work- Life Conflict/ Balance

Source:

http://www.hrsdc.gc.ca/eng/lp/spila/wlb/awlb/03changing_face_canadian_workplaces.shtml (December 20, 2009).

The multiple dimensions of work- life balance into five different areas of society. Global economic change, new technology and the shift to knowledge- based economy, coupled with population aging are creating labor shortages in many countries. The nature of work, the organization of work, and employment relationships are all changing with many more employers in non- standard work. Lastly, there are a large number of social and institutional changes taking place affecting families (for instance, there are many more dual-earner and single parent families, thereby affecting employee's needs in the work place).⁴³

Three basic strategies for manipulating roles to manage work- family conflict are identified: (1) role elimination; (2) role reduction; and (3) role sharing.⁴⁴

⁴³ Human Resources and Skills Development, http://www.hrsdc.gc.ca/eng/lp/spila/wlb/awlb/03changing_face_canadian_workplaces.shtml (December 20, 2009).

⁴⁴ Lois M. Shelton, "Female Entrepreneurs, Work- Family Conflict, and Venture Performance: New Insights into the Work- Family Interface, *Journal of Small Business Management*, 2006, p.286.

2.3 Sources of Work Family Conflict

The following variables, classified according to the domain of their source (family or work) in Figure 2.2, are seen potentially important sources of family/ work conflict

Family Pressures	Work Pressures
*Age of younger child	Time in paid work
*Number of children at home	Work involved
Time in family work	Flexible work hours
Spouse time in paid work	Troubled about performance
Spouse career support	Organizational tenure
Spouse family support	*Intrinsic job satisfaction
Gender role stereotypes	Influence at work
Perceived fairness of division of labor	

Figure 2.2: Sources of Work- Family Conflict

Source: D. N. Izraeli, "Work Family Conflict Among Women and Man managers in Dual-Career Couples in Israel. *Journal of Social Behavior and Personality*, 8: 1993, p.373

- Family Domain Pressures: The effect of the presence of young children on work/family conflict among dual- earner couples has been substantiated in numerous studies. Greenhaus and Kopelman (1981) found that for both women and men, work/family conflict was greater with younger than with older children.

- Work Domain Pressures: Work involvement leads to a person's making greater investments of time and energy in the work role, often at the expense of the family role resulting in greater conflict. One might expect that job characteristics and work environment that leave individuals dissatisfied with their jobs or with their work performance and with little ability to influence their surroundings increase work-family conflict. For example Nieva (1985) found that job satisfaction was negatively related to work- family conflict among female and male military personnel. Higher levels of work- family conflict are associated with lack of intrinsic job satisfaction and time spent in paid work.

2.4 Theories Related to Work- Family Conflict

Scrutiny of the literature shows five main models of the relationship between life at work and life at home the models all focus on individual rather than on the family unit.

Generally, they assume that work has an impact on family or, to much lesser degree, that family has an impact on work⁴⁵.

2.4.1 Spillover Theory

Asserts that there is similarity between what occurs in the work environment and what occurs in the family environment⁴⁶ such that happiness at work leads to happiness at home. In addition, a person's work experiences are assumed to influence what he or she does away from work⁴⁷. It is also assumed that attitudes at work become ingrained and carried over into home life⁴⁸ or that work attitudes affect a basic orientation toward the self, others, and children.⁴⁹ Each environment induces similar structural patterns in other environments.⁵⁰ In other words, there are no boundaries for one's behaviors.

Most of research in the work- family arena has been done on the spillover theory and has resulted in some refinements and extensions. For example, Payton Miyazaki and Brayfield (1976) offered the following amplifications: a) the notion that work is additive, that is, feelings about a job are a component of feelings about life in general, and thus satisfaction with job increases life satisfaction and dissatisfaction with the job lessens general satisfaction; b) the view that work can lead to alienation, that is, negative feelings about a job directly influence feelings about life in general; for example, a person who feels belittled by a job will be little himself or herself or others; and c) a cognitive/behavioral view of work that states that a job is socializing force that enables the worker to learn skills, values, expectancies, self-concepts, and social philosophies that carry over into family interactions.

Spillover is generally discussed in terms of positive relationships, but it is also possible to have negative spillover. Job stresses can displace the potential for positive family interactions, while requiring family members to expend their personal resources in assisting the worker to manage the stress. Alternatively, the spillover in situations in which the work is

⁴⁵ Sheldon Zedeck and Kathleen L. Moiser, "Work in the Family and Employing Organization", Workplace Wellness, *American Psychologist*, University of California at Berkeley, February 1990, p. 240, 241

⁴⁶ G.L. Staines, "Spillover versus Compensation: A Review of the Literature on the Relationship Between Work and Nonwork", *Human Relations*, 1980, 33, 111.

⁴⁷ J.E. Champoux, "Perceptions of Work and Nonwork: A reexamination of the Compensatory and Spillover Models. *Sociology of Work and Occupations*, 1978, 5, 402.

⁴⁸ T.M. Kando and W.C. Summers, "The Impact of Work on Leisure: Toward the paradigm and Research Strategy. *Pacific Sociological Review*, 1971, 14, 310.

⁴⁹ J.T. Mortimer, J. Lorence and D.S Kumka, "Work Family and Personality: Transition to Adulthood. Norwood, NJ: Ablex, 1986, 29.

⁵⁰ S.R. Parker, "Industry and the Family", In S.R. Parker, R.K. Brown, J. Child and M.A Smith (Eds.), *The sociology of Industry*, London: Allen and Unwin, 1967, 45.

boring or monotonous can result in an “energy deficit” making the worker “lazy”, which in turn leads to the worker’s not doing certain things at home or with family members.⁵¹

2.4.2 Compensation Theory

It postulates that there is an inverse relationship between work and family such that work and nonwork experiences tend to be antithetical. Individuals make differential investments of themselves in the two settings and make in one for what is missing in the other. Compensation theory also has been discussed in terms of components). Supplemental compensation occurs when desirable experiences, behaviors, and psychological states that are insufficiently present in the work situation are pursued in family activities. Reactive compensation occurs because deprivations experienced in work are made up or compensated for in non-work activities. Resting from fatiguing work or seeking leisure activities after work are examples of this process. In yet disappointments at work and vice versa.⁵²

2.4.3. Segmentation Theory

It postulates that work and family environments are distinct and that an individual can function successfully in one without any influence on the other. The two environments exist side by side, and for all practical purposes, are divorced from each other. The separation in time, space, and function allows the individual to neatly compartmentalize his or her life. The family is seen as the realm of affectivity, intimacy, and significant ascribed relations, whereas the work world is viewed as impersonal, competitive, and instrumental rather than expressive.

2.4.4 Instrumental Theory

It suggests that one environment is a means by which things are obtained in the other environment. For example, work outcomes lead to good family life and are means by which to get some of the pleasures of life.⁵³

2.4.5 Conflict Theory

It posits that satisfaction or success in one environment entails sacrifices in the other; the two environments are incompatible because they have distinct norms and requirements

⁵¹ C.S. Piotrkowski, “Work and the Family System: A Naturalistic Study of Working- Class and Lower- Middle- Class Families. New York: Free Press, 1978, p.105.

⁵² Sheldon Zedeck and Kathleen L. Moiser, 1990, p.241.

⁵³ Sheldon Zedeck and Kathleen L. Moiser, 1990, p.241.

some theorists (e.g., Crosby, 1984) view family responsibilities as the key determinant of work absenteeism, tardiness, and inefficiency. Interrole conflict (i.e., between work and family roles) and its relationship to stress has been studied by several researchers in the context of family and organization connections.⁵⁴

Evans and Bartolome described conflict, “ Success and satisfaction in my career will necessarily entail sacrifices to my home life; and to have a satisfying home life entails making compromises with respect to my career”.⁵⁵

2.4.6 Role Theory

Role theory proposes that individuals experience role conflict when presented with incompatible demands such that compliance with the expectation of one role makes performance of the other more difficult (Katz & Kahn, 1978). One form of role conflict is that which may exist between work and family roles. Conflict between work and family roles may lead to job stress because interrole conflict (of which work- family conflict is an example) requires that individuals enact incompatible behaviors in different domains (e.g., spend substantial time with one’s family and work long hours).

The role conflict model is based on the assumption that the more roles one occupies the higher the potential for stress and strain due to the incompatibility of the demands imposed by the different roles and the fact that the different responsibilities compete for time and energy (i.e. role overload, role interference).⁵⁶

2.5 Forms of Work- Family Conflict

Role conflict theory states that experiencing ambiguity or conflict within a role will result in an undesirable state. Because of conflicting demands (e.g., time, incompatible behaviors) among roles, multiple roles lead to personal conflict as it becomes more difficult to perform each role successfully. Biernat explained that role conflict exists when role expectations are incompatible. “Role strain or difficulty in meeting role demands is inevitable” and a person “must continually make role decisions and bargains in order to meet role requirements” Greenhaus and Beutell distinguished three forms of work- family conflict:

⁵⁴ Sheldon Zedeck and Kathleen L. Moiser, p.241.

⁵⁵ Paul Evans and Fernando Bartolome, “The Changing Pictures of the Relationship Between Career and Family”, *Journal of Occupational Behavior*, 1984, Vol. 5 No:1 p.11.

⁵⁶ Linda Duxbury and Chris Higgins, *Work- Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?*, 2001. p.4.

time based, strain- based, and behavior based.⁵⁷ These three different forms of work- family conflict are labeled according to the sources they originate from. The following three sections will deal with forms of work- family conflict in detail.

2.5.1 Time Based Work- Family Conflict

Time- based conflicts occur when two or more activities must be done at the same time (e.g., doctor's appointment is available only during paid work hours). Some researchers also distinguish between situations where work interferes with family (e.g., overtime work preempts dinner with spouse) and those where family interferes with work (e.g., an elderly family member makes repeated phone calls to an employee's workplace).⁵⁸

Greenhaus and Beutell (1985) state the time- based conflict may come about in two ways. Firstly, since time is a limited resource and it is physically impossible for an individual to fulfill demands of work and family roles simultaneously, the expectations of either role may turn out to be unmet due to insufficient time. Accordingly, the greater the number of hours an individual spends on work or family role and the fewer the number of hours he spends on the other role, the higher the work- family conflict he perceives will be.⁵⁹ In this sense, the categories of excessive work time and schedule conflicts. A second way time- based conflict may occur is mental preoccupation with work (family) role hindering the performance of family (work) role even though the individual is physically attending the family (work) role.⁶⁰ Consequently, in time based work- family conflict, the individual feels uneasy since the demands of work and family roles compete for an individual's time.

2.5.2 Strain-Based Work- Family Conflict

A second form of work- family conflict involves role- produced strain. There is considerable evidence that work stressors can produce strain symptoms such as tension, anxiety, fatigue, depression, apathy, and irritability.⁶¹ A stressor is defined as any perceived feature of the environment that harms, threatens, or challenges the worker, and strain refers to

⁵⁷ Jeffrey H. Greenhaus and Nicholas J. Beutell, "Sources of Conflict Between Work and Family Roles", *The Academy of Management Review*, 1985, Vol. 10. No.1, p.76.

⁵⁸ Karen L. Johnson, S. Lero and Jennifer A. Rooney, "Work Life Compendium 2001", University of Gulph, Centre for Families, Work and Well Being, 2001, p.49.

⁵⁹ B.A. Gutek, S. Searle, and L. Klepa, "Rational Versus Gender Role Explanations for Work- Family Conflict", *Journal of Applied Psychology*, 1991, 76 (4), 562.

⁶⁰ F. Bartolome and P.A.L. Evans, "Professional lives versus private lives- Shifting Patterns of Managerial Commitment", *Organizational Dynamics*, 7(4), 3.

⁶¹ Greenhaus and Beutell, 1985, p.80.

the psychological, physiological, and behavioral changes that occur as a result of exposure to stressors.⁶²

Strain- based conflicts occur when energies and preoccupations associated with mutually competing domains create a sense of overload (Johnson and colleagues) and when the strain created in one role effects one's ability to perform in another role. One type of strain- based conflict receiving particular attention is role conflict at work, which may result in negative attitudes/ behaviors at home.⁶³

Different from time- based conflict, strain- based conflict does not directly involve competing demands⁶⁴ but strain- based and time- based conflict may be related to each other in some cases: Like a vicious circle, while difficulty in managing time may be a source of strain.⁶⁵ Strain may cause a job to be completed in a longer period or not get done at all creating further time- based conflict.

2.5.3 Behavior-Based Work- Family Conflict

Behavior- based conflict occurs when behaviors developed in one domain is incompatible with role demands in the other domain, and the person is unable to adjust behavior when moving between domains. For example, a confrontational approach to solving work problems may be applied to inappropriately to family problems. Behavior- based conflict signifies a form of spillover in which behavior developed in one domain influences behavior in the other domain, with the added condition that the transferred behavior inhibits role performance in the latter domain.⁶⁶

As an illustration, a manager who is expected to be authoritarian, aggressive, and emotionally stable at work might be expected to show nurturance, sensitivity, and affection as

⁶² Linda Thiede Thomas and Daniel C. Ganster, "Impact of Family- Supportive Work Variables on Work- family Conflict and Strain" *Journal of Applied Psychology*, 1995, Vol. 80, No.1, p.6.

⁶³ Samuel B. Bacharach, Peter Bamberger and Sharon Conley, p.42.

⁶⁴ J.R. Edwards and N.P. Rothbard, "Mechanisms Linking Work and Family Family: Clarifying the Relationship Between Work and Family Constructs, *Academy Management Review*, 2000, 25 (1), 178.

⁶⁵ R.J. Burke and E.R. Greenglass, "Work and Family", In C. L. Cooper and I.T. Robertson (Eds.), **International Review of Industrial and Organizational Psychology**, NY. John Wiley and Sons., 1987, 273.

⁶⁶ Jeffrey H. Greenhaus and Nicholas J. Beutell, "Sources of Conflict Between Work and Family Roles", *The Academy of Management Review*, 1985, p.182.

a spouse and/or parent. In this occasion, “job- related expectations are clearly at odds with those associated with family interactions.”⁶⁷

2.6 Bidirectional Nature of Work- Family Conflict

Recent studies identify work- family conflict a bidirectional and make a differentiation between “the extent to which work interferes with family life (work-to-family conflict) and the extent to which family life interferes with work (family-to- work conflict).”⁶⁸

Gutek, Searle, and Klepa explained that there are two directions of possible influence or spill over, i.e., work-to- family conflict and family-to- work conflict. Work- to family conflict stems from interference of events in the work role with an individual’s ability to perform effectively in his or her family role. Family- to- work conflict stems from interference of events or responsibilities in the family role with an employee’s ability to perform his or her job effectively. Aryee, Luk, Leung, and Lo purported that to truly understand work- family conflict both directions must be considered.⁶⁹ While spillover can, in theory, be either positive or negative, most research in this area is based on the assumption that spillover is undesirable.⁷⁰

In 1991, Gutek and colleagues argued that each of these three forms of family conflict has two directions: (a) conflict due to work interfering with family (WIF) and (b) conflict due to family interfering with work (FIW). When these three forms and two directions are combined six dimensions of work- family conflict result: (1) time- based WIF, (2) time- based FIW, (3) strain- based WIF, (4) strain- based FIW, (5) behavior- based WIF, and (6) behavior based FIW.⁷¹

Work- family conflict models propose that conflict arises when the demands of one domain are incompatible with demands of the other domain. Data in the area of work- family stress has suggested that the domains exert both direct and reciprocal influences on each other. Frone et al. asserted that a reciprocal relationship between WIF conflict and FIW conflict

⁶⁷ M.P. O’Driscoll, D.R. Ilgen and K. Hildreth, “Time Devoted to Job and off Job Activities, Interrole Conflict, and Affective Experiences”, *Journal of Applied Psychology*, 1992, 77(3), p.272.

⁶⁸ M. R. Frone, J. K. Yardly, and K.S. Markel, “Developing and Testing an Integrative Model of the Work family Interface”. *Journal of Vocational Behavior*, 50, 1997, p.148.

⁶⁹ Susan Madsen, et. Al., “Work Family Conflict and Health: A Study of Workplace, Psychological, and Behavioral Correlates”, *Journal of Behavioral Applied Management*, 2005, Vol. 6, No.3, p.226.

⁷⁰ Linda Duxbury and Chris Higgins, “Work- Life Conflict in Canada in the New Millennium”, **A Status Report**, Ottawa, 2003, p.2.

⁷¹ Dawn S. Carlston, K. Michele Kacmar and Larry J. Williams, “Construction and Initial Validation of a Multidimensional Measure of Work- Family Conflict”, *Journal of Vocational Behavior*, 2000, Vol. 56, p.250.

exists based on the assumption that if work stressors (e.g., work pressure, lack of autonomy, and role ambiguity) begin to interfere with family obligations, these unfulfilled family obligations may then begin to interfere with work functions. Because of this close relationship, consideration of both types of conflict is necessary.⁷²

⁷² Boris B. Baltes and Gahir, “Reduction of Work- Family Conflict Through the Use of Selection, Optimization, and Compensation Behaviors”, *Journal of Applied Psychology*, 2003, Vol. 88, No. 6, p.1006.

3. JOB SATISFACTION

“Job satisfaction does seem to reduce absence, turnover, and perhaps accident rates”

Robert L. Kahn⁷³

3.1 Definition

Job satisfaction is the favorableness and unfavorableness with which employees view their work. It expresses the amount of agreement between one's expectations of the jobs and the rewards that the job provides. Since job satisfaction involves expectations. It relates to equity theory, the psychological contract and motivation.⁷⁴

Formally, defined job satisfaction is the degree in which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the work place. At first glance, from their perspective of Herzberg's two-factor theory. Job satisfaction should be motivational in leading to positive employment relationships and high levels of individual job performance.⁷⁵

The term job satisfaction was brought to limelight by Hoppock (1935). He reviewed 32 studies on job satisfaction conducted prior to 1933 & observed that job satisfaction is a combination of psychological, physiological & environmental circumstances that cause a person to say. 'I am satisfied with my job'. Locke defines job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". To the extent that a person's job fulfils his dominant need & is consistent with his expectations and values, the job will be satisfying.

Job satisfaction has considerable importance for employees' happiness and productivity, also employers' organizations success and it attracts the attention of social scientists. When the leading scientific journals of industrial psychology between 1991 and 1994 are examined, it is possible to see that within the eighty titles, job satisfaction among the ten most discussed subjects.⁷⁶ One of the reasons which made job satisfaction come into

⁷³ Robert L. Kahn, “The Work Module: A tonic for Lunchpail Lassitude”, *Psychology Today*, February 1973, p.94.

⁷⁴ Keith Davis, Ph. D. John W. Newstrom, Ph. D. “Human Behavior at Work: **Organizational Behavior**”, 1987, p.96.

⁷⁵ John, R. Schermerhorn, Jr., James G. Hunt, Richard N. Osborn, **Organizational Behavior**, 1997, p.104.

⁷⁶ H. Çekmecelioğlu, "İş Tatmini ve Örgütsel Bağlılık Tutumlarının İşten Ayrılma Niyeti ve Verimlilik Üzerindeki Etkilerinin Değerlendirilmesi: Bir Araştırma". *İş Güç Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, 2006, p. 153.

prominence is concept's close connection with employees' health at work and their productivity. Because the amount of bills which employers have to pay related to their employees health are constantly increasing.

Job satisfaction refers to an individual's general attitude toward his job. A person with high level of job satisfaction holds positive attitude toward the job, a person who is dissatisfied with his job holds negative attitudes about the job. When people speak of employee attitudes, more often than not they mean job satisfaction. In fact, the two are frequently used interchangeably.

According to Fred Luthans, job satisfaction has three important points:

The first dimension refers to the emotional response to a job situation. As such it is intangible and can only be inferred. Job satisfaction is a concept whose emotional point is overbalancing, because it cannot be seen and can only be felt.

The second dimension refers to how well outcomes meet or exceed expectations.

The third dimension refers to a cluster of attitudes that together constitute job satisfaction. Job satisfaction also brings many attitudes related to each other together with itself. These are generally job, wage, promotion facilities management style, colleagues and similar attitudes.

Job satisfaction is part of life satisfaction. The nature of one's environment off the job does affect one's feelings on the job. Similarly, since a job is an important part of life, job from a complex set of circumstances in the same way that motivation does. There are few easy paths to better job satisfaction- or to better motivation.⁷⁷

Taking job satisfaction apart from working life is not possible because the leading factor effective in life satisfaction is the working life which takes an important place in an individual's life. In this context, it is believed that there is an interaction between work and life satisfaction.

⁷⁷ Keith Davis, Ph. D., 1987, p.97.

3.2 Sources of Job Satisfaction

There are various factors that have an impact on the positive and negative feelings about the job.

Job satisfaction is just one among many important attitudes that influence human behavior in the workplace. It is closely related, for example, to “organizational behavior in the workplace. There is variety of factors that lead people to feel positively or negatively about their jobs.

There are six studied causes of job satisfaction. These are (1) pay and fringe benefits; (2) the work itself; (3) Promotions (4) supervision (5) the work group; and (6) working conditions. Among these causes in general, pay and work itself are most important sources of the job satisfaction, that promotional opportunities and supervision are moderately important sources of job satisfaction, and that the work group and working conditions are relatively minor sources of job satisfaction.⁷⁸

Among many available job satisfaction questionnaires that have been used over the years, two popular ones are the Minnesota Satisfaction Questionnaire (MSQ) and the Job Descriptive Index (JDI). Both address things which good managers should be concerned for the people reporting to them. For example, MSQ measures satisfaction with working conditions, chances for advancement, freedom to use one’s own judgment, praise for doing a good job, and feelings of accomplishment, among others. The facets of job satisfaction measured by the JDI are:⁷⁹

- Work itself- responsibility, interest, and growth.
- Quality of supervision- technical help and social support.
- Relationships with coworkers- social harmony and respect.
- Promotion opportunities- chances for further advancement.
- Pay- adequacy of pay and perceived equity vis-a-vis- others.

⁷⁸ E. A. Locke, The nature and causes of job satisfaction. In M. Dunnette (Ed.), **Handbook of Industrial and Organizational Psychology**. Chicago: Rand McNally, 1297.

⁷⁹ John, R. Schermerhorn JR. Et. Al., **Organizational Behavior**, John Wiley and Sons. Inc., 1997, p. 99.

3.2.1 Pay and Fringe Benefits

Wages do play a significant role in determining job satisfaction, and are as significant to white collar workers as to blue collar workers.⁸⁰ Pay is such an important determinant of job satisfaction because it is instrumental in fulfilling so many of the needs. Money facilitates the obtaining of food, shelter and clothing and provides the means to enjoy valued leisure interests outside the work. Moreover, pay can serve as a symbol of achievement and a source of recognition. Employees often see pay as a reflection of management's esteem for their contribution to the organization.⁸¹

Fringe benefits have not been found to have as strong an influence on job satisfaction as direct wages. It is further found that employees tend to underestimate and undervalue those fringe benefits they receive.⁸²

3.2.2 Work Itself

The work itself plays a major role in determining how satisfied employees are with their jobs. Workers want challenging jobs. The work itself that influence job satisfaction are variety and control over work methods and work pace. They are also considered as the intrinsic aspects of the job affecting job satisfaction.

Regarding the work itself, the job level and the length of service in the job are other determinants of the job satisfaction. It is found that satisfaction is higher among higher level positioned employees than the employees who hold jobs that are characterized as hot, heavy, or dangerous. Whereas the employees with less time on the job are less satisfied than the long-termers who, most probably, came up to higher positions.⁸³

3.2.3 Promotions and Opportunity for Advancement

A promotion to a higher level in an organization typically involves positive changes in supervision, job content, and pay. Promotional opportunities have a moderate impact on job satisfaction. Jobs which are at the higher levels of an organization usually provide workers

⁸⁰ E.A Locke, op.cit., 1321.

⁸¹ Hugh J. Arnold, Daniel C. Feldman, **Organizational Behavior**, McGraw-Hill Book Company, 1986, p.86.

⁸² Arnold, et. al., 1996, p.86.

⁸³ R.P. Vecchio, **Organizational Behavior**, USA: The Dryden Press, 1991.

with more freedom, more challenging work assignments, and higher salary. However, the rewards associated with a particular promotion differ greatly from one situation to another.⁸⁴

Exactly how important an independent source of job satisfaction promotions are is more difficult to determine. As Vroom (1964) suggests, a promotion to a higher level in the same organization typically involves changes in supervision, job content, co workers and pay. Jobs which are high in level, either a single organization or in society as a whole, are generally more highly paid and less repetitive, provide more freedom, and require less physical effort than other jobs lower in level. Also, what constitutes the rewards of particular promotion differs greatly from one situation to another.⁸⁵

3.2.4 Supervision

Supervision is a moderately important source of job satisfaction. There are two dimensions of supervisor styles that seem to impact an employee's job satisfaction. One is employee- centeredness or consideration and the other is influence, or participation in decision making. In consideration style, supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employees' satisfaction. In participation style, employees who participate in the decisions that affect their jobs display a much higher level of satisfaction with their supervisors and with their overall work situation. However, there are cases where this relationship between supervisory style and the employee satisfaction does not hold up.⁸⁶

3.2.5 Work Group

Having friendly and cooperative coworkers in the organization is a modest source of job satisfaction to individual employees. Work group serves as a social support system for employees. People often use their coworkers as a sounding board for their problems or as source of comfort. Researcher found that employees seem to expect to like their coworkers, and only when they have to continuously deal with people whom they dislike does not work group become an important factor in their thinking.⁸⁷ Employees tend to have conversations

⁸⁴ Arnold.et al., 1986, p.88.

⁸⁵ Daniel C. Feldman, Hugh J. Arnold, **Managing Individual and Group Behavior in Organizations**, 1983, p. 195.

⁸⁶ Arnold.et al., 1986, p.90.

⁸⁷ Arnold.et al., 1986, p.90.

with their coworkers, it is important to belong to a group and receive social approval from the group.⁸⁸

3.2.6 Working Conditions

There is a positive correlation between working conditions and job satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of work place, and adequate tools and equipment all affect job satisfaction. Physical comfort, pleasant working conditions, affects the employees' satisfaction. Working conditions are valued by employees because they can facilitate getting the work done efficiently.

3.3 Importance of Expectations in Job Satisfaction

It is interesting to find that some of the organizations, in spite of the overemphasis on the importance of human resources management in an organization, still pay less attention to the importance of job satisfaction. Due to lack of job satisfaction, most organizations either perform badly or lose skilled employees to other organizations with strong human resource policies. The organizations need to take note that "A happy employee is a happy customer."

3.3.1 The Four Ps of Job Satisfaction⁸⁹

The organizations have a responsibility to instill innovative thinking into the minds of the employees. For the employees to have that confidence, the managers have to show recognition, trust, encouragement and delegation. That leads to job satisfaction. Once the employees experience job satisfaction, they automatically gain confidence and commitment, and in turn, become trustworthy. It does not end there. A committed, confident worker becomes an innovative thinker, and that automatically results in an increase in company productivity and profitability. The problem with most organizations is that since they start with little capital, they rush for high profits. Business managers should know that a business starts with negative profits. Managers should also be aware that they are competing with giant reputable competitors.

By the 4Ps of job satisfaction which serve four interests as depicted below:

⁸⁸ J.S. Guilford, D.E. Gray, **Motivation and Modern Management**, Addison Wesley Publishing Company, 1970.

⁸⁹ The importance of Job Satisfaction, UCT Graduate School of Business, <http://www.mba.co.za/article.aspx?rootid=6&subdirectoryid=1631>, (December 7, 2009).

Physical interest – Physical interests encompass working conditions, nature of the job, salary and company benefits.

Psychological interest – Psychological interests include emotions, job security, self-esteem, trust, and recognition and work environment.

Political / Social interest – These include labor union affiliation and corporate social responsibility.

Personal Development interest – These include the availability of training and development programs, innovation and growth prospects.

3.4 Theories of Job Satisfaction

There are many theories of work motivation are also considered as theories of job satisfaction.

3.4.1 Social Reference Group Theory

In 1902, in *Human Nature and the Social Order*, Cooley offered discussions relating closely to the concepts of reference group theory. Cooley discussed how individuals took on various mental or psychological interpretations of themselves based on how individuals thought others perceived them.⁹⁰

He stated:

“In a large and interesting class of cases the social reference takes the form of a somewhat definite imagination of how one's self - that is any idea he appropriates - appears in a particular mind, and the kind of self-feeling one has is determined by the attitude towards this attributed to that other mind. A social self of this sort might be called the reflected or looking-glass self... as we see our face, figure, and dress in the glass, and are interested in them because they are ours, and pleased or otherwise with them according as they do or do not answer to what we should like them to be; so in imagination we perceive in another's mind

⁹⁰ E. Murell Dawson and Elfreda A. Chatman, “Reference group theory with implications for information studies: a theoretical essay”, Florida State University, Tallahassee, Florida, US <http://informationr.net/ir/6-3/paper105.html>, Information Research, April 2001, Vol. 6 No. 3. (November 7, 2009).

*some thought of our appearance, manners, aims, deeds, character, friends, and so on, are variously affected by it.*⁹¹”

According to Cooley individual's perception of what he or she thinks other people think about them affects in some manner the way that individual perceives or feels about him or herself. In this example, another person, or group of people, influence the individual's perception, and consequently his or her attitudes, behaviors, and norms.

In other words, how norms enter into a conceptualization of reference group theory is because the domains in which members play out their identities are driven by this collective sense that "they are on to something." Members believe that the solutions they have worked out to define and shape their world are appropriate for them, and that the decisions made by their collective view of reality provide the most certain solution to issues facing them. Another way to look at this theory is to address the role that significant others play in defining the life-world of group members.

Hyman (1942) advanced the conceptualization of reference group theory. He defined 'subjective status' as 'a person's conception of his own position relative to other individuals'⁹² He was the first researcher formally used the term of reference- group. The attitudes, behavior, and norms of others have some impact on the public and private attitudes, behavior, and norms of individuals.

Stouffer et al. (1949) conducted an important post World War II study which advanced interest in the area of reference group theory. The study explored the concept of relative deprivation, a close cousin to the concept of comparative reference group, by examining various contradictions and feelings of satisfaction or deprivation of soldiers serving at different duty levels: veteran combat soldiers, non-combat soldiers, and replacement soldiers for combat veterans. The researchers reported that the soldiers' sense of deprivation was not dependent on any absolute service level, but was relative to the perceived level in the groups with which the soldiers compared themselves.⁹³

⁹¹ Charles Horton Cooley, **Human nature and the social order**. Charles Scribner's Sons; reprint, New York, New York: Schocken Books, 1964, p.183.

⁹² Herbert H. Hyman & Eleanor Singer, Eds., **Readings in reference group theory and research**. New York: Free Press, London: Collier-Macmillan Limited, 1968, p. 147.

⁹³ Samuel A. Stouffer, Et al., "The American soldier: Adjustment during army life", vol. 1; *Combat and Its Aftermath*, vol. 2. Princeton: Princeton University Press. 1949, p.125.

Reference group theory is implied because common experiences are shared by a group of people, and it is from these experiences that individuals evaluate what for them is appropriate behavior, norms, and values.

In 1966 C.L. Hulin has been tested the theory. He measures the effects of community characteristics on job satisfaction of female clerical workers employed in 300 different catalogue order offices. He found that with job conditions held constant job satisfaction was less among persons living in a well-to-do neighborhood than among those whose neighborhood was poor. Hulin, thus provides strong evidence that such frames of reference for evaluation may be provided by one's social groups and general social environment.

He hypothesized that such economic conditions would be negatively related to the job satisfaction of the employees. In other words, with job condition held constant, if one's neighborhood is wealthy, the less likely it is he will like the job. But if one's neighborhood is poor, the more likely he is to see any particular job condition as favorable.

Job satisfaction is a function of or is positively related to the degree to which the characteristics of the job meet with approved and the desires of the group to which the individual looks for guidance in evaluating the world and defining social reality.

3.4.2 Need Fulfillment Theory

Under the need-fulfillment theory it is believed that a person is satisfied if he gets what he wants & the more he wants something or the more important it is to him, the more satisfied he is when he gets it & the more dissatisfied he is when he does not get it. Needs may be need for personal achievement, social achievement & for influence.

3.4.2.1 Need for personal achievement

Desires for personal career development, improvement in one's own life standards, better education & prospects for children & desire for improving one's own work performance.

3.4.2.2 Need for social achievement

A drive for some kind of collective success is relation to some standards of excellence. It is indexed in terms of desires to increase overall productivity, increased national prosperity, better life community & safety for everyone.

3.4.2.3 Need for influence

A desire to influence other people and surroundings environment. In the works situation, it means to have power status and being important as reflected in initiative taking and participation in decision making.

In summary, this theory tells us that job satisfaction is a function of, or is positively related to the degree to which one's personal & social needs are fulfilled in the job situation.

3.4.3 Maslow's Need Hierarchy Theory

One of the most well known theories among practicing managers is the need hierarchy theory developed by Abraham Maslow.⁹⁴

Maslow has set up a hierarchic theory of needs. All of his basic needs are instinctual, equivalent of instincts in animals. Humans start with a very weak disposition that is then fashioned fully as the person grows. If the environment is right, people will grow straight and beautiful, actualizing the potentials they have inherited. If the environment is not "right" (and mostly it is not) they will not grow tall and straight and beautiful.⁹⁵

One of the many interesting things Maslow noticed while he worked with monkeys early in his career was that some needs take precedence over others. For example, if you are hungry and thirsty, you will tend to try to take care of the thirst first. After all, you can do without food for weeks, but you can only do without water for a couple of days! Thirst is a "stronger" need than hunger. Likewise, if you are very very thirsty, but someone has put a choke hold on you and you can't breathe, which is more important? The need to breathe, of

⁹⁴A.H. Maslow, **Motivation and Personality**, New York, Harper, 1970, p. 91.

⁹⁵ Janet A. Simons, Donald B. Irwin and Beverly A. Drinnien, **From Psychology - The Search for Understanding** West Publishing Company, New York, 1987.

course. On the other hand, sex is less powerful than any of these. Let's face it; you won't die if you don't get it!⁹⁶

Maslow suggested that there are five sets of goals which may be called basic needs. These are psychological, safety, love, esteem, and self actualization or self- fulfillment.

He arranged there into a series of different levels or the order of importance of these basic needs. Many basic needs are psychological, for example hunger, thirst, sleep, etc. When these are satisfied they are replaced by safety needs reflecting his desire for protection against danger and deprivation.

When these needs have been satisfied, there is the esteem needs, i.e. the desire for self esteem and self respect, which affected by person's standing reputation, and his need for recognition and appreciation.

Finally, individuals have need for self actualization or a desire for self- fulfillment, which is an urge by individuals for self- development, creativity and job satisfaction.

Maslow's basic needs are as follows:

3.4.3.1 Physiological Needs

These are biological needs. They consist of needs for oxygen, food, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, the physiological ones would come first in the person's search for satisfaction.

3.4.3.2 Safety Needs

When all physiological needs are satisfied and are no longer controlling thoughts and behaviors, the needs for security can become active. Adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting). Children often display the signs of insecurity and the need to be safe.

⁹⁶ <http://webpace.ship.edu/cgboer/maslow.html>. (January 15, 2010).

3.4.3.3 Needs of Love, Affection and Belongingness

When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging.

3.4.3.4 Needs for Esteem

When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

3.4.3.5 Needs for Self-Actualization – Self Fulfillment

When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. It is not always clear what a person wants when there is a need for self-actualization.

Maslow's hierarchy of needs pyramid is given below.

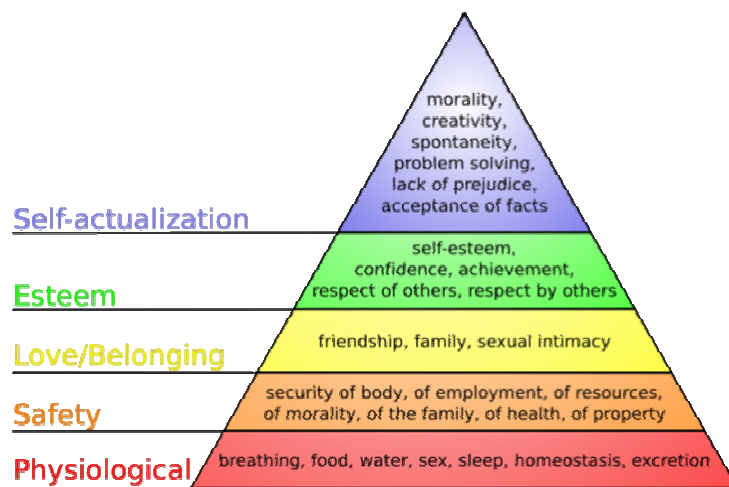


Figure 3.1: Maslow's Hierarchy of Needs pyramid.

Source: <http://www.epsiychology.us/maslows-hierarchy-of-needs/> (January 15, 2010).

Five needs rank into a hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self- actualization. An individual moves up the hierarchy and, when a need is substantially realized, moves up to next need.⁹⁷

3.4.4 Herzberg's Motivation - Hygiene Theory (Two Factor Theory)

This theory was proposed by Herzberg & his assistants in 1969. On the basis of his study of 200 engineers and accountants of the Pittsburgh area in the USA, he established that there are two separate sets of conditions and not one which are responsible for the motivation & dissatisfaction of workers. When one set of conditions (called 'motivator') is present in the organization, workers feel motivated but its absence does not dissatisfy them. Similarly, when another set of conditions called hygiene factors is absent in the organization, the workers feel dissatisfied but its presence does not motivate them. The two sets are unidirectional, that is, their effect can be seen in one direction only.

⁹⁷David De Cenzo, Stephen P.Robbins, **Human Resource Management**, 15th Edition, 1996, p.299.

According to Herzberg following factors acts as motivators:

- Achievement,
- Recognition,
- Advancement,
- Work itself,
- Possibility of growth, &
- Responsibility.

Hygiene factors are:

- Company policy and administration,
- Technical supervision,
- Inter-personal relations with supervisors, peers and Subordinates,
- Salary,
- Job security,
- Personal life,
- Working Conditions
- Status.

Herzberg used semi-structured interviews; the method is called critical incident method. In this technique subjects were asked to describe those events on the job which had made them extremely satisfied or dissatisfied. Herzberg found that events which led people to extreme satisfaction were generally characterized by 'motivators' and those which led people to extreme dissatisfaction were generally characterized by a totally different set of factors which were called 'hygiene factors'.

Hygiene factors are those factors which remove pain from the environment. Hence, they are also known as job - environment or job - context factors. Motivators are factors which result in psychological growth. They are mostly job - centered. Hence they are also known as job - content factors.

The theory postulated that motivators and hygiene factors are independent and absence of one does not mean presence of the other. In pleasant situations motivators appear more frequently than hygiene factors while their predominance is reversed in unpleasant situations. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals.

The table shows the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in order of higher to lower importance.

Factors Affecting Job Attitudes	
Leading to Dissatisfaction	Leading to Satisfaction
Company Policy	Achievement
Supervision	Recognition
Relationship w/Boss	Work itself
Work Conditions	Responsibility
Salary	Advancement
Relationship w/Peers	Growth

Figure 3.2: Factors Affecting Job Attitudes

Source: <http://www.netmba.com/mgmt/ob/motivation/herzberg/> (January 15, 2010).

Herzberg reasoned that these factors cannot be treated as opposites of one another.

In summary, Herzberg argues that intrinsic job factors motivate, whereas extrinsic factors only placate employees.

3.4.5 Affect Theory

A value is what a person consciously or subconsciously desires, wants or seeks to attain.⁹⁸ They are acquired and learned. They determine a person's actual choices and emotional reactions. People differ in what they value.

Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or entailing disvalues. Job satisfaction and dissatisfaction are a function of perceived relationship between what one wants from one's job and what one perceives it as offering or entailing.⁹⁹

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.¹⁰⁰

Locke proposed that people's satisfaction will depend on the difference between the outcomes they want from their jobs and the outcomes which they think they are getting.¹⁰¹

⁹⁸ Marvin D. Dunnett, **Handbook of Industrial and Organizational Psychology**, Chicago: Rand McNally College Publishing Company, 1975, p. 1304.

⁹⁹ Edwin A. Locke, "What is job satisfaction". **Organizational Behavior and Human Performance**, 1969. p.309.

¹⁰⁰ Edwin, Locke, 1976 cited in Brief, A. P., & Weiss, H. M. (2001). Organizational behavior: affect in the workplace. *Annual Review of Psychology*, 53, 279-307, p. 282

¹⁰¹ Edward L. Deci and Gilmer, B. Von Holler, **Industrial and Organizational Psychology**, 4th Ed. McGraw Hill Book Company, 1977, p.233.

The standard is derived from human values. A satisfying job would provide an opportunity to attain valued outcomes.¹⁰²

3.4.6 Dispositional Theory

Dispositional Theory is the well-known job satisfaction theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.¹⁰³

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.¹⁰⁴

The idea that people who are happy in life are happy in their job is called the dispositional theory and there is significant research to support this idea. Heller (2002) connects three behavioral theories to aid in the understanding of the dispositional theory. These three theories include research on positive affectivity and negative affectivity, the big five personality attributes and core self evaluations. Positive affectivity is a personality characteristic described as high energy, enthusiastic and pleasurable engagement while negative affectivity is a personality type characterized as distressed, unpleasurable

¹⁰² Paul M. Munchinsky, **Psychology Applied to Work**, 4th Ed. California: Brooks/Cole Publishing Company, 1993, p.291.

¹⁰³ <http://www.scribd.com/doc/19130527/Job-Satisfaction-and-Human-Behavior>, (January 10, 2010).

¹⁰⁴ <http://www.scribd.com/doc/19130527/Job-Satisfaction-and-Human-Behavior>, (January 10, 2010).

engagement and nervousness (Heller, 2002). Research has shown that people with positive affectivity are happier in their work and happier in life than those with negative affectivity.¹⁰⁵

In summary, the dispositional theory suggests that some people will be satisfied, motivated and high performing at work regardless of how poorly managed while other people will not be happy no matter how great an organization. However, the data indicates that despite the correlation, personality can only explain less than half of the level of job satisfaction. This tells us that there are likely some elements within organizational control which can affect employee job satisfaction.¹⁰⁶

3.5 Job Characteristics Model

Hackman & Oldham Proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction.

The model states that there are five core job characteristics. They are skill variety (i.e., the perceived variety and complexity of skills and talents required to perform the job), task identity i.e., the extent the job is seen as involving a whole, identifiable task), task significance (i.e., the extent that the job affects the well being of others), autonomy (i.e., the extent the job is seen as allowing for personal initiative in performing the work) and feedback from the job (i.e., the extent that the job, itself, provides information about job performance)

¹⁰⁷

These are which impact three critical psychological states; experienced meaningfulness, experienced responsibility for outcomes, and knowledge of actual results, in turn. These reactions, referred to as “critical psychological states”, include “experienced meaningfulness of work” (i.e., the extent that the work is seen as making a difference to others), “felt responsibility” (i.e., the extent that the worker assumes responsibility for his/her work), and “knowledge of results” (i.e., the extent to which the worker is aware of the quality of his/her work). Jobs seen as high in the five core job features (e.g., high in autonomy) are

¹⁰⁵D.J. Heller, The confounding role of personality and trait affectivity in the relationship between job and life satisfaction. *Journal of Organizational Behavior*, 2002, p. 815- 835.

¹⁰⁶ Kevin Scheid, Job Satisfaction: What is it? Why is it Important? How Can you Get it?, Best, Christian Workplaces Institute, 2009, p.2

¹⁰⁷ Phyllis C. Panzano, Ph.D., Beverly A. Seffrin, Ph.D., Sheri Chaney Jones, M.S., Examining the Value of the Job Characteristics Model for Improving the Experience of Work and Work- Related Outcomes for Adults with Severe and Persistent Mental Illness, *Decision Support Services, Inc.* 2004, p. 2.

expected to be seen as more meaningful by workers, are expected to engender greater feelings of responsibility on the part of workers, and are expected to provide clear cues to workers about the quality of work.

Finally, critical psychological states are expected to explain variability in five specific work outcomes which include: general job satisfaction, perceived job performance, internal work motivation (i.e., the extent that the worker is motivated by doing good work), satisfaction with growth (i.e., the extent that the worker is satisfied with the opportunity to learn new things on the job); and thoughts of quitting.

3.6 The Effects of Intrinsic and Extrinsic Factors on Job Satisfaction

Saleh and Grygier (1969) mentioned that intrinsic factors are those directly related to the actual performance of the job and extrinsic factors are those related to the environment in which the job is being performed.¹⁰⁸

Herzberg, Mausner and Snyderman (1959) classified intrinsic (motivators) and extrinsic factors (hygiene's) in the following way.¹⁰⁹

Intrinsic Factors: Achievement, advancement, recognition, responsibility and the work itself.

Extrinsic Factors: Company policies and administration, interpersonal relations, salary, supervision and working conditions.

Weiss, Dawis, Lofquist and England (1967), who developed Minnesota Satisfaction Questionnaire, classified intrinsic and extrinsic factors similar to the classification of Herzberg et. Al (1959). The classified factors and what each factors meant were as follows.¹¹⁰

¹⁰⁸ Lee Dyer and Donald F. Parker, "Classifying Outcomes in Work Motivation Research An Examination of the Intrinsic- Extrinsic Dichotomy", *Journal of Applied Psychology*, Vol. 60, No.4, p.455.

¹⁰⁹ Frederick Herzberg, Bernard Mausner and Barbara Bloch Snyderman, **The Motivation to Work**, Second Edition, New York: John Wiley and Sons, 1959, p.113,144.

¹¹⁰ John D. Cook, J. Hepworth, Toby D. Wall and Peter B. Warr, **The Experience of Work**, London: Academic Press, 1981, p.24.25.

Intrinsic Factors:

Activity- Being able to keep busy all the time

Independence- The chance to work alone on the job

Variety-The chance to do different things from time to time

Social status- The chance to be “somebody” in the community

Moral values- Being able to do things that don’t go against one’s conscience

Security- The way one’s job provides the steady employment

Social service- The chance to do things for other people

Authority- The chance to tell people what to do.

Ability utilization- The chance to do something that makes use of one’s abilities

Responsibility- The freedom to use one’s own judgment

Creativity- The chance to try one’s own methods of doing the job

Achievement- The feeling of accomplishment one gets from the job

Extrinsic Factors:

Supervision- human relations- The way one’s boss handles his/her workers

Supervision- technical- The competence of one’s supervisor in making decisions

Company policies and practices- The way company policies are put into practice

Compensation- The pay and amount of work one does

Advancement- The chances for advancement of this job

Working conditions- The working conditions

Co-workers- The way one’s co- workers get along with each other

Recognition- The praise one gets for doing a good job

In most studies, it was demonstrated that people at high- level occupations were more satisfied with intrinsic facets of the jobs than with extrinsic facets. The greater gratifications found among such employers have not been the function of wages and conditions of work, but

interesting and challenging work, sense of accomplishment from successful performance of tasks and expression skills.¹¹¹

3.7 The Relationship between Work Family Conflict and Job Satisfaction

Work-family conflict has been shown to affect important organizational outcomes, such as job satisfaction.

Researchers examined if there is any relationship between work-family conflict and job satisfaction and studies were done and covered many different professional groups. This occupational group studies were among accounting workers (Bedeian, Burke and Moffet, 1988; Parasuraman, Greenhaus, Rabinowitz, Bedeian ve Mossholder, 1989), work-family conflict, job stress, family-business conflict, family life satisfaction, life satisfaction, job change intention, control variables: age, gender, training, number of children, working time in the organization, health workers (Thomas and Ganster, 1995) nurses and engineers (Bacharach and et.al., 1991).¹¹²

The various professionals which enrolled in night school (Adams and et al., 1996), police (Burke, 1988), administrators (Judge, Boudreau ve Bretz, 1994), teachers (Cooke and Rousseau, 1984), and dual-employed professionals (Duxbury, Higgins and Thomas, 1996) are available. A large part of this research suggests that conflict with work-family life has a relationship between job satisfactions.¹¹³

The researchers associated work- family life conflict and job satisfaction subscales in the context of traditional decade, they examined and developed different approach in context of expectations in job satisfaction against researchers in traditional expectations in job satisfaction. In this approach, employees expectations are not only related with the job related issues and it also shaped with the interaction of work- family life areas. (Adams and et al, 1996; Bacharach and et al., 1991; Bedeian, Burke and Moffet, 1988; Cooke and Rousseau,

¹¹¹ Frederick Herzberg, **Work and Nature of Man**, London: Granada Publishing, 1974, p.78.

¹¹² İbrahim Efe Efeoglu, “İş- Aile Yaşam Çatışmasının İş Stresi, İş Doyumu ve Örgütsel Bağlılık Üzerindeki Etkileri: İlaç Sektöründe Bir Araştırma, **Unpublished Phd. Dissertation**, Çukurova Üniversitesi, SBE, 2006, p.50.

¹¹³ Efeoglu, p.50.

1984; Duxbury, Higgins and Thomas, 1996; Judge, Boudreau and Bretz, 1994; Parasuraman, Greenhaus, Rabinowitz, Bedeian and Mossholder, 1989; Thomas and Ganster, 1995).¹¹⁴

If necessary to explain according to Iffaldano and Muchinsky (1985), within the framework of the traditional approach, employees job satisfaction working conditions and job security, wages, paid money to work, promotion opportunities of work, the structural and managerial features of the organization, employee relations with colleagues depends to address the expectations to be met. The expectations of the employees in question may vary according to demographic characteristics such as age, gender, level of education.

Although researchers have tended to focus on work interfering with family, several empirical studies supported a relationship between family interfering with work and some of these work and family outcomes as well. For instance, Wiley (1987) noted that family interfering with work was negatively related to job satisfaction, organizational commitment and life satisfaction in a sample of employed graduate students. Along these same lines, Frone et al. (1992) documented that a higher level of family interfering with work was related to incidence of clinical depression and distress on the job for a large, community- based sample of working adults.

The nature of the interface between the workplace and the family is the keystone of the work-family construct. The interface can vary from positive to negative. Usually the term work-family connotes the conflict that arises when an employee tries to fulfill the responsibilities of roles in both domains. Although time limitations are the most common cause of work-family conflict, such conflict can arise because of incompatibilities due to the strain, energy, or behavioral requirements of these different roles. Also, work-family (WFC) has been disaggregated into two components: work interfering with family (WIF) and family interfering with work (FIW).¹¹⁵

The term "conditions" has the advantage of referring to role aspects that are either stressful (i.e., negative) or enhancing (i.e., positive). Role strain is now viewed as one of many potential outcomes of stressful job (family) conditions. Work-family conflict is one such outcome.

¹¹⁴ Efeoğlu, 50.

¹¹⁵ B. A. Gutek , S. Searle, & L. Klepa, Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76(4), 1991, 560.

Although work/family conditions are most often conceptualized as "causing" work-family conflict/enhancement, it is also possible that the relationship is bidirectional. In other words, work-family conflict/enhancement can "cause" as well as be "caused" by work/family conditions.

There is considerable interest in both the causes and consequences of work-family conflict (Frone, Barnes & Farrell, 1994). Accordingly, work-family has been treated as a predictor, an outcome, and an intervening (i.e., mediating or moderating) variable shown in the figure below.¹¹⁶

Direct Effects

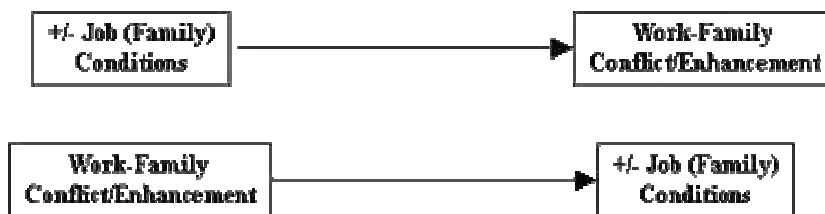


Figure: 3.3 Direct effects job family conditions

Indirect Effects • Mediation

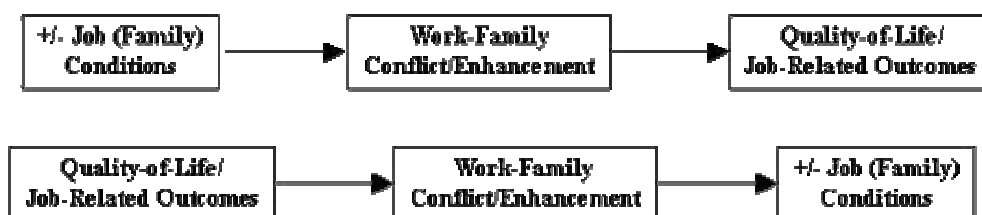


Figure: 3.4 Indirect effects as mediation

¹¹⁶Rosalind Barnett, "Role Stress/Strain and Work", 2002.
http://wfnetwork.bc.edu/encyclopedia_entry.php?id=255&area=All (December 9, 2009).

Indirect Effects • Moderation

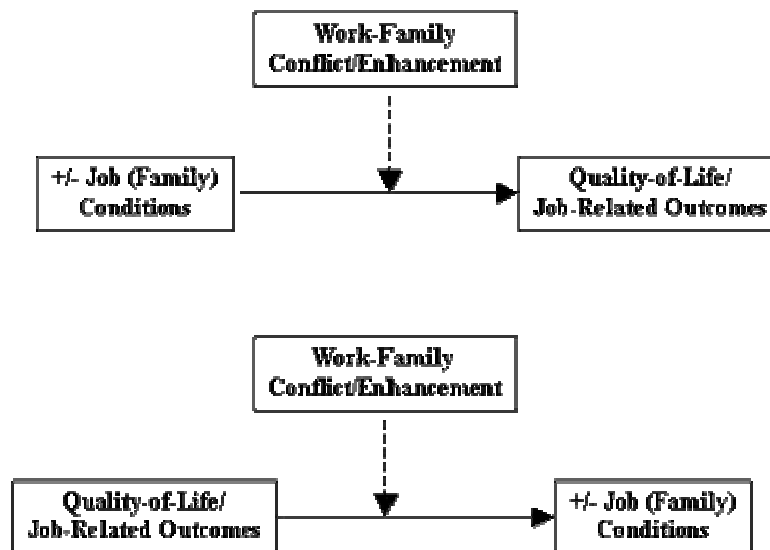


Figure 3.5 Indirect effects as moderation

Graphic presentation of the conceptualization of the relationships among job (family) conditions and work-family outcomes.

Source: Rosalind Barnett, “Role Stress/Strain and Work”, Brandeis University- Community, Families & Work Program, 2002.

http://wfnetwork.bc.edu/encyclopedia_entry.php?id=255&area=All (December 9, 2009).

As an outcome, most research focuses on the individual worker and on workplace stressors and suggests that such workplace conditions as flexibility and control reduce WFC, whereas long work hours and heavy job demands increase WFC.

There is ample evidence that WFC is associated with such negative workplace outcomes as burnout and job dissatisfaction. WFC is also linked to such negative quality-of-life outcomes as life dissatisfaction, marital disruption, poor child outcomes, and substance abuse. There is some indication that WIF is a stronger predictor than FIW.¹¹⁷

¹¹⁷ E.E Kossek, & Ozeki, C. 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), 1998, p.140.

Figure 2.6 presents a conceptual model relating job involvement, family involvement, and emotional support from family, instrumental support from family, work interfering with family, and family interfering with work to job and life satisfaction.

Figure 3.6: The Direct Relationship between Work Family Conflict and Job Satisfaction

Source: G.A Adams,, L.A. King, ve D.W. King (1996), “Relationships of Job and FamilyInvolvement, Family Social Support, and Work-Family Conflict with Job and Life Satisfaction”,*Journal of Applied Psychology*, 81: 411-420, p.416.

A model of the relationship between work and family that incorporates variables from both the work- family conflict and social support literatures was developed and empirically tested by Adams, King and King (1996) in Michigan University on 163 post graduate students who are in different occupations and age levels. This model related bidirectional work- family conflict, family instrumental and emotional social support, and job and family involvement to job and life satisfaction. Results suggested that relationships between work and family can have an important effect on job and life satisfaction and that the level of involvement the worker assigns to work and family roles is associated with this relationship. The results also suggested that the relationship between work and family can be simultaneously characterized by conflict and support. Higher levels of work interfering with family predicted lower levels

of family emotional and instrumental support. Higher levels family emotional and instrumental support was associated with lower levels of family interfering with work.¹¹⁸

According to the role theory, the expected relationship between work-family conflict and job satisfaction is that as work-family conflict increases, job satisfaction decreases (Kahn et al., 1964). Indeed, several studies found that work-family conflict is related to lower job satisfaction (Bedeian et al., 1988; Burke & Greenglass, 1999; Parasuraman & Simmers, 2001; Carlson & Perrewe, 1999). Also, a study examining the relationship between work family conflict and job satisfaction (both global and facet satisfaction) found that work family conflict related significantly to both types of job satisfaction, and the relation was significantly stronger to composite job satisfaction than to global satisfaction (Bruck, Allen,& Spector, 2002). However, there is evidence that this effect is differently influenced by factors such as type of conflict and gender. Bruck et al. (2002) also found that out of the three forms of conflict assessed simultaneously (time-based, strain-based, and behavior-based), the behavior-based was the only form of conflict significantly related to job satisfaction. There is also a debate about how the two directions of work-family conflict (work-to-family and family-to-work) predict job satisfaction, and the role that gender plays in this relationship.¹¹⁹

While some studies have shown that the relationship between global work-family conflict and job satisfaction is stronger for women than for men (Bruck et al, 2002; Greenglass, Pantony and Burke, 1988; Kossek and Ozeki, 1998), other studies have not found any gender differences in the relationship between work-family conflict and work outcomes (Frone et al., 1992; Parasuraman et al., 1992).

Social exchange theory can explain the relationship between availability and utilization of family-friendly workplace supports and job satisfaction (Sinclair, Hannigan, and Tetrick, 1995), in such that perceived support satisfies the socio-emotional needs of the employees by increasing performance-reward expectancies and signaling the availability of aid when needed (Rhoades and Eisenberger, 2002). This is consistent with psychological contract theory (Rousseau, 1995) and perceived organizational support theory (e.g., Rhoades and Eisenberger, 2002), which argue that employees who feel that the organization is involved

¹¹⁸ G.A Adams, L.A. King, and D.W. King (1996), "Relationships of Job and Family Involvement, Family Social Support, and Work-Family Conflict with Job and Life Satisfaction", *Journal of Applied Psychology*, 81: p.411.

¹¹⁹ Dolcos, Sanda, Monica, "Managing Life and Work Demands: The Ompact of Organizational Support on Work- Family Conflict in Public and Private Sectors, (Under the direction of Dennis M. Daley, Phd.) <http://www.lib.ncsu.edu/theses/available/etd-12212006-093039/unrestricted/etd.pdf> (January 15, 2010).

in a positive social exchange will in turn have more positive attitudes toward the organization, such as increased job satisfaction (e.g., Judge, Boudreau, & Bretz, 1994).¹²⁰

This idea is also supported by empirical studies. Behson (2005) found that organizations that support environments that allow employees discretion and autonomy in how they get their work done, encourage supervisors to be supportive of work–family issues, and do not penalize employees for devoting attention to family benefit more from increased employee satisfaction. Sahibzada, Hammer, & Neal (2005), examined whether work-family role combinations (i.e., work and elder care, work and child care, work and elder care and child care) and work-family culture significantly moderate the relationship between availability of workplace supports and job satisfaction.

In Turkey, there are some researches in Turkish literature about Work- Family Conflict and its relationship on job satisfaction.

Efeoğlu (2006), in his study works on the effects of work- family conflict on employees' job stress, job satisfaction and organizational commitment levels. He obtained the data from pharmaceutical companies which have regional offices in Adana, via surveys are analyzed in the extent of organization theory. The result of this study reveals that work-family conflict and work to family conflict have positive effects on job stress. Family to work conflict has no effects on job stress. Secondly, work-family conflict and work to family conflict have positive effects on job satisfaction while no evidence has been found regarding the effects of family to work conflict on job satisfaction. Thirdly, work-family conflict and family-work conflict have negative effects on organizational commitment while no evidence has been found regarding the effects to work to family conflict on organizational commitment.

Uysal (2007), investigated as an organizational outcomes of the relation of work-family conflict to organizational commitment, job satisfaction, job stress, turnover intention and absenteeism on Bank employees. The result of the study revealed that female and married employees experienced higher levels of work-family conflict and work to family conflict. Secondly, work to family conflict was positively related family to work conflict and negatively related to job satisfaction. Thirdly, work to family conflict exerted a significant

¹²⁰ Dolcos, Sanda Monica, p.21, <http://www.lib.ncsu.edu/theses/available/etd-12212006-093039/unrestricted/etd.pdf>, (January 15, 2010).

positive influence on job stress, while family to work conflict did not. Higher family to work conflict led the lower job satisfaction. Finally, work to family conflict was found to be significant predictors of family to work conflict and job stress while family to work conflict was found to be significant predictors of job satisfaction.

4. APPLIED RESEARCH IN ICT SERVICES SECTOR

4.1 Purpose of the Study

The purpose of the study is to measure the relationship between the work- family conflict levels and the job satisfaction levels of the employees' individual perception in the Information and Communication Services (ICT) Sector companies.

The idea underlying this study is that work- family conflict has relationship with job satisfaction.

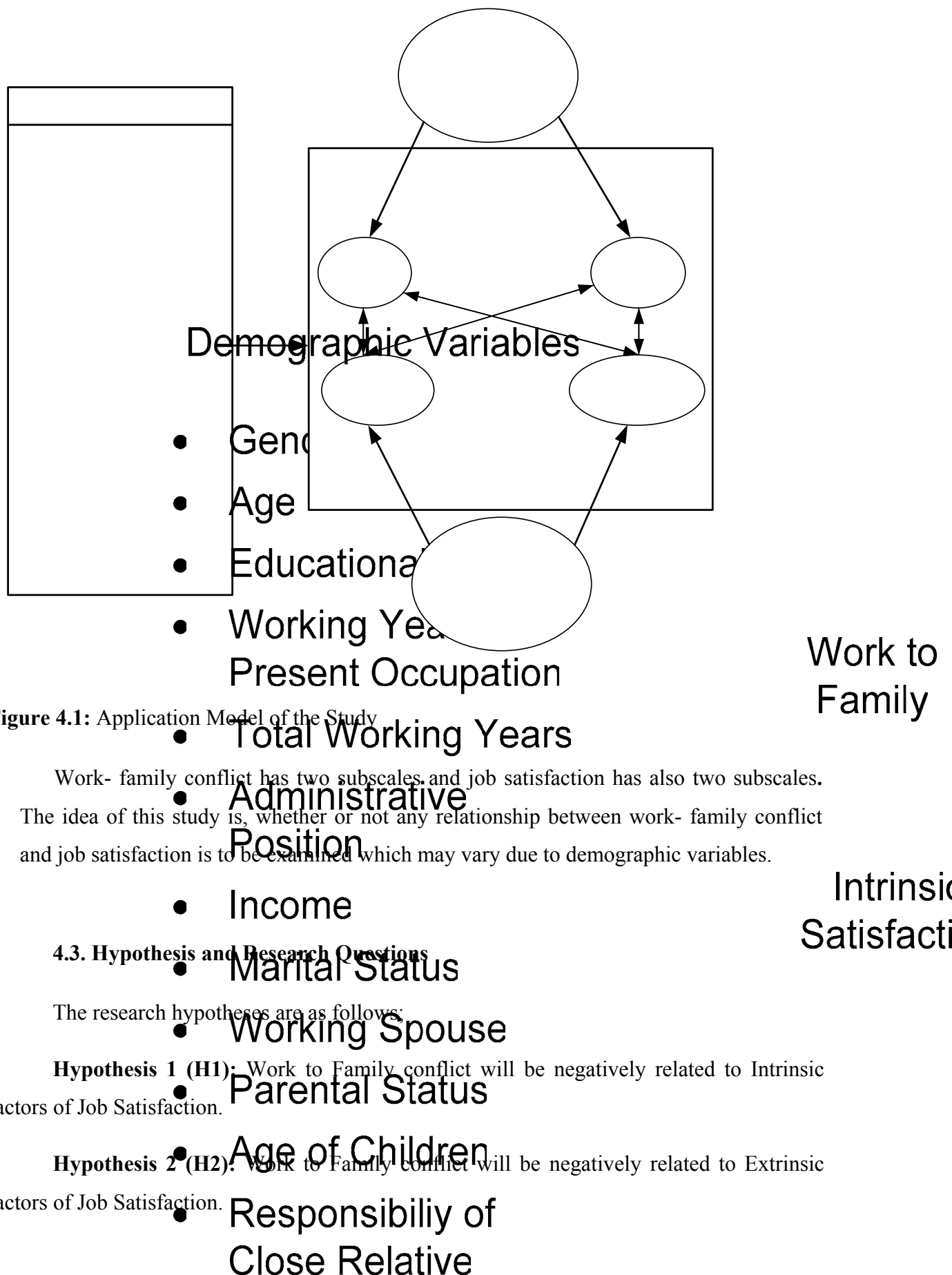
Depending on the data obtained in the descriptive stage of the research, the relationship between work family-conflict levels and the job satisfaction levels of the employees' individual perception will be investigated in ICT services sector in Turkey.

In respect, the following research will examine the relationship between work family-conflict levels and the job satisfaction levels of the individual perception of the employees who works in ICT Services Sector Companies.

4.2. Theoretical and Empirical Framework

Theoretical framework of this study is shown in Figure 2.4 as Indirect effects as mediation and conceptualization of the relationships among job (family) conditions and work-family outcomes. There is ample evidence that WFC is associated with such negative workplace outcomes as burnout and job dissatisfaction.

When there is a balance in Work into Life conditions outcomes are success and happiness and there is a positive job satisfaction. When there is a conflict in Work into Life conditions tension and stress raises and it enforces unhappiness and job satisfaction level decreases.



Hypothesis 3 (H3): Family to Work conflict will be negatively related to Intrinsic factors of Job Satisfaction.

Hypothesis 4 (H4): Family to Work conflict will be negatively related to Extrinsic factors of Job Satisfaction.

By investigating the relationship between the work- family conflict levels and job satisfaction levels of the ICT services sector companies' employees, the following questions will be answered:

Research Question 1 (RQ1): Do work- family conflict factor levels differ according to the demographic variables (gender, age, educational level, working years in present occupation, total working years, administrative position, income, marital status, working, parental status, age of children, responsibility of close relative) in the ICT services companies' employees?

Research Question 2 (RQ2): Do job satisfaction factor levels differ according to demographic variables (gender, age, educational level, working years in present occupation, total working years, administrative position, income, marital status, working, parental status, age of children, responsibility of close relative) in the ICT services companies' employees?

Research Question 3 (RQ3): Is there any significant negative relationship between work- family conflict and job satisfaction for the ICT services sector companies' employees?

4.4 Population and Sampling

According to TÜBİDER reports there are 10,511 ICT companies in Turkey. The biggest and well known ICT companies in Turkey are located in order in Istanbul, Ankara and Izmir. In Istanbul there are 4387, in Ankara there are 1.151 and in Izmir there are 535 companies.¹²¹ As seen the sector is very wide and it is not easy to reach all of the companies in Turkey.

This research sample is aim at ICT companies in Istanbul which are in Teknokent. Teknokent is a technology development region and established in Istanbul Technical University and it is an intermediate area and benefited research and development (R&D).¹²² In Teknokent, there are 70 companies and 2000 workforce and this is taken as a sampling and this is also the limitations of the study.

¹²¹ Murat Çehreli, "Küresel Krizin Ardından Türk Bilişim Sektöründe İşini Kaybedenlerin Oranı % 60". <http://www.turk.internet.com/portal/yazigoster.php?yaziid=25894>. (December 18, 2009).

¹²² http://www.ariteknoent.com.tr/1-_htm. (September 7, 2009).

It has known that at least 30 observations are necessary for correlation analysis. Anova analysis consists of a maximum of 3 groups. 90 observations ($3 \times 30 = 90$) are necessary in this study.

In research sample, the questionnaires were sent to 35 companies which consists 50 % of the Teknokent region. Simple sampling method was used. Twenty-five (25) companies responded and 200 surveys were retrieved from white collar employees in three months between November 2009-January 2010. This research reached 35, 7 % companies and 10 % of the white collar workforce in Teknokent Region.

Optimum sample size is;

$$n = s^2 \cdot z^2 / e^2 = (2/3)^2 \cdot (1.96)^2 / (0.45)^2 = 8.43 \text{ so sample size is assumed as } n=9.$$

In this formula, the standard deviation estimation without prior knowledge is;

$$S^* = DA/6 = X_{\max} - X_{\min} / 6 = 5 - 1 / 6 = 2/3$$

In this study, it is assumed that the significance level is $\alpha = 0.05$ (with 95% (1- α) confidence level) and according to this the standard z score emerges is $z_{0.05} = 1.96$. Besides, as the amount of error interpreting the size of a maximum of ± 0.45 a value has been adopted will not cause problems.

To estimate a mean value with 95% confidence interval and with an amount of 0.45 errors, at least 9 observations are needed. In this study, the average of 3 groups compared and having at least 9 observations will be necessary in statistical terms in each group. $n = S^2 \cdot z^2 / e^2$

4.5 Instrument

In this research two different scales have been used. Data collection method that is used in this thesis is a questionnaire with three parts. These are demographics characteristics, work- family conflict and job satisfaction.

The research instruments used in this study are;

1) Work- Family Conflict Scale developed by Netemeyer, Boles and McMurrian, (1996) and translated by Efeoğlu (2006).

2) "Minnesota Job Satisfaction Survey Short Form developed by R.V. Dawis, D.J. Weiss, G.W. England, L.H. Loftquist (1967), and translated by Baycan (1985).

Responses to the items in Work- Family Conflict scale were elicited on five point scales ranging from “5= strongly agree to 1=strongly disagree” and responses to the items in Job Satisfaction scale were also elicited on five point scales ranging from “5=very satisfied to 1= very dissatisfied.”

4.5.1 Demographic Variables

In the first part of the questionnaire, there were twelve questions measuring the demographic variables. The demographic characteristics of the ICT sector employees as moderating variables were taken into consideration to control statistically due to their potential relationships with the study variables. Demographic variables which are used in this study are as follows.

Gender: Gender was measured by a two-point scale (1) Female, (2) Male.

Age: Age was measured by a five-point scale consisting on age intervals: (1) Below 25, (2) Between 26-35 , (3) Between 36-45, (4) Between 46- 55, (5) Over 56.

Educational Level: Educational level was measured by a four- point scale consisting on educational levels as follows: (1) Primary education graduate, (2) High School graduate, (3) University/ College graduate, (4) Post graduate.

Tenure in Present Occupation: Tenure in present occupation was measured by an open- ended question. Respondents were filled their present working years in current job. Before analyzing data, tenure in present occupation is coded by a three point scale: (1) 1 year or less, (2) 2 to 4 years, (3) 5 years and over.

Total Tenure: Total tenure was measured by an open ended question. Respondents were filled their total working years. Before analyzing data, total tenure is coded by a three point scale: (1) 0 to 5 years, (2) 6 to 10 years, and (3) 11 years and over.

Administrative Position: Administrative position was measured by a two- point scale (1) Yes, (2) No.

Monthly Net Salary: Monthly net salary was measured by four- point scale as follows. (1) 0-999 TL, (2) 1000- 1999 TL, (3) 2000- 2999 TL, (4) 3000 TL- and above.

Marital Status: Marital status was measured by a four- point scale (1) Single, (2) Married, (3) Widowed/ Divorced, (4) Married but lives separately from their spouse.

Working Spouse: This question was only asked to married respondents. Having spouse with a job or not was measured by a two- point scale (1) Yes (2) No.

Number of Children: This question was only asked to married respondents. Number of children belonged to respondents was measured by a four- point scale (1) Without child, (2) 1 Child, (3) 2 Children, (4) 3 Children and more.

Age of Youngest Children: This question was only asked to married respondents. And it was measured by a three- point scale. (1) Age 0-6, (2) Age 7-18, (3) Age above 18.

Eldercare Responsibility: Eldercare responsibility was measured by two- point scale (1) Yes, (2) No.

4.5.2 Work- Family Conflict Scale

In Section two, the questionnaire assesses work- family conflict that is composed of work to family and family to work conflict variables.

Work- family and Family- work conflict scales were developed by Netemeyer and his colleagues (1996). It uses separate subscales to assess the extent of both work- family conflict and family work conflict. The subscales for work-family conflict and family- work conflict are parsimonious, using five items each. The measure was designed to eliminate items present in other measures of work- family and family- work conflict that may measure outcomes rather than the conflict itself.¹²³

Coefficient alpha values for the subscales for both work-family conflict and family-work conflict ranged from .88 to .89. In addition, confirmatory factor analysis showed that the factor loadings and factor correlations were invariant across three samples.

¹²³ D.L. Fields, **Taking the measure of work: A Guide to Validated Scales for Organizational Research and Diagnosis**, Sage Publications, Thousand Oaks, 2002, p.202.

Work- family conflict and family- work conflict both correlated negatively with job satisfaction and life satisfaction across three samples.

These scales were translated and adapted in Turkish by Efeoğlu (2006). Work family conflict scale has two variables- both work to family and family to work variables has five items. A five- point Likert type scale was used for responses ranging from “1=strongly disagree, 5=strongly agree”.

The scale seeks the respondent’s degree of agreement with statements such as “the demands of the new venture interfere with my family or other business activities”.¹²⁴

¹²⁴ John Leaptrott, The Effect of Work - Family Role Conflict on Business Startup Decision-Making Processes, *Journal of Behavioral Studies in Business*, 2006, p.6.

Table 1
Items of Work Family Conflict Scale¹²⁵

Items of Work-Family Conflict
1. The demands of my work interfere with my home family life.
2. The amount of time my job takes up makes it difficult to fulfill my family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfill my family duties.
5. Due to work related duties, I have to make changes to my plans for family activities.
Items of Family- Work Conflict
6. The demands of my family interfere with work related activities.
7. I have to put off doing things at work because of demands on my time at home.
8. Things I want to do at work don't get done because of the demands of my family.
9. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
10. Family-related strain interferes with my ability to perform job-related duties.

¹²⁵ D.L. Fields, 2002, p.202, 203.

4.5.3 Job Satisfaction Scale- Minnesota Satisfaction Questionnaire (Short Form)

In section three, the questionnaire assesses job satisfaction.

The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job. Three forms are available: two long forms (1977 version and 1967 version) and a short form. The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction. The MSQ is useful in exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforcers in jobs.

Short-Form MSQ. This form consists of 20 items from the long-form MSQ that best represent each of the 20 scales. Factor analysis of the 20 items resulted in two factors-- Intrinsic and Extrinsic Satisfaction. The short-form MSQ uses the same response categories used in the 1977 long form. Intrinsic satisfaction refers to occupational conditions (how people feel about the nature of the job's tasks) and extrinsic satisfaction refers to environmental conditions (how people feel about features of the job that are external to the work).

The short form of the MSQ was translated and adapted into Turkish by the Department of Psychology of the University of Bosphorus. Baycan performed a validation and reliability analysis of the Turkish version of the MSQ as part of her postgraduate thesis.¹²⁶

One of the preferences of using the short form of the MSQ in this study is, it is significantly practical in application and evaluation. And it implies both intrinsic and extrinsic factors which employees needs to fulfill.

A five- point Likert type scale was used for responses ranging from "1= very dissatisfied, 5= very satisfied".

¹²⁶ A.F. Baycan, Analysis of the several aspects of job satisfaction between different occupational groups. **Master Thesis (unpublished)** 1985; Bogazici University Institute of Social Sciences.

Table 2

Items of Job Satisfaction Scale- Minnesota Satisfaction Questionnaire (Short Form)

Minnesota Satisfaction Questionnaire (Short Form)	
IS	1. Being able to keep busy all the time.
IS	2. The chance to work alone on the job.
IS	3. The chance to do different things time to time.
IS	4. The chance to be "somebody" in the community.
ES	5. The way my boss handles his/her workers.
ES	6. The competence of my supervisor is making decisions.
IS	7. Being able to do things that don't go against my conscience.
IS	8. The way my job provides for steady employment.
IS	9. The chance to do things for the other people.
IS	10. The chance to tell people what to do.
IS	11. The chance to do something that makes use of my abilities.
ES	12. The way company policies are put into practice.
ES	13. My pay and the amount of work I do.
ES	14. The chances for advancement on this job.
IS	15. The freedom to use my own judgment.
IS	16. The chance to try my own methods of doing the job.
ES	17. The working conditions.
ES	18. The way my co-workers get along with each other.
ES	19. The praise I get for doing a good job.
IS	20. The feeling of accomplishment I get from the job.

The items of each factor are summarized below:

Factors	Item Number
Working conditions	2,17
Opportunities	3,8,9,11,16
Social status, recognition and achievement	4,19,20
Supervision	5,6
Company policies and the work itself	1,7,12
Authority and responsibility	10,15
Pay	13
Promotion	14
Co-workers	18

4.6 Method and Research Methodology

Descriptive Research should be characterized in research methodology. Research was designed for employees existing work family conflict and aims to determine the relationship between work- family conflict levels and job satisfaction levels was held in accordance with the descriptive research model.

The data was collected by the questionnaire. The questionnaire was prepared in Google Documents and it has 42 items and it was distributed by only e-mailing to 35 companies which is the 50% of the Teknokent and simple sampling method was used. There were no face to face interviews with the companies and the same e-mailing method used in taking response for the questionnaire. For an incentive purpose phone calls were made, or e-mailings to inform the ICT sector services companies' general managers, assistance general managers, human resources directors and managers and team or project leaders to motivate the employees to fill the questionnaire. Among 35 companies, 25 companies responded and 200 surveys were retrieved in three months from white collar employees.

The data collected from the questionnaire was analyzed with SPSS. Prior to the analyses, all the data was screened if they were within the range of usability.

Scales used in the study and their dimensions were as followings: Work- Family Scale has two dimensions that were Work to Family Conflict and Family to Work Conflict. Job Satisfaction Scale has two dimensions that were Intrinsic Satisfaction, Extrinsic Satisfaction.

First of all, factor and reliability analyses were conducted for each of the factors of the research. Factor analysis and varimax procedure was applied. To test the reliability of each section of the questionnaire, internal consistency measure of Cronbach's Coefficient Alpha was used.

The following statistical techniques were conducted;

The demographics of the participants examined with frequency and percentage computation.

In order to examine differentiations between the two categories of the variables, an independent samples t-test was conducted (for gender, education level, being in an administrative position, working spouse, parental status, the youngest child's age and being responsible for a close relative).

In order to examine differentiations among the three and more categories of the variables, an analysis of variance was conducted (for age, tenure in present occupation, total working years, monthly income level and marital status). When a significant differentiation was found by ANOVA, a post-hoc Tukey test was conducted in order to find out between which categories a significant differentiation was present.

And at last, in order to examine the association between the work-family conflict scale and job satisfaction scale a Pearson's correlation coefficient was computed.

For all the differentiation and association statistics, chosen significant level was at the 0.05.

4.7 Findings

This part presents the analysis, reliability of the research and interpretation of the data obtained from the three parts of the questionnaire (i.e. demographics, work-family role conflict questionnaire and MSQ). Each is presented according to the research questions.

4.7.1 Factor and Reliability Analyses of the Scales/ Subscales

Factor analysis is a statistical method used to describe variability among observed variables in terms of a potentially lower number of unobserved variables called factors. Factor analysis is related to principal component analysis (PCA) but not identical. Because PCA performs a variance-maximizing rotation of the variable space, it takes into account all variability in the variables. In contrast, factor analysis estimates how much of the variability is due to common factors ("communality"). The items 1, 7, 12 were excluded from the short form of MSQ. Factor analysis was applied by varimax rotation procedure and KMO and Bartlett's Test.

Reliability analyses using internal consistency measure of Cronbach's Coefficient Alpha were carried out for each section of the questionnaire separately. To determine that scales are reliable, alpha value should be 70 at minimum. The coefficient of internal consistency for all scales was found to be acceptable and this means that the instruments are reliable. The factor and reliability analysis of the subscales are presented in table 5.1.

Table 3
Factor and Reliability Analyses of the Subscales/Scales

	Rotated Component Matrix(a)	Component			
		1	2	3	4
Intrinsic Satisfaction Subscale (10)	IS 11. The chance to do something that makes use of my abilities IS 3. The chance to do different things time to time IS16. The chance to try my own methods of doing the job IS 9. The chance to do things for the other people IS 15. The freedom to use my own judgment IS 10. The chance to tell people what to do IS 20. The feeling of accomplishment I get from the job. IS 2. The chance to work alone on the job IS 8. The way my job provides for steady employment IS 4. The chance to be "somebody" in the community	0,759 0,740 0,719 0,709 0,709 0,699 0,603 0,548 0,492 0,455			
WFC Subscale (5)	WF3 Things I want to do at home do not get done because of the demands my job puts on me WF4 My job produces strain that makes it difficult to fulfill my family duties WF2 The amount of time my job takes up makes it difficult to fulfill my family responsibilities WF5 Due to work related duties, I have to make changes to my plans for family activities WF1 The demands of my work interfere with my home family life		0,828 0,827 0,826 0,791 0,741		
Extrinsic Satisfaction Subscale (7)	ES 5. The way my boss handles his/her workers ES 6. The competence of my supervisor is making decisions ES 19. The praise I get for doing a good job ES 14. The chances for advancement on this job ES 18. The way my co-workers get along with each other ES 17. The working conditions ES 13. My pay and the amount of work I do			0,810 0,796 0,687 0,610 0,588 0,552 0,531	
FWC Subscale (5)	FW3 Things I want to do at work don't get done because of the demands of my family FW5 Family-related strain interferes with my ability to perform job-related duties FW2 I have to put off doing things at work because of demands on my time at home FW4 My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime FW1 The demands of my family interfere with work related activities				0,805 0,781 0,769 0,745 0,574
% of Variance		18,058	14,536	14,161	12,224
Cronbach's Alpha		0,831	0,9002	0,8464	0,8575

*Component Transformation Matrix has shown in Appendix 2.

4.7.2 Demographic Data

Prior to the analyses, a summary of the frequency data from the demographic variables are presented here. The frequency tables of the 200 ICT professionals' demographics are presented below in order with the first part of the questionnaire.

Table 4
The Summary of Respondents Demographics

Variable		<i>f</i>	%	<i>Valid</i> %	<i>Cumulative</i> %
Gender	Female	56	28	28	28
	Male	144	72	72	100
	Total	200	100	100	
Age	25 and below	25	12,5	12,5	12,5
	26 to 35	133	66,5	66,5	79
	36 to 45	39	19,5	19,5	98,5
	46 to 55	3	1,5	1,5	100
	Total	200	100	100	
Educational Level	High School	3	1,5	1,5	1,5
	College/University	155	77,5	77,5	79
	Master Degree/Ph D.	42	21	21	100
	Total	200	100	100	
Tenure in present occupation	1 year or less	67	33,5	33,5	33,5
	2 to 4 years	87	43,5	43,5	77
	5 years and over	46	23	23	100
	Total	200	100	100	
Total working years	0 to 5 years	71	35,5	35,5	35,5
	6 to 10 years	58	29	29	64,5
	11 years and over	71	35,5	35,5	100
	Total	200	100	100	
Administrative Position	Yes	85	42,5	42,5	42,5
	No	115	57,5	57,5	100
	Total	200	100	100	
Monthly income	TL 999 or less	3	1,5	1,5	1,5
	TL 1000 to 1999	38	19	19	20,5
	TL 2000 to 2999	46	23	23	43,5
	TL 3000 and over	113	56,5	56,5	100
	Total	200	100	100	

Table 4 (continued)

Marital status	Single	100	50	50	50
	Married	89	44,5	44,5	94,5
	Widowed/Divorced	11	5,5	5,5	100
	Total	200	100	100	
Working spouse	Yes	64	32	71,1	71,1
	No	26	13	28,9	100
	Total	90	45	100	
	System Missing	110	55		
	Grand Total	200	100		
Number of children	None	39	19,5	40,6	40,6
	1 child	40	20	41,7	82,3
	2 children	17	8,5	17,7	100
	Total	96	48	100	
	System Missing	104	52		
	Grand Total	200	100		
Age of the youngest child	0-6 years old	44	22	74,6	74,6
	7-18 years old	15	7,5	25,4	100
	Total	59	29,5	100	
	System Missing	141	70,5		
	Grand Total	200	100		
Responsible for a close relative	Yes	18	9	18,2	18,2
	No	81	40,5	81,8	100
	Total	99	49,5	100	
	System Missing	101	50,5		
	Grand Total	200	100		

The sample is distributed as follows: 28 % of the ICT professionals participated in the study are female and the rest, 72% are males. Most of the participants are between 26 and 35 years old with a 66,5% of the sample. The smallest age group is who are between 46 and 55 years old with a 1.5%. The largest group of the participants is made up of people who have a college or university degree (77.5%). While 1.5% of the participants have a high school diploma, the rest of the participants have a master or Ph D. (21%). 33.5% of the participants have been working for 1 year or less, 43.5% have been working for 2 to 4 years and 23 % have been working for 5 years or more in the current company at the time of the study. 35,5 % of the participants have been working for 5 years or less, 29 % have been working for 6 to 10 years and 35,5 % have been working for 11 years or more at the time of the study.

The question of ‘Have you been in an administrative post in your work life’ is replied positive by 42.5% of the respondents while %57.5 said no. Most of the participants reported that they are earning TL 3,000 or more with a 56,5 %. On the other hand the smallest group earns TL 999 or less with a 1.5%. 50% of the participants are single, 44,5% are married and only 5.5% are either widowed or divorced. 71,1 % of the participants’ (married participants) spouse are working while 28,9 % not (valid % column is used). Excluding single participants, 40,6 % of the participants reported that they have no children while 41,7 % have reported one child and 17.7% have reported 2 children (valid % column is used). 74,6 % participants (who have children) reported that their youngest child is 6 years old or less, while 25,4 % reported that their youngest child’s age is between 7 and 18 years old (valid % column is used). 18,2 % of the participants reported that they are responsible for a close relative while 81.8% reported that they are not responsible for a close relative (valid % column is used).

4.7.3 Inferential Statistics Regarding Work-Family Conflict

This section deals with investigation of if there is a statistically meaningful differentiation of work-family conflict and family-work conflict perception among the ICT professionals according to their demographics. Prior to differentiation analyses, the participants’ descriptive scores of the work-family subscales will be examined without taking into consideration of their demographics.

Responses are scored 1 through 5 proceeding from left to right in the answer spaces. Scale scores are determined by summing the weights for the responses chosen for the items in each scale.

Table 5
Descriptive of work-family conflict

Sub Scales	N	Min.	Max.	Mean	SD
Work-Family Conflict	200	1	5	2,805	0,999
Family-Work Conflict	200	1	5	2,038	0,827

The work-family and family-work conflict scales, which was developed by Netemeyer, Boles and McMurrian (1996) and modified to Turkish by Efeoğlu (2006), consist of two subscales with 5 items in each subscale scored by the participants (absolutely not agree-completely agree, five-point response scale).

As seen from the Table 5.14, work into family conflict mean score is much higher than the family into work conflict ($\bar{X}_{WFC}=2.805$ and $\bar{X}_{FWC}=2.038$). The participants have more trouble at home caused by work.

The independent variables (predictors/demographics) were re-grouped according to their distribution in order to conduct inferential statistics. The re-group formed can be followed in the second column of the tables.

Table 6
Comparison of tenure in total working of the ICT professionals' work-family conflict scales' scores

Subscales	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey
	Total working years				F	p	
Work-Family Conflict	0 to 5 years (1)	71	2,69	0,92	2,413	0,092*	3 vs 1,2
	6 to 10 years (2)	36	2,61	0,98			
	11 years and over (3)	93	2,97	1,04			
Family-Work Conflict	0 to 5 years (1)	71	2,00	0,76	2,548	0,081*	3 vs 1,2
	6 to 10 years (2)	36	1,80	0,73			
	11 years and over (3)	93	2,16	0,89			

* $p < .05$

When the total working years are considered, the results looks very different than the prior analysis. The total working years cause a significant differentiation in perceiving work-family conflict subscale ($F=2.413$ and $p<0.05$), and there is also significant differentiation in perceiving family-work conflict level ($F=2.548$ and $p<0.05$).

The post-hoc Tukey test shows us that there is a significant differentiation between the Group 1 and Group 1-2 perception of work-family conflict. It is seen from the mean scores of the groups that who have 11 years and over working experience has a higher level of perception of work into family conflict than the other two groups ($\bar{X}_{0\text{ to }5\text{ years}}=2.69$, $\bar{X}_{6\text{ to }10\text{ years}}=2.61$ and $\bar{X}_{11\text{ years and over}}=2.97$).

The post-hoc Tukey test shows us that there is a significant differentiation between the Group 1 and Group 1-2 perception of family-work conflict. It is seen from the mean scores of

the groups that who have 11 years and over working experience has a higher level of perception of work into family conflict than the other two groups ($\bar{X}_{0 \text{ to } 5 \text{ years}}=2.00$, $\bar{X}_{6 \text{ to } 10 \text{ years}}=1.80$ and $\bar{X}_{11 \text{ years and over}}=2.16$).

Table 7
Comparison of being in administrative position

Subscale	Administrative post	N	Mean	SD	t-test		
					t	df	p
Work-Family Conflict	Yes	85	2,97	0,97	2,04	198	0,04*
	No	115	2,68	1,00			
Family-Work Conflict	Yes	85	2,09	0,83	0,82	198	0,410
	No	115	1,99	0,83			

* $p < .05$

As shown in Table 5.20, being in an administrative position or not cause a significant differentiation in level of perceiving work-family conflict ($t=2.04$ and $p<.05$). The ICT professionals who are in an administrative position have a higher level work into family scores than the others ($\bar{X}_{In \text{ an administrative post}}=2.97$ and $\bar{X}_{Not \text{ in an administrative post}}=2.68$).

Tables which have no significant difference according to inferential statistics of Work- Family Conflict are given Appendix 3.

4.7.4 Inferential Statistics Regarding Job Satisfaction

In order to examine the level of job satisfaction of the participants of this study the Minnesota Satisfaction Questionnaire (MSQ) (Short Form) is used. The questionnaire consists of 20 questions, 12 for intrinsic and 8 for extrinsic job satisfaction and all constitute a general job satisfaction. Questions are designed in a 5 point Likert scaling (very satisfied to very dissatisfied).

Responses are scored 1 through 5 proceeding from left to right in the answer spaces. Scale scores are determined by summing the weights for the responses chosen for the items in each scale.¹²⁷

Table 8
Descriptive of Job satisfaction

Sub Scales/Scale	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>SD</i>
Intrinsic Satisfaction	200	1,33	5	3,566	0,691
Extrinsic Satisfaction	200	1,12	5	3,316	0,805

Table 5.27 shows that the participants of the study have a very close mean scores on both intrinsic and extrinsic satisfaction subscales ($\bar{X}_{IS}=3.566$; $\bar{X}_{ES}=3.316$). The intrinsic satisfaction level of the participants is slightly higher than extrinsic satisfaction level.

Table 9
Comparison of tenure in present occupation on job satisfaction

Subscales	Groups	<i>N</i>	<i>Mean</i>	<i>SD</i>	ANOVA		Post-Hoc Tukey test
	Tenure in present occupation				<i>F</i>	<i>p</i>	
Intrinsic Satisfaction	1 year or less (1)	67	3,41	0,72	3,174	0,044*	1 vs 3
	2 to 4 years (2)	87	3,66	0,68			
	5 years and over (3)	46	3,72	0,69			
Extrinsic Satisfaction	1 year or less	67	3,44	0,83	1,511	0,223	-
	2 to 4 years	87	3,22	0,82			
	5 years and over	46	3,24	0,84			

* $p < .05$

¹²⁷ David j. Weiss, Rene v. Davis, George W. England and Llyod H. Lofquist, **Manual for the Minnesota Satisfaction Questionnaire**, Minnesota studies in vocational rehabilitation:xxii, 1977, p.3.

As shown in Table 5.31, participants of the study are differentiated according to their tenure in present occupation only for intrinsic satisfaction ($F=3.174$ and $p<0.05$). According to post-hoc Tukey test; there is a significant difference between the Group 1's intrinsic satisfaction level and Group 3's intrinsic satisfaction level. The participants in Group 1 (1 year or less) have a lower level of intrinsic satisfaction than the other two groups' level of intrinsic satisfaction ($\bar{X}_{1 \text{ year or less}}=3.41$, $\bar{X}_{2 \text{ to } 4 \text{ years}}=3.66$ and $\bar{X}_{5 \text{ years and over}}=3.72$).

Table 10
Comparison of total working years on job satisfaction

Subscales	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey
	Total working years				F	p	
Intrinsic Satisfaction	0 to 5 years (1)	71	3,39	0,75	4,548	0,012*	1 vs 3
	6 to 10 years (2)	36	3,68	0,61			
	11 years and over (3)	93	3,71	0,73			
Extrinsic Satisfaction	0 to 5 years (1)	71	3,33	0,80	0,263	0,473	-
	6 to 10 years (2)	36	3,40	0,72			
	11 years and over (3)	93	3,22	0,88			

* $p<.05$

Participants of the study are differentiated according to total working year only for intrinsic satisfaction ($F=4.548$ and $p<0.05$). According to post-hoc Tukey test; there is a significant difference between the Group 1's intrinsic satisfaction level and Group 3's intrinsic satisfaction level. The participants in Group 1 (1 year or less) have a lower level of intrinsic satisfaction than Group 3's level of intrinsic satisfaction ($\bar{X}_{0 \text{ to } 5 \text{ years}}=3.39$, $\bar{X}_{6 \text{ to } 10 \text{ years}}=3.68$ and $\bar{X}_{11 \text{ years and over}}=3.71$).

Table 11**Comparison of being in an administrative post on job satisfaction**

Subscale/Scale	Administrative post	N	Mean	SD	t-test		
					t	df	p
Intrinsic Satisfaction	Yes	85	3,77	0,67	3,00	198	0,003*
	No	115	3,46	0,74			
Extrinsic Satisfaction	Yes	85	3,34	0,84	0,67	198	0,498
	No	115	3,26	0,80			

* $p < .05$

Those who are in an administrative post have a higher intrinsic satisfaction level than who are not in an administrative post (Table 33, $t=3.00$ and $p<0.05$; $\bar{X}_{In\ an\ administrative\ post}=3.77$ and $\bar{X}_{Not\ in\ an\ administrative\ post}=3.46$).

Tables which have no significant difference according to inferential statistics of Job Satisfaction are given Appendix 4.

4.7.5 Association Between Work-Family Conflict and Job Satisfaction

Table 12

Association between work-family conflict and job satisfaction (N=200)

		W-F Conflict	F-W Conflict	Intrinsic S.	Extrinsic S.
W-F Conflict	Pearson Correlation	1	,514(**)	-0,147(*)	-0,238(**)
	Sig. (2-tailed)	.	,000	,038	,001
	N	200	200	200	200
F-W Conflict	Pearson Correlation		1	-0,287(**)	-0,301(**)
	Sig. (2-tailed)		.	,000	,000
	N		200	200	200
Intrinsic S.	Pearson Correlation			1	0,656(**)
	Sig. (2-tailed)			.	,000
	N			200	200
Extrinsic S.	Pearson Correlation				1
	Sig. (2-tailed)				.
	N				200

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

In order to examine the association between the participants' perception of work-family conflict and job satisfaction level, Pearson product moment correlation technique was used. Accordingly;

There is a significant and negative association between the work-family conflict and intrinsic satisfaction ($r = -0.147$ and $p < 0.05$).

There is a significant and negative association between the work-family conflict and extrinsic satisfaction ($r = -0.238$ and $p < 0.001$).

There is a significant and negative association between the family-work conflict and intrinsic satisfaction ($r = -0.287$ and $p < 0.001$).

There is a significant and negative association between the family-work conflict and extrinsic satisfaction ($r = -0.301$ and $p < 0.001$).

5. DISCUSSION

In this study, the relationship between the work- family conflict levels and job satisfaction levels has been examined according to demographic variables and sub factors of work- family conflict and job satisfaction.

Specifically, evidence suggests that there is a negative relationship between work-family conflict and job satisfaction beyond family interference with work.¹²⁸ Firstly Work-family conflict subscales and demographic variables were analyzed. It was stated that both male and female participants in ICT services sector company's employees have no direct work- family conflict. Family resources such as love, status, information, money services and goods may be useful in minimizing the negative effects of work- family conflict and promoting balance.

The excluded items 1,7,12 from the short form of MSQ represent the company policies and the work itself. In this study there is no evidence about the ICT services sector employees' perception about company policies and the work itself. These people focused on their work very intensively and the association with the company policies and work itself does not make sense for them.

ICT professional who worked more than 11 years and over and who work in administrative position level have work into family conflict that is slightly higher than other participants. Again participants who worked 11 years and over have higher level of family into work conflict.

The findings supported Pleck's (1977) theory of asymmetric boundary permeability for this sample. Pleck argued that gendered expectations about work and family life asymmetrically shape work/family boundaries. The practical result of this asymmetry, according to Pleck, is that men's work demands will tend to spill over into family life, whereas women's family demands will tend to spill over into the workplace.¹²⁹ Both men and women have greater degree of work into family conflict than family into work conflict.

¹²⁸ E.E. Kossek & Ozeki. C., "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), 1998,139.

¹²⁹ Noelle Chesley, "Blurring Boundaries? Linking Technology Use, Spillover, Individual Distress, and Family Satisfaction", *Journal of Marriage and Family* 67, University of Wisconsin- Milwaukee, 2005, p.1239. <https://www4.uwm.edu/letsci/sociology/faculty/pdf/upload/Chesley-Blurred-Boundaries.pdf> (January10, 2010).

The findings also identify managers as being at particularly high risk for work- family conflict. The concept of managerial stress is a relatively recent phenomenon that has received increasing attention. In that time, the understanding of the stress process and women managers has tended to be polarized by two main traditional approaches: that women are same as men and therefore will react like men, or that they are the opposite of men and will therefore react the opposite to men. It has been proposed that, one reason male managers apparently cope better than their female counterparts, is because they adopt problem-focused strategies (which address the situation) as opposed to emotion-focused strategies (which deals with individuals feelings in reaction to the stressful event).

Many researches on work- family conflict showed that conflict level increased until mid- level age. It is strikingly seen that the imbalance between work and family conflict decrease over mid- level age. In our study there is not a significant difference between age and work to family conflict.

The most popular view of the relationship between work and family is the spillover theory: the effects of one domain (work or family) “spill over” into another domain as a result of three distinct categories of work-family conflict, namely time-based, strain-based and behavior-based. The analysis of gender role attitudes in the role play a vital part in work-family conflict whereby a women’s care of the home is always indispensable even if she is a professional working woman earning a good income that can afford domestic help. In addition, the balancing of both roles may have been affected by the interplay of cultural norms and social factors.

In a survey, females are affected when work demands influence on family area and males are affected when family demands intervene on work area and it has found that the imbalance on males has a strong relationship with anxiety.¹³⁰ Results of the studies showed that if an employee is experiencing a high level of family into work conflict, the potential for lost productivity (performance) exists. If an employee is experiencing a high level of work into family conflict, the potential for losing an employee exists. A male worker who experienced family conflicts with work may receive lower performance and lower reward recommendations than a male worker who did no experience family into work conflict. Other

¹³⁰ Zeynep Aycan, Mehmet Eskin, Serap Yavuz, **Hayat Dengesi, İş Aile ve Özel Hayatı Dengeleme Sanatı**, Sistem Yayıncılık, 1. Basım, İstanbul, 2007, p.52.

studies found that men who took an extended family leave of absence received fewer organizational rewards.¹³¹

In our study there is no significant difference about child care on work to family conflict. On the other hand, child care is probably the most difficult and worrisome problem for parents and it has a definite impact on the organization. In a study found that among two-parent families with young children: (a) parents who had difficulty finding child care were more likely to be absent from work than those reporting no difficulty; (b) if child care arrangements broke down frequently, parents were more likely to come to work late or leave early; and (c) the breakdown of and dissatisfaction with child care arrangements were predictive of high levels of stress and negative psychological symptoms for both parents.¹³² Shift work may be used as a solution to child care problems.

On the other hand both education level and close relative responsibility do not cause a significant differentiation for level of perceiving work- family or family work conflict subscales.

Secondly, satisfaction subscales and demographic variables were analyzed. Intrinsic satisfaction level of the participants of ICT services sector company's employees is slightly higher than extrinsic satisfaction. Employees who are in administrative position have a higher intrinsic satisfaction level. Tenure in present occupation 1 year or less has a lower level of intrinsic satisfaction. Again according to total working years, employees who worked 1 year or less have a lower level of intrinsic satisfaction.

There is a very close relationship between high job satisfaction and feelings of effectiveness on the job. A "satisfied" or "happy" employee may begin to develop an approach of self-complacency, and an overall sense of well-being, and consequently, his temperament may become one of ignorant submission and passivity rather than one of positive action and active involvement. As a result, it is not too uncommon to see that the productivity of the employee does not always closely follow his upward satisfaction curve.

Education level, marital status, to have children, responsibility for a close relative other than for a spouse or children or not do not cause a significant differentiation.

¹³¹ T.D. Allen & J.E. Russell, "Parental leave of absence: Some not so family- friendly implications." *Journal of Applied Social Psychology*, 29, 1999, 178.

¹³² M. Love, E. Galinsky, & D. Hughes, "Work and family: Research findings and models for change". **ILR Report**, 25(1), 1987, p.10,12.

Thirdly, association between work- family conflict and job satisfaction was analyzed.

Hypothesis 1 (H1): Work to Family conflict will be negatively related to Intrinsic factors of Job Satisfaction, Hypothesis 2 (H2): Work to Family conflict will be negatively related to Extrinsic factors of Job Satisfaction, Hypothesis 3 (H3): Family to Work conflict will be negatively related to Intrinsic factors of Job Satisfaction, Hypothesis 4 (H4): Family to Work conflict will be negatively related to Extrinsic factors of Job Satisfaction, were supported. Results showed that there is a significant association between the work- family conflict and intrinsic job satisfaction. Family to work conflict was found to be significant predictors of job satisfaction.

Greater work- family conflict was related to lower levels of daily job satisfaction. In a study findings indicated that the negative relationship between work- family conflict and job satisfaction was reduced by higher levels of status and financial resources. Things may inability arise as dissatisfaction on people. The imbalance between work and family interfere with the people's interest of value on things. In case of the work and family imbalance job satisfaction level is reduced, in addition people who are giving equally value to both work and family roles it was observed that life satisfaction was also decreased.

Traditional work schedules can cause problems for employees with families because excessive work hours prevent workers from spending enough time with their families, the work day either starts too early or ends too late and thus does not allow for quality time with their families, and work schedules often do not mesh with child care arrangements (Nollen, 1980).¹³³ Flexitime programs such as flexible work hours and part- time employment- job sharing and permanent part- time employment may be solutions to this conflict. Family-friendly work policies, supportive work environment adopt the employee's available coping strategies to work into family conflict and family into work conflict. It is essential that these policies should be designed and used for both women and men employees. This will improve employees' abilities to handle family matters and, in doing so, will enhance their work performance, commitment and satisfaction.¹³⁴

Many organizations focus their training and development on maximizing the efficiency of work performances from their employees, but very few of them offer training on

¹³³ S.D. Nollen "What is happening to flexitime, flexitour, gliding time, the variable day? And permanent part-time employment? And the four- day week?" *Across the Board*, 17 (4), 1980, 10.

¹³⁴ A.C. Crouter & j. Garbarino, "Corporate self reliance and the sustainable society". *Technological Forecasting Social Change*, 22, 140.

enhancing their worker's life satisfaction. If the employees face any problems, there is no consultant or counselors that they can turn to. They have no choice but to rely on HR managers or their own Head of Department. They might not be the best people to give advice on personal problems. Thus, training managers to reduce work into family conflict and family into work conflict may enhance performance and aid in the retention of the employees.

Supervisors should provide substantial social support to workers through behavior that shows care and willingness to listen to problems so that stressors inherent at the workplace and problems faced by workers in relation to the interface of work and family roles can be understood. This would assist employees to reduce the conflict they experience in trying to balance the demands of work and family roles, and the negative effects of the conflict.

Organizations can help reduce some amount of work-family conflict by providing facilities such as quality on-site childcare programs at subsidized rates and enhanced maternity and parental leave, flextime, compressed work week, reduced work hours in the current job, job sharing, paid vacations, paid family and medical leaves and telecommuting- is the option for employees to do some or all of their work from home or a satellite office.

These family-friendly policies can be implemented as an effort to reduce work family conflict for employees and enhance employees' career development, but may also be developed to retain workers. The effectiveness of these family-friendly initiatives should not be evaluated based largely on cost effectiveness and short-term organizational benefits. Attention should be given to the perspectives of employees and impact on families. Care policies allow employees with care giving responsibilities to focus on doing their job while they are at work by assisting them with home activities dependent care benefits may enable employees to find high quality dependent care, thus allowing them to focus on their jobs while at work, with positive consequences on the quantity and quality of their work. Family friendly workplace policies attract new employees, retain employees, reduce employee stress, and increase employee productivity.

When providing family-friendly policies, organizations weigh costs against the benefits. Family-friendly policies increase recruitment and retention, job and life satisfaction, organizational commitment and loyalty, and reduce work-family conflict and absenteeism. However, simple provision of these policies may not be enough, as their actual implementation rests on informal work-family support, which seems to be as important or

even more important. Supervisors who support work family policies contribute to increased job satisfaction.

In a research with software and product development engineers, Perlow (2001) found a widespread perception that long working hours were required in order to keep the company competitive. Engineers who prioritized work differently, leaving at 5 PM every day, often suffered from negative career consequences, reinforcing further the culture of work over family.¹³⁵ The study also found that the type of coordination among group members (e.g., managerial-centered vs. team-centered) affected the number of hours worked as well as their schedule flexibility. The type of coordination also affected the degree to which employees could substitute for each other, enhancing schedule flexibility.¹³⁶ Thus, the type of coordination and substitutability may affect directly the culture of overwork and the ability to use flexible work arrangements.

These results of the study will be useful to human resources experts, managers, ICT services sector professionals and academicians who are interested in evaluating work- family conflict and job satisfaction of the organizations. This research shows that there is not much more employee research in ICT services sector. This study may provide information about the employees who works in ICT services sector and additional insights for future studies both organizational development and reducing work family conflict for better job satisfaction.

As with most survey research, this study is not without limitations. First, all data was collected from Teknokent as a sample of ICT services sector and restricted to a sample of 200 employees in twenty five ICT services companies and thus generalization was not much possible. Second, in this study we only investigate the relationship between the work family conflict levels and job satisfaction of the employees in ICT services sector. The outcomes of the organizational result are not only job satisfaction. Finally, future research may also want to examine the other job related outcomes such as organizational commitment, job stress, turnover intention, absenteeism, well being and its relation to work family conflict in ICT services sector.

¹³⁵ L.A. Perlow, **Finding time: How corporations, individuals, and families can benefit from new work practices**. Ithaca, 1997, NY: Cornell University Press, p.150.

¹³⁶ L.A. Perlow, Time to coordinate: Toward an understanding of work-time standards and norms in a multicountry study of software engineers. *Work & Occupations*, 2001, p.28.

APPENDIX

APPENDIX 1: QUESTIONNAIRE

Sayın Katılımcı,

Bu anket, Marmara Üniversitesi “ Human Resources Management and Development Yüksek Lisans Programı” bünyesinde yürütülen ve iş- aile çatışmalarının iş tatminine etkisi ilişkisini araştıran bir çalışmanın parçasıdır.

Anket, 3 bölümden ve toplam 42 sorudan meydana gelmektedir, yanıtlanması 10 dakikayı geçmeyecek şekilde düzenlenmiştir. Hiçbir sorunun doğru veya yanlış cevabı olmadığından lütfen soruların tümünü cevaplamaya çalışınız. Anketin hiçbir yerinde isminiz, kimlik ve iletişim bilgileriniz sorulmamaktadır. Anonim olarak hazırlanmış olan anket sadece bilimsel amaçla değerlendirilecek ve kesinlikle üçüncü kişilerle paylaşılmayacaktır.

Anketi doldurarak, bu araştırmanın gerçekleşmesine katkıda bulunduğunuz ve destek olduğunuz için teşekkür eder, çalışmalarınızda başarılar dileriz.

Prof. Dr. Nevin Deniz

Tuğba Özkabakçı

Marmara Üniversitesi
Sosyal Bilimler Enstitüsü
Kamu Yönetimi Anabilim Dalı
Human Resources Management
and Development Bilim Dalı Başkanı
Tez Danışmanı

Marmara Üniversitesi
Sosyal Bilimler Enstitüsü
Kamu Yönetimi Anabilim Dalı
Human Resources Management
and Development Bilim Dalı
Yüksek Lisans Öğrencisi

BÖLÜM 1: *Bu bölümde, demografik özellikleri belirlemeyi amaçlayan sorular bulunmaktadır. Lütfen size en uygun cevabı, ilgili kısmı işaretleyerek belirtiniz.*

Cinsiyetiniz:	Kadın ()	Erkek ()
Yaşınız:	25 yaştan az ()	26-35 yaş arası ()
	36-45 yaş arası ()	46-55 yaş arası ()
	56 yaştan fazla	
Eğitim Durumunuz:	İlköğretim ()	Lise ()
	Yüksekokul/ Üniversite ()	Yüksek Lisans/ Doktora ()
Bu işyerindeki çalışma süreniz (yıl olarak):.....		
İş hayatınızdaki toplam çalışma süreniz (yıl olarak):.....		
Yöneticilik pozisyonunuz var mı?	Evet ()	Hayır ()
Aylık geliriniz ne kadardır?	0- 999 TL ()	1000- 1999 TL ()
	2999 TL ()	3000 TL ve üstü ()
Medeni durumunuz:	Bekar ()	Evli ()
	Dul/ Boşanmış ()	Evli ancak eşinden ayrı yaşıyor ()
Evliyseniz:		
Eşiniz çalışıyor mu?	Evet ()	Hayır ()
Kaç çocuğunuz var?	Yok ()	1 () 2 () 3 ve üstü ()
En küçük çocuğunuzun yaşı:	0-6 yaş ()	7-18 yaş () 18 yaş ve üstü ()
Eşiniz ve (varsa) çocuklarınız dışında bakmakla yükümlü olduğunuz aile bireyleri (anne, baba v.b. gibi) var mı?		
Evet ()	Hayır ()	

BÖLÜM 2: Bu bölümde çalışanların iş- aile çatışması düzeylerini belirlemeye yönelik ifadeler bulunmaktadır. Lütfen size en uygun cevabın sayısal değerini işaretleyiniz.

		1-Kesinlikle katılmıyorum	2- Katılmıyorum	3- Fikrim Yok	4- Katılıyorum	5- Kesinlikle katılıyorum
1	İş sorumluluklarım aile ve iş yaşantımı olumsuz olarak etkiliyor.	1	2	3	4	5
2	İşimin aldığı zaman, aileme karşı sorumluluklarımı yerine getirmemi zorlaştırıyor.	1	2	3	4	5
3	İşimin gereksinimleri nedeni ile evde yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
4	İşimin yarattığı gerginlik ve yük nedeniyle aile yaşantımla ilgili yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
5	İş sorumluluklarım nedeni ile ailemle ilgili planları değiştirmek zorunda kalıyorum.	1	2	3	4	5
6	Ailemin gereksinimleri, iş yaşamımı olumsuz olarak etkiliyor.	1	2	3	4	5
7	Ev yaşantımın gereksinimleri nedeniyle işimle ilgili çalışmalarımı sonraya bırakmam gerekiyor.	1	2	3	4	5
8	Aileme karşı sorumluluklarım nedeniyle işimle ilgili yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
9	Aile Yaşantım işe zamanında gitmek, günlük iş gereklerini yerine getirmek ve fazla mesaiye kalmak gibi işimle ilgili sorumluluklarımı olumsuz olarak etkiler.	1	2	3	4	5
10	Aile Yaşantımın yarattığı gerginlik ve yük, işimle ilgili görevlerimi yapma becerimi olumsuz olarak etkiliyor.	1	2	3	4	5

BÖLÜM 3: *Bu bölümde iş doyumu/ tatmini düzeyini belirlemeye yönelik ifadeler bulunmaktadır. Lütfen size en uygun cevabın sayısal değerini işaretleyiniz.*

	1- Hiç memnun değilim	2- Memnun değilim	3- Kararsızım	4- Memnunum	5- Çok memnunum
1. Beni her zaman meşgul etmesi bakımından	1	2	3	4	5
2. Tek başıma çalışma olanağımın olması bakımından	1	2	3	4	5
3. Ara sıra değişik şeyler yapabilme şansının olması bakımından	1	2	3	4	5
4. Toplumda "saygın" bir kişi olma şansını bana vermesi bakımından	1	2	3	4	5
5. Yöneticimin emrindeki kişileri idare tarzı açısından	1	2	3	4	5
6. Yöneticimin karar vermedeki yeteneği bakımından	1	2	3	4	5
7. İş etiğine uygun olmayan şeyleri yapmama şansının olması açısından	1	2	3	4	5
8. İşimde sürekli kalabilme imkanını sağlaması bakımından (kadrolu çalışabilme)	1	2	3	4	5
9. Başkaları için bir şeyler yapabilme olanağına sahip olmam bakımından	1	2	3	4	5
10. Kişilere ne yapacaklarını söyleme şansına sahip olmam bakımından	1	2	3	4	5
11. Kendi yeteneklerimi kullanarak bir şeyler yapabilme şansının olması bakımından	1	2	3	4	5
12. İş ile ilgili alınan kararların uygulanmaya konması bakımından	1	2	3	4	5
13. Yaptığım iş ve karşılığında aldığım ücretin tatmin edici olması bakımından	1	2	3	4	5
14. İş içinde terfi olanağımın olması bakımından	1	2	3	4	5
15. Kendi kararlarımı uygulama serbestliğini bana vermesi bakımından	1	2	3	4	5
16. İşimi yaparken kendi yöntemlerimi kullanabilme şansını bana sağlaması bakımından	1	2	3	4	5
17. Çalışma şartları bakımından	1	2	3	4	5
18. Çalışma arkadaşlarımla birbirleri ile anlaşması açısından	1	2	3	4	5
19. Yaptığım iyi bir iş karşılığında takdir edilme açısından	1	2	3	4	5
20. Yaptığım iş karşılığında duyduğum başarı hissinden	1	2	3	4	5

APPENDIX 2: Component Transformation Matrix

Table 13

Component Transformation Matrix

Component	1	2	3	4
1	0,644	-0,353	0,558	-0,386
2	0,444	0,728	0,260	0,453
3	0,070	-0,581	0,109	0,804
4	-0,619	0,090	0,780	0,014

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

APPENDIX 3: Inferential Statistics Regarding Work-Family Conflict which have no Significant Difference

Table 14
Comparison of Female and Male ICT professionals' work-family conflict scales' scores

Subscale	Gender	N	Mean	SD	t-test		
					t	df	p
Work-Family Conflict	Female	56	2,76	0,88	-	198	0,674
	Male	144	2,82	1,05	,421		
Family-Work Conflict	Female	56	1,97	0,75	-	198	0,456
	Male	144	2,07	0,86	,748		

* $p < .05$

Table 5.15 shows that females and males are not significantly different from each other about perceiving work-family conflict ($t=-0.421$ and $p>.05$).

There is also no significant difference between females and males perception of family- work conflict $t=-0,748$ and $p>.05$).

Table 15

Comparison of ages of the ICT professionals' work-family conflict scales' scores

Subscales	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey test
	Age				F	p	
Work-Family Conflict	25 and below (1)	25	2,78	0,95	2,630	0,075	-
	26-35 (2)	133	2,71	0,97			
	36 and above (3)	42	3,11	1,07			
Family-Work Conflict	25 and below (1)	25	1,98	0,75	0,126	0,881	-
	26-35 (2)	133	2,04	0,84			
	36 and above (3)	42	2,08	0,84			

* $p < .05$

The ANOVA test shows us that age is not a significant predictor for both subscales ($F_{WFC}=2,630$ and $p > .05$ & $F_{FWC}=5.11$ and $p < .05$). In order to inspect the significant differences among the groups a post-hoc Tukey test is applied.

Table 16

Comparison of education level of the ICT professionals' work-family conflict scales' scores

Subscale	Education	N	Mean	SD	t-test		
					t	df	p
Work-Family Conflict	College/University	158	2,78	0,98	0,59	198	0,557
	Master Degree/Ph D.	42	2,88	1,07			
Family-Work Conflict	College/University	158	1,99	0,77	1,43	198	0,153
	Master Degree/Ph D.	42	2,20	1,01			

* $p < .05$

As seen in the Table 5.17, participants' education level is not a statistically significant predictor for work-family or family-work scales. There is no significant difference between the participants who have a college/university degree and who have a master/Ph D. degree for both subscales.

Table 17
Comparison of tenure in present occupation of the ICT professionals' work-family conflict scales' scores

Subscales	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey
	Tenure in present occupation				F	p	
Work-Family Conflict	1 year or less (1)	67	2,82	1,00	1,032	0,358	-
	2 to 4 years (2)	87	2,71	1,03			
	5 years and over (3)	46	2,97	0,93			
Family-Work Conflict	1 year or less (1)	67	2,01	0,81	0,151	,860	-
	2 to 4 years (2)	87	2,03	0,84			
	5 years and over (3)	46	2,10	0,84			

* $p < .05$

According to the analysis of variance (Table 5.18), the tenure in the present occupation does not cause a statistically significant differentiation in perceiving work-family conflict subscale ($F=1.032$ and $p>0.05$). On the other hand there is also no significant differentiation in perceiving family-work conflict level ($F=0.51$ and $p>0.05$).

Table 18
Comparison of monthly income level

Subscales	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey
	Monthly income				F	p	
Work-Family Conflict	TL 1999 or less (1)	25	2,78	0,95	0,701	0,553	-
	TL 2000-2999 (2)	133	2,71	0,97			
	TL 3000 and over (3)	42	3,11	1,07			
Family-Work Conflict	TL 1999 or less (1)	25	1,98	0,75	0,800	0,495	-
	TL 2000-2999 (2)	133	2,04	0,84			
	TL 3000 and over (3)	42	2,08	0,84			

* $p < .05$

Monthly income level of the ICT professionals does not cause a significant differentiation in level of perceiving work- family conflict ($F=0.701$ and $p > .05$), and also not causing a significant differentiation in level of family- work conflict ($F=0.800$ and $p > .05$)

Table 19
Comparison of marital status

Subscales	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey test
	Marital status				F	p	
Work-Family Conflict	Single (1)	100	2,76	0,95	0,326	0,722	
	Married (2)	89	2,83	1,04			
	Widowed/ Divorced (3)	11	3,00	1,17			
Family-Work Conflict	Single (1)	100	1,96	0,78	1,574	0,210	-
	Married (2)	89	2,15	0,87			
	Widowed/ Divorced (3)	11	1,85	0,82			

* $p < .05$

Marital status of the ICT professionals does not cause a significant differentiation in level of perceiving work-family conflict ($F=0.326$ and $p>.05$), and also not causing a significant differentiation in level of perceiving of family-work conflict ($F=1.574$ and $p>.05$).

Table 20
Comparison of working spouse

Subscale	Spouse is working	N	Mean	SD	t-test		
					t	df	p
Work-Family Conflict	No	26	3,08	1,19	1,45	88	0,152
	Yes	64	2,73	0,95			
Family-Work Conflict	No	26	2,11	0,77	0,21	88	0,829
	Yes	64	2,16	0,91			

* $p < .05$

As shown in the Table 5.23, those whose spouse is working or not does not cause a significant differentiation in level of perceiving work-family conflict among the ICT professionals ($t=1.45$ and $p>.05$), and also not causing a significant differentiation in level of perceiving of family-work conflict ($t=0.21$ and $p>.05$).

Table 21
Comparison of parental status

Subscale	Parental status	N	Mean	SD	t-test		
					t	df	p
Work-Family Conflict	Yes	57	2,99	1,02	1,54	94	0,128
	No	39	2,64	1,08			
Family-Work Conflict	Yes	57	2,09	0,77	0,03	94	0,973
	No	39	2,10	1,02			

* $p < .05$

For both work-family conflict and family- work conflict subscales, there are no significant differences between who have children and who have not ($t=1.54$ and $p>0.05$, $t=0.03$ and $p>0.05$).

Table 22
Comparison of children's age

Subscale	Age of the youngest child	N	Mean	SD	t-test		
					t	df	p
Work-Family Conflict	0-6 years old	44	2,84	0,94	1,34	57	0,19
	7-18 years old	15	3,24	1,19			
Family-Work Conflict	0-6 years old	44	2,07	0,81	0,37	57	0,71
	7-18 years old	15	1,99	0,66			

**p < .05*

ICT professionals who have children at aged between 0 to 6 years old and 7-18 years old (Table 25) do not cause a significant difference for both work-family conflict and family-work subscales ($t=1.34$ and $p>0.05$ and $t=0.37$ and $p>0.05$).

Table 23
Comparison of participants' responsibility for a close relative

Subscale	Responsible for a close relative	N	Mean	SD	t-test		
					t	df	p
Work-Family Conflict	No	81	2,88	0,94	0,82	97	0,416
	Yes	18	2,66	1,46			
Family-Work Conflict	No	81	2,15	0,80	0,78	97	0,437
	Yes	18	1,98	1,10			

**p < .05*

As shown in the Table 5.26, participants' responsibility for a close relative does not cause a significant differentiation for level of perceiving work-family or family-work conflict. ($t=0.82$ and $p>0.05$ and $t=0.78$ and $p>0.05$).

APPENDIX 4: Inferential Statistics Regarding Job Satisfaction which have no Significant Difference

Table 24
Comparison of gender on job satisfaction

Subscale/Scale	Gender	N	Mean	SD	t-test		
					t	df	p
Intrinsic Satisfaction	Female	56	3,68	0,67	1,46	198	0,147
	Male	144	3,52	0,69			
Extrinsic Satisfaction	Female	56	3,34	0,88	0,34	198	0,738
	Male	144	3,30	0,78			

* $p < .05$

According to the conducted t-test (Table 5.28), gender is not a significant predictor for intrinsic satisfaction or extrinsic satisfaction. ($t=1.46$ and $p>0.05$, $t=0.34$ and $p>0.05$).

Table 25
Comparison of age on job satisfaction

Subscales/Scale	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey
	Age				F	p	
Intrinsic Satisfaction	25 and below (1)	25	3,60	0,67	0,868	0,421	-
	26-35 (2)	133	3,52	0,70			
	36 and above (3)	42	3,68	0,66			
Extrinsic Satisfaction	25 and below (1)	25	3,44	0,77	0,349	0,706	-
	26-35 (2)	133	3,29	0,78			
	36 and above (3)	42	3,32	0,89			

* $p < .05$

Table 5.29 shows that, as for age level there is not a significant difference between the intrinsic satisfaction and the extrinsic satisfaction. ($F=0.868$ and $p>0.05$, $Ft=0.349$ and $p>0.05$).

Table 26
Comparison of education on job satisfaction

Subscale/Scale	Education	N	Mean	SD	t-test		
					t	df	p
Intrinsic Satisfaction	College/University	158	3,56	0,98	0,16	198	0,874
	Master Degree/Ph D.	42	3,58	1,08			
Extrinsic Satisfaction	College/University	158	3,34	0,80	0,87	198	0,385
	Master Degree/Ph D.	42	3,22	0,83			

* $p < .05$

As for education level, there is no significant differentiation among the participants' perception of satisfaction (Table 5.30).

Table 27
Comparison of monthly income on job satisfaction

Subscales	Groups	N	Mean	SD	ANOVA		Post-Hoc Tukey
	Monthly income				F	p	
Intrinsic Satisfaction	TL 1999 or less (1)	41	3,44	0,68	1,662	0,192	
	TL 2000-2999 (2)	46	3,49	0,71			
	TL 3000 and over (3)	133	3,64	0,68			
Extrinsic Satisfaction	TL 1999 or less (1)	41	3,17	0,81	1,118	0,329	-
	TL 2000-2999 (2)	46	3,27	0,74			
	TL 3000 and over (3)	133	3,38	0,82			

* $p < .05$

It is found that the monthly income of the participants does cause a significant differentiation on job satisfaction (Table 5.34).

Table 28**Comparison of marital status on job satisfaction**

Subscales	Groups	<i>N</i>	<i>Mean</i>	<i>SD</i>	ANOVA		Post-Hoc Tukey
	Marital status				<i>F</i>	<i>p</i>	
Intrinsic Satisfaction	Single	100	3,52	0,67	0,706	0,495	-
	Married	89	3,59	0,72			
	Widowed/ Divorced	11	3,76	0,65			
Extrinsic Satisfaction	Single	100	3,31	0,77	0,248	0,781	-
	Married	89	3,30	0,85			
	Widowed/ Divorced	11	3,48	0,76			

* $p < .05$

As shown in Table 5.35, marital status of the participants does not cause a significant differentiation on job satisfaction.

Table 29**Comparison of working spouse on job satisfaction**

Subscale/Scale	Spouse is working	<i>N</i>	<i>Mean</i>	<i>SD</i>	t-test		
					<i>t</i>	<i>df</i>	<i>p</i>
Intrinsic Satisfaction	Yes	64	3,63	0,76	0,84	88	0,404
	No	26	3,46	0,57			
Extrinsic Satisfaction	Yes	64	3,33	0,89	0,65	88	0,520
	No	26	3,21	0,73			

* $p < .05$

To have a working spouse or not does not cause a significant differentiation on job satisfaction (Table 5.36).

Table 30**Comparison of parental status on job satisfaction**

Subscale/Scale	Parental status	N	Mean	SD	t-test		
					t	df	p
Intrinsic Satisfaction	No	39	3,61	0,88	0,04	94	0,965
	Yes	57	3,62	0,60			
Extrinsic Satisfaction	No	39	3,35	0,96	0,25	94	0,803
	Yes	57	3,30	0,78			

* $p < .05$

To have children or not does not cause a significant differentiation on job satisfaction (Table 5.37).

Table 31**Comparison of the age of the youngest child on job satisfaction**

Subscale/Scale	Age of the youngest child	N	Mean	SD	t-test		
					t	df	p
Intrinsic Satisfaction	0-6 years old	44	3,62	0,62	0,30	57	0,769
	7-18 years old	15	3,67	0,62			
Extrinsic Satisfaction	0-6 years old	44	3,22	0,74	1,40	57	0,167
	7-18 years old	15	3,53	0,71			

* $p < .05$

According to the conducted t-test (Table 5.38), age of the youngest child does not cause a significant differentiation on job satisfaction of the ICT professionals.

Table 32

Comparison of participants' responsibility for a close relative on job satisfaction

Subscale/Scale	Responsible for a close relative	N	Mean	SD	t-test		
					t	df	p
Intrinsic Satisfaction	Yes	18	3,55	0,73	0,32	89	0,747
	No	81	3,61	0,70			
Extrinsic Satisfaction	Yes	18	3,51	0,82	1,14	89	0,256
	No	81	3,26	0,84			

* $p < .05$

To have a responsibility for a close relative other than for a spouse or children or not does not cause a significant differentiation on job satisfaction (Table 5.39).

REFERENCES

Books

Arnold, Hugh J. Daniel C. Feldman (1986). **Organizational Behavior**, McGraw-Hill Book Company, 85-115.

Aycan, Zeynep and Mehmet Eskin, Serap Yavuz. (2007). “**Hayat Dengesi, İş Aile ve Özel Hayatı Dengeleme Sanatı**”, Sistem Yayıncılık, 1. Basım, İstanbul.

Burke, R.J. and E.R. Greenglass. (1987). “Work and Family”, In C. L. Cooper and I.T. Robertson (Eds.), **International Review of Industrial and Organizational Psychology**, NY. John Wiley and Sons., 273-320.

Cook, John D., J. Hepworth, Toby D. Wall and Peter B. Warr. (1981). “**The Experience of Work**”, London: Academic Press, p.24.25.

Cooley, Charles Horton.(1964). **Human nature and the social order**. Charles Scribner’s Sons; reprint, New York, New York: Schocken Books

Costley, Dan L., Carmen Santana- Melgoza, Ralph Todd. (1994). “**Human Relations in Organizations**”, West Publishing Company 15th Edition, 303-333.

Davis, Keith Ph. D. John W. Newstrom, Ph. D. (1987). “**Human Behavior at Work: Organizational Behavior**”, 109- 130.

De Cenzo, David, Stephen P.Robbins(1996). **Human Resource Management**, 15th Edition.

Deci, Edward L. and Gilmer, B. Von Holler. (1977). **Industrial and Organizational Psychology**. 4th Ed. McGrwa Hill Book Company.

Deci, Edward L. and Gilmer, B. Von Holler. (1977). **Industrial and Organizational Psychology**, 4th Ed. McGrwa Hill Book Company.

Dunnett, Marvin D. (1975). “**Handbook of Industrial and Organizational Psychology**”. Chicago: Rand McNally College Publishing Company, 1304.

Feldman, Daniel C. Hugh J. Arnold. (1983). "**Managing Individual and Group Behavior in Organization**", 191-224.

Fields, D.L. (2002). "**Taking the measure of work: A Guide to Validated Scales for Organizational Research and Diagnosis**", Sage Publications, Thousand Oaks, 202-203.

Frone, M. R.(2003). "Work Family Balance. In J. Campbell (Ed.), **Handbook of Occupational Health Psychology**, Washington DC., American Psychological Association, 143- 162.

Galinsky, E. and J.T. Bond.(1998). **The 1998 Business Work- Life Study: A Source Book**, Publication W98-03. NY: Families and Work Institute Publications.

Guilford, J.S. , D.E Gray. (1970). **Motivation and Modern Management**, Addison Wesley Publishing Company.

Herzberg, Frederick Herzberg, Bernard Mausner and Barbara Bloch Snyderman. (1959). "**The Motivation to Work**". Second Edition, New York: John Wiley and Sons, p.113,144.b

Herzberg, Frederick, (1974). **Work and Nature of man**, London: Granada Publishing, p.78.

Hesselbein, Frances, Marshall Goldsmith and Richard Beckhard.(1999). **Organizational Behavior**. 1st Ed. McGraw- Hill College

Hyman, Herbert H., & Eleanor Singer, Eds. (1968). **Readings in reference group theory and research**. New York: Free Press, London: Collier-Macmillan Limited.

Kahn, R. L.,D.M. Wolfe, R.P Quinn, J.D. Snoek and R.A. Rosenthal.(1964). **Organizational Stress : Studies in Role Conflict and Ambiguity**, Wiley New York.

Kahn, R. L.,D.M. Wolfe, R.P Quinn, J.D. Snoek and R.A. Rosenthal.(1964). **Organizational Stress : Studies in Role Conflict and Ambiguity**, Wiley New York.

Locke, Edwin A, (1969). "What is job satisfaction". **Organizational Behavior and Human Performance**, 309-306.

- Luthans, Fred. (1995). "**Organizational Behavior**." International Edition, 7th Ed. McGraw- Hill, Inc.
- Maslow, A.H. (1970). **Motivation and Personality**, New York, Harper, p. 91-92.
- Munchinsky, Paul M. (1993). **Psychology Applied to Work**. 4th Ed. California: Brooks/Cole Publishing Company, p.291.
- Perlow, L.A. (1997). **Finding time: How corporations, individuals, and families can benefit from new work practices**. Ithaca, NY: Cornell University Press.
- Piotrkowski, C.S. (1978). "Work and the Family System: A Naturalistic Study of Working- **Class and Lower- Middle- Class Families**. New York: Free Press.
- Schermerhorn John, R., James G. Hunt, Richard N. Osborn. (1997). **Organizational Behavior**, John Wiley and Sons. Inc., 98-102.
- Schultz, Duane and Sydney Ellen Schultz. (1998). **Psychology & Work Today**, 7th ed., New Jersey: Prentice Hall, 1998, p.387.
- Simons, Janet A. , Donald B. Irwin and Beverly A. Drinnien. (1987). from Psychology - **The Search for Understanding**, West Publishing Company, New York.
- Stouffer, Samuel A., et al. (1949). "**The American soldier: Adjustment during army life**", vol. 1; Combat and Its Aftermath, vol. 2. Princeton: Princeton University Press, 125-128.
- Weiss, David J. Rene V. Davis, George W. England and Llyod H. Lofquist. (1977). **Manuel for the Minnesota Satisfaction Questionnaire**, Minnesota studies in vocational rehabilitation: xxii, 1-119.
- Vecchio, R.P. (1991). Organizational Behavior. USA: The Dryden Press.

Periodicals

Adams, G.A., L.A. King, & D.W. King (1996). "Relationships of Job and Family Involvement, Family Social Support, And Work-Family Conflict with Job And Life Satisfaction", *Journal Of Applied Psychology*, 81:411-420.

Allen, T.D. & J.E. Russell.(1999). "Parental leave of absence: Some not so family-friendly implications", *Journal of Applied Social Psychology*, 29, 166-191.

Aryee, Samuel, Vivienne Luk, and Raymond Stone. (1998). " Family- Responsive Variables and Retention- Relevant Outcomes Among Employed Parents", *Human Relations*, Vol. 51. No.1, p.74.

Aycan, Zeynep and Mehmet Eskin. (2005). "Relative Contributions of Childcare, Spousal Support, and Organizational Support in Reducing Work- Family Conflict for Men and Women: The Case Study of Turkey", *Sex Roles* Vol. 53. No:7/8, p.454

Bacharach, Samuel B., Peter Bamberger and Sharon Conley. (1991). "Work- home conflict Among Nurses and Engineers: Mediating the Impact of Role Stress on Burnout and Satisfaction at Work", *Journal of Organizational Behavior*, Vol. 12, 39-53.

Baltes, Boris B. And Heather A. Heydens- Gahir. (2003). "Reduction of Work- Family Conflict Through the Use of Selection, Optimization, and Compensation Behaviors", *Journal of Applied Psychology* , Vol. 88, No. 6, p.1005- 1018.

Barnett, Rosalind C.(1999). " A New Work- Life Model for the Twenty- First Century", *The Annals of the American Academy*, Vol.562, p.144-156.

Bartolome, F. and P.A.L. Evans. (1979). "Professional lives versus private lives- Shifting Patterns of Managerial Commitment", *Organizational Dynamics*, 7(4), 3-29.

Bass, Brenda L. Phd., Adam B. Butler, Phd., Joseph G. Grzywacz, Phd., and Kristen D. Linney. (2008). "Work- Family Conflict and Job Satisfaction: Family Resources as a Buffer", *Journal of Family and Consumer Sciences*, 100, 1, Platinum Periodicals, 24-30.

Bedeian, A.G., B.G. Burke Ve R.G. Moffett (1988). "Outcomes of Work-Family Conflict among Married Male and Female Professionals", *Journal of Management*, 14, 475-491.

Behson, S.J. (2005). "The relative contribution of formal and informal organizational work family support", *Journal of Vocational Behavior*, 66 (3), 487-500.

Brough, Paula Michael P. O'Driscoll and Thomas J. Kalliath. (2005). "The Ability of "Family Friendly" Organizational Resources to Predict Work- Family Conflict and Job and Family Satisfaction", *Stress and Health*, Vol.21. p.223-224

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 (3), 336-353.

Burke, R.J. (1988). "Some Antecedents and Consequences of Work-Family Conflict", *Journal of Social Behavior and Personality*, 3, 287-302.

Burke, R. J. & Greenglass, E. R. (1999). Work-family conflict, spouse support, and nursing staff well-being during organizational restructuring. *Journal of Occupational Health Psychology*, 4, 327-336.

Buttler, Adam B. and Amie Skattebo. (2004). "What is Acceptable for women may not be for men: The Effect of Family Conflicts with Work on Job- Performance Ratings". University of Northern Iowa, USA and Pennsylvania State University, USA, *Journal of Occupational and Organizational Psychology*, 77, ABI/INFORM Global, pg.553, 553-564.

Carlston, Dawn S., K. Michele Kacmar and Larry J. Williams. (2000). "Construction and Initial Validation of a Multidimensional Measure of Work- Family Conflict", *Journal of Vocational Behavior* Vol. 56, 249-276.

Carlson, D.S., Perrewe, P.L. (1999). "The role of social support in the stressor-strain relationship: an examination of work-family conflict", *Journal of Management*, 25 (4), 513-540.

Carr, Jon C., Scott L. Boyar, Brian T. Gregory (2008). "The Moderating Effect of Work- Family Centrality on Work- Family Conflict, Organizational Attitudes, and Turnover Behavior", *Journal of Management*, Vol. 34, No.2, April, 244-262.

Champoux, J.E.(1978). "Perceptions of Work and Nonwork: A reexamination of the Compensatory and Spillover Models", *Sociology of Work and Occupations*, 5, 402-422.

Chesley, Noelle.(2005). "Blurring Boundaries? Linking Technology Use, Spillover, Individual Distress, and Family Satisfaction", *Journal of Marriage and Family* 67, University of Wisconsin- Milwaukee, 1237-1248.

<https://www4.uwm.edu/letsci/sociology/faculty/pdf/upload/Chesley-Blurred-Boundaries.pdf> (January10, 2010).

Cooke, R. A., Ve D.M. Rousseau (1984). "Stress and Strain from Family Roles and Work-Role Expectations", *Journal of Applied Psychology*, 69,252-260.

Çekmecelioğlu, H. (2006). "İş Tatmini ve Örgütsel Bağlılık Tutumlarının İşten Ayrılma Niyeti ve Verimlilik Üzerindeki Etkilerinin Değerlendirilmesi: Bir Araştırma", *İş Güç Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, Cilt 8, 153-168.

Dawson, E. Murell and Elfreda A. Chatman. (2001). "Reference Group Theory with Implications for Information Studies: A Theoretical Essay", Florida State UniversityTallahassee, Florida, USA, *Information Research*, Vol. 6 No. 3, <http://informationr.net/ir/6-3/paper105.html>, (25 July, 2009).

Duxbury, L., C. Higgins, Ve D.R. Thomas (1996). "Work and Family Environments and the Adoption of Computer-Supported Supplemental Work-at-Home", *Journal of Vocational Behavior*, 49(1), 1-23.

Duxbury, L. and C. Higgins (1991). "Gender Differences in Work-Family Conflict", *Journal of Applied Psychology*, 76, 60-74.

Dyer, Lee and Donald F. Parker, (1975). "Classifying Outcomes in Work Motivation Research An Examination of the Intrinsic- Extrinsic Dichotomy", *Journal of Applied Psychology*, Vol. 60, No.4, 455-458.

Eagle, Bruce W. and the Others. (1998). "The importance of Employee Demographic Profiles for Understanding Experiences of Work- Family Interrole Conflicts", *The Journal of Social Psychology*, Vol.138, p.691.

Edwards, J.R. and N.P. Rothbard. (2000). "Mechanisms Linking Work and Family Family: Clarifying the Relationship Between Work and Family Constructs", *Academy Management Review*, 25 (1), 178-199.

Engelbrecht, J.D. & J.I. Nies. (1988). "Work/ Family Interactions. Trends in an and Applications." *Journal of Home Economics*, 80, 23-28.

Evans, Paul and Fernando Bartolome. (1984). "The Changing Pictures of the Relationship Between Career and Family", *Journal of Occupational Behavior*, Vol. 5 No:1 p.9-21.

Frone, M. R. , J. K Yardly, and K.S. Markel. (1997). "Developing and Testing an Integrative Model of the Work family Interface", *Journal of Vocational Behavior*, 50, 145- 167.

Frone, M.R. et al, (1992). "Antecedents and Outcomes of Work- Family Conflict: Testing the Model of the Work- Family Interface", *Journal of Applied Psychology*, 77.

Greenhaus, Jeffrey H. and Nicholas J. Beutell. (1985). "Sources of Conflict Between Work and Family Roles", *The Academy of Management Review*, Vol.10. No.1, p.76-88

Greenhaus, Jeffrey H., Saroj Parasuraman and Karen M. Collins. (2001). "Career Involvement and Family Involvement as Moderators of Relationships Between Work-Family Conflict and Withdrawal From a Profession". Drexel University and Lehigh University, *Journal of Organizational Health Psychology*, Vol.6, No.2, 91-100.

Greenglass, E., Pantony, K.L., Burke, R.J. (1988) "A gender-role perspective on role conflict, work stress and social support", *Journal of Social Behavior and Personality*, 3, 317-328.

Gutek, B.A., S. Searle, and L. Klepa. (1991). "Rational Versus Gender Role Explanations for Work- Family Conflict", *Journal of Applied Psychology*, 76 (4), 560-568.

Hammer, Leslie B. , Elizabeth Allen and Tenora D. Grigsby. (1997).“Work- Family Conflict in Dual- Earner Couples: Within- Individual and Crossover Effects of Work and Family”, *Journal of Vocational Behavior*, Vol, 50, p.186.

Heller, D.J. (2002). “The confounding role of personality and trait affectivity in the relationship between job and life satisfaction”, *Journal of Organizational Behavior*, 815- 835.

Houser, Rick, Anne Chace. (1993). “Job Satisfaction of People with Disabilities Placed through a Project with Industry”, *The Journal of Rehabilitation*, Vol. 59,
<http://www.questia.com/googleScholar.qst;jsessionid=LXqJDH9g9dXDX5HX9z7x3TTrkn0fZzV22pqTZ2Zg17nbY93cBKYL!-1739966991!-418969580?docId=5002191050>. (October 23, 2009).

Iffaldano, M.T. and Muchinsky, P.M. (1985). “Job Satisfaction and Job Performance: A Meta- analysis”, *Psychological Bulletin*, 97:251.

Izraeli, D. N. (1993).”Work Family Conflict Among Women and Man managers in Dual- Career Couples in Israel”, *Journal of Social Behavior and Personality*, 8: 1993, 371-388.

Jewell , Larry R., Associate Professor, Kendall C Beavers III, Consultant, Barbara J. Malpiedi Kirby, Assistant Professor and James L. Flowers, Assistant Professor. (1990). “Relationships Between Levels of Job Satisfaction Expressed by North Carolina Vocational Agriculture Teachers and Their Perceptions Toward the Agricultural Education Teaching Profession”, *Journal of Agricultural Education*, North Carolina State University, 52-57, <http://pubs.aged.tamu.edu/jae/pdf/Vol31/31-01-52.pdf>. (November 7, 2009).

Judge, T.A., J.W. Boudreau Ve R.D. Bretz, Jr. (1994), “Job and Life Attitudes of Male Executives”, *Journal of Applied Psychology*, 79, 767-782.

Kando, T.M. and W.C. Summers. (1971). “The Impact of Work on Leisure: Toward the Paradigm and Research Strategy”, *Pacific Sociological Review*, 14, 310-327.

Karatepe, Osman M. and Mehmet Tekinkuş. (2006). “The Effects of Work- Family Conflict, Emotional Exhaustion, And Intrinsic Motivation on Job Outcomes of Front-Line Employees”, *International Journal of Bank Marketing*, Vol. 24, No:3, p. 175.

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.

Leaptrott, John . (2006). “The Effect of Work - Family Role Conflict on Business Startup Decision-Making Processes”, *Journal of Behavioral Studies in Business*, 1-17.

Locke, Edwin, 1976 cited in Brief, A. P., & Weiss, H. M. (2001). “Organizational behavior: affect in the workplace”, *Annual Review of Psychology*, 53, 279-307.

Madsen, Susan R., Cameron R. John and Duane Miller. (2005). “Work Family Conflict and Health: A Study of Workplace, Psychological, and Behavioral Correlates”, *Journal of Behavioral Applied Management*, Vol. 6, No.3, 226-227.

Marwa El-Ayouti,, Sherif Kamel. (2003). “Job Satisfaction in the Information and Communication Sector: the case of Egypt”, *Managing Globally with Information Technology*, 206 – 225.

Netemeyer, G. Richard, and et. al, (2004). “A Cross- National Model of Job- Related Outcomes of Work Role and Family Role Variables: A retail Sales Context”, *Academy of Marketing Science Journal*, 50.

Netemeyer, G. Richard, and Thomas Brashear- Alejandro, James S. Boles. (2004). “A Cross- National Model of Job- Related Outcomes of Work Role and Family Role Variables: A retail Sales Context”, University of Virginia, University of Massachusetts- Amherst, Georgia State University, *Academy of Marketing Science Journal*, 32, 1; ABI/ INFORM Global, 49-60.

Netemeyer, Richard G., James G. Maxham III and Chris Pulling(2005). “Conflicts in the Work- Family Interface: Links to Job Stress, Customer Service Employee Performance and Customer Purchase Intent”, *Journal of Marketing*.

- Nollen, S.D. (1980). "What is happening to flexitime, flexitour, gliding time, the variable day? And permanent part- time employment? And the four- day week?", *Across the Board*, 17 (4), 6-21.
- Noor, N. M.(2004). "Work-family Conflict, Work and Family Role Salience, and Women's Well Being", *The Journal of Social Psychology*, 144, 389-405
- O'Driscoll, M.P, D.R. Ilgen and K. Hildreth. (1992). "Time Devoted to Job and off_Job Activities, Interrole Conflict, and Affective Experiences", *Journal of Applied Psychology*, 77(3), 272- 279.
- Panzano, Phyllis C., Ph.D., Beverly A. Seffrin, Ph.D., Sheri Chaney Jones, M.S. (2004). "Examining the Value of the Job Characteristics Model for Improving the Experience of Work and Work- Related Outcomes for Adults with Severe and Persistent Mental Illness", *Decision Support Services, Inc*, p. 2.
- Parker, S.R. (1967). "Industry and the Family", In S.R. Parker, R.K. Brown, J. Child and M.A Smith (Eds.), *The sociology of Industry*, London: Allen and Unwin, 45-55.
- Parasuraman, S., J. Greenhaus, S. Rabinowitz, A.G. Bedeian and K.W. Mossholder (1989). "Work And Family Variables As Mediators Of The Relationship Between Wives' Employment And Husbands' Well-Being", *Academy Of Management Journal*. 32:185-201.
- Parasuraman, S., Simmers, C.A. (2001). "Type of employment, work-family conflict and well-being: a comparative study", *Journal of Organizational Behavior*, 22 (5), 551-568.
- Perlow, L. A. (2001). "Time to coordinate: Toward an understanding of work-time standards and norms in a multicounty study of software engineers", *Work & Occupations*, 28, 91–111.
- Quesenberry, Jeria L. Allison J. Morgan, Eileen M. Trauth.(2004). "Understanding the 'Mommy Tracks' A Framework for Analyzing Work- Family issues in the IT Workforce", *Information Resources Management Journal*. School of Information Sciences and Technology, The Pennsylvania State University.

- Raisinghani, Mahesh S., Michael S. Wilson. (2004). "Conflict Management in Information Systems: An Improved conceptual model", *Innovations Through Information Technology*. University of Dallas School Management, USA.
- Rexroat, C.& C. Shenan. (1987). "The family life cycle and spouses time in housework", *Journal of Marriage and family*, 49, 737-750.
- Robert I. Kahn, "The Work Module: A tonic for Lunchpail Lassitude", *Psychology Today*, February 1973, p.94.
- Rhoades, L., Eisenberger, R. (2002). "Perceived organizational support: A review of the literature." *Journal of Applied Psychology*, 87, 698–714.
- Sahibzada, K., Hammer, L.B., Neal, M.B. (2005). "The Moderating Effects of Work-Family Role Combinations and Work-Family Organizational Culture on the Relationship Between Family-Friendly Workplace Supports and Job Satisfaction", *Journal of Family Issues*, 26 (6), 820-839.
- Shelton, Lois M.(2006). "Female Entrepreneurs, Work- Family Conflict, and Venture Performance: New Insights into the Work- Family Interface", *Journal of Small Business Management*, 286.
- Sinclair, R., Hannigan, M., Tetrick, L. (1995). "Benefit coverage and employee attitudes: A social exchange perspective." In L. E. Tetrick & J. Barling (Eds.), "Changing employment relations" (pp. 163-185). Washington, DC: *American Psychological Association*.
- Staines, G.L. (1980). "Spillover versus Compensation: A Review of the Literature on the Relationship Between Work and Nonwork", *Human Relations*, 33, 111-129.
- Stoner, C. R., R. I. Hartman, and R. Arora. (1990). "Work- Home Role Conflict in Female Owners of Small Businesses: An Exploratory Study", *Journal of Small Business Management*, 28 (1), 30-38.
- Thomas, Linda Thiede and Daniel C. Ganster. (1995). "Impact of Family- Supportive Work Variables on Work- family Conflict and Strain", *Journal Of Applied Psychology*, Vol. 80, No.1,6-15.

Whitely, W. and G.W. England. (1977). "Managerial Values as a Reflection of Culture and the Process of Industrialization", *Academy of Management Journal*, 20(3), 439-453

Yueng- Hsiang Huang and the Others.(2004). "The relationship Between Work-to-Family Conflict and Family-to- Work Conflict: A Longitudinal Study", *Journal of Family and Economic Issues*, Vol.25, No.1. 398.

Zedeck , Sheldon and Katleen L. Moiser. (1990). "Work in the Family and Employing Organization", Workplace Wellness, University of California at Berkeley, *American Psychologist*, Vol. 45, No. 2, 240-251.

Thesis

Baycan AF. (1985). Analysis of the several aspects of job satisfaction between different occupational groups. **Unpublished Master Thesis**, Boğazici University Institute of Social Sciences.

Efeoğlu, İbrahim Efe. (2006). "İş- Aile Yaşam Çatışmasının İş Stresi, İş Doyumu ve Örgütsel Bağlılık Üzerindeki Etkileri: İlaç Sektöründe Bir Araştırma", **UnPublished Ph. D. Dissertation**, Çukurova Üniversitesi SBE.

Heper, Gölde Mine. (1995). "Performance Appraisal Applications and Its Effects on Job Satisfaction in Private Banking", **Unpublished Master Thesis**, Marmara Üniversitesi SBE.

Özyurt, Ali. (2004). "İstanbul Hekimlerinin İş Doyum ve Tükenmişlik Düzeyleri", **Yayımlanmamış Yüksek Lisans Tezi**, İstanbul: Marmara Üniversitesi, Sağlık Bilimler Enstitüsü.

Şatır, Fatma Selen. (2002). "Work - Family Conflict: In relation with Job Involvement and Family Involvement", **Unpublished Master Thesis**, Marmara Üniversitesi SBE.

Uysal, Beynaz. (2007). "Work- Family Conflict and Its Relation to Organizational Outcomes and An Application in Banking Sector ", **Unpublished Master Thesis**, Marmara Üniversitesi SBE.

Yücel, Pelin. (2005). "The Effects of Position and Sector on the Employees' Job Satisfaction: An Application in Telecommunications Sector", **Unpublished Master Thesis**, Marmara Üniversitesi SBE.

Others

Barnett, Rosalind (2002). "Role Stress/Strain and Work", Brandeis University-Community, Families & Work Program,
http://wfnetwork.bc.edu/encyclopedia_entry.php?id=255&area=All (December 9, 2009).

Crouter, A.C. & j. Garbarino. (1982). "Corporate self reliance and the sustainable society. Technological Forecasting Social Change, 22, 139-151.

Çarıkçı, İlker. (2001). " Antecedents of Work Family Conflict among Turkish Bank Personnel", Department of Management, University of Süleyman Demirel, presented at the IX. National Management and Organization Congress on May, 2001 in Istanbul, Turkey.

Çehreli, Murat (2009). "Küresel Krizin Ardından Türk Bilişim Sektöründe İşini Kaybedenlerin Oranı % 60".
<http://www.turk.internet.com/portal/yazigoster.php?yaziid=25894>. (December 18, 2009).

Dolcos, Sanda, Monica, "Managing Life and Work Demands: The Impact of Organizational Support on Work- Family Conflict in Public and Private Sectors, (Under the direction of Dennis M. Daley, Phd.)
<http://www.lib.ncsu.edu/theses/available/etd-12212006-093039/unrestricted/etd.pdf> (January 15, 2010).

Durand, Doris Briley, Ph.D., CPT Lolita Burrell, Ph.D, CPT Melba Stetz, Ph.D and LTC Carl A. Castro, Ph.D. (2003). Work/Family Conflict Issues for Soldiers and Families, Department of Psychiatry and Behavioral Sciences, Walter Reed Army Institute of Research Silver Spring, MD, Department of Psychiatry and Behavioral Sciences, www.dtic.mil/dacowits/briefings/WorkFamilyConflict.ppt, (June 20, 2009).

Duxbury, Linda and Chris Higgins. (2001). "Work Life Conflict in Canada in the New Millenium", **A Status Report**, Ottawa, p.2.

Duxbury, Linda and Chris Higgins. (2001). " **Work Life Balance in the New Millenium: Where Are We? Where Do We Need to Go?**, Ottawa: Work Canadian Policy Research Networks, Inc. CPRN Discussion Paper No: W/2, p.v-5.

DYC Inc. Prepared for Knoll, Inc. and CB Richard Ellis, Inc. "The New Workplace: Attitudes and Expectationsof a New Generation at Work, 2001, <http://www.knoll.com/research/docs/WhitePaper.pdf>. (May 7, 2009).

E.A Locke, op.cit., 1321-1323.

<http://webpace.ship.edu/cgboer/maslow.html>. (January 15, 2010).

http://www.ariteknoKent.com.tr/1-_.htm. (September 7, 2009).

<http://www.eypsychology.us/maslows-hierarchy-of-needs/> (January 15, 2010).

<http://www.netmba.com/mgmt/ob/motivation/herzberg/> (January 15, 2010).

<http://www.scribd.com/doc/19130527/Job-Satisfaction-and-Human-Behavior>, (January 10, 2010).

http://www.hrsdc.gc.ca/eng/lp/spila/wlb/awlbc/03changing_face_canadian_workplaces.shtml (December 20, 2009).

Human Resources and Skill Development Canada,
http://www.servicecanada.gc.ca/eng/lp/spila/wlb/awlbc/03changing_face_canadian_workplaces.shtml#2 (May 11, 2009)

Johnson, Karen L , S. Lero and Jennifer A. Rooney. (2001).“Work Life Compedium 2001”, University of Gulph, Centre for Families, Work and Well Being, p.49.

Love M., E. Galinsky, & D. Hughes. (1987).“Work and family: Research findings and models for change. ILR Report, 25(1), 10-12.

Maslow’s hierarchy of needs, e- Psychology- us, psychology related articles and news, <http://www.psychology.us/maslows-hierarchy-of-needs/> (January 15, 2010).

Mortimer, J.T., J. Lorence and D.S Kumka. (1986). “Work Family and Personality: Transition to Adulthood”. Norwood, NJ: Ablex.

Özdevecioğlu, Mahmut, Aylin Aktaş. (2007). "Kariyer Bağlılığı, Mesleki Bağlılık ve Örgütsel Bağlılığın Yaşam Tatmini Üzerindeki Etkisi: İş- Aile Çatışmasının Rolü". Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, Sayı:28, Ocak Haziran 2007, 1-20.

Scheid, Kevin. (2009). Job Satisfaction: What is it? Why is it Important? How Can you Get it?, Best, Christian Workplaces Institute, p.2

Stokes , J.P. and J.S. Peyton, 1986, Op. cit.

The importance of Job Satisfaction, UCT Graduate Scholl of Business, 2009, <http://www.mba.co.za/article.aspx?rootid=6&subdirectoryid=1631> , (December 7, 2009).



TUĞBA ÖZKABAKÇI
ERENKÖY, İSTANBUL
0216 363 14 39/ GSM: 0532 667 18 84
tubao@superonline.com

CAREER SUMMARY:

Fifteen years professional experience, working on Human Resources disciplines such as Recruitment, Training, Organizational Development, Personnel Administration, Motivation, Payroll, Compensation & Benefits, Performance Management, 360 Performance Management, Career Planning, Talent Management Labor Law, Health and Safety Management and Quality Control and Process Management systems. Flexible, creative, entrepreneur, determined and result oriented.

Key Words: Human Resources, recruitment, training, performance management, career planning, talent management, payroll, compensation & benefits, process management, labor law, health & safety,

PROFESSIONAL EXPERIENCE:

Bizitek- an Ericsson Company, Yazılım ve İnternet Teknolojileri AŞ., İstanbul, Turkey.
07/07- 09/09

Bizitek, an Ericsson company was founded in 2000 as a subsidiary of Probil to provide companies with e-business end-to-end customer and solution oriented software, consulting services to achieve maximum efficiency, and turn changes in technology to a competitive advantage.

Human Resources Manager

Responsibilities: As Human Resources Manager responsible from all HR Functions such as recruitment, training and development, performance management, 360 degrees performance management, payroll and compensation- benefits, personnel management, motivational activities, company procedures and also Teknokent reporting according to Turkish related Laws.

Achievements:

- Planned the annual Human Resources activities and applied systematically. Such as, integrated Performance management, 360 degrees performance appraisal, recruitment and training processes, logo implementation into management system.
- Given Human Resources related to issues training such as HR management rules in the company, Turkish law applications and effective interviewing skills to prepare the managers as part of human resources management. And creativity and spontaneity trainings to all of the employees at the company.
- Standardized the and prepared the company procedures and regulations according to

Turkish law.

- Audited from the well known auditing companies like PWC, Deloitte and Earnst & Young and reported all HR related datas. And a part of merger acquisition and due diligence.

CargoTurk, Kargo T Lojistik, Taşımacılık ve Dağıtım Hizmetleri AŞ., İstanbul, Turkey.

01/06-06/07

Cargoturk was founded in 2001 to provide customer delivery services by using modern transportation facilities within technological infrastructure to achieve successful customer-oriented services.

Human Resources Manager

Responsibilities:

Recruitment, planning and management, Training and Internal Education, Applying Company procedures according to Turkish Law, Performance Management, Career Planning, Motivation, Personnel Management, Payroll and compensation & Benefits Management, System Improvements for Institutional procedures

Achievements:

- Planned, prepared and applied HR related regulations and procedures into company according to quality management system.
- Organized meetings with the all regions managers and trained and delegated how to apply companies HR related issues.

Free Lance Consultant

03/00- on going

Taking responsibilities in various projects; Leading Psychodrama groups, conducting Turkish Diction & Speech courses, indoor& outdoor trainings such as coaching, institutionalism, personal development, communication, work success, leadership, conflict management etc. Recruitment & Selection. Designing human resources web sites. Leading Quality and Process Management Projects. Auditing. Processing ABIGEM Projects.

Delta Marine Group, Bumerang Denizde Güvenlik Teknolojileri, İstanbul- Turkey.

08/04 – 08/05

Delta Marine Group was founded in 1990 to provide professional safety at sea by producing and providing technological safety sea products and equipments to world wide customers according to IMO standards.

Human Resources & Business Support Manager

Responsibilities:

Recruitment, planning and management, Training and Internal Education, Applying Company procedures according to Turkish Law, Performance Management, Career Planning, Motivation, Personnel Management, Payroll and compensation & Benefits Management, System Improvements for Institutional procedures, Quality systems and Process Management

Achievements:

- Planned, prepared and applied HR related regulations and procedures into company according to quality management system.
- As a company champion organized and lead the team members to improve every company processes at the main department functions.

Other Responsibilities Before HR Manager

Aria/ İŞ- TİM Telekomünikasyon Hizmetleri AŞ., İstanbul- Turkey
Human Resources Specialist

Hürriyet Gazetecilik ve Matbaacılık AŞ, İstanbul-Turkey
Human Resources Specialist

Bileşim International Research& Consultancy Inc. İstanbul-Turkey
Human Resources Specialist

YKM-Yenikaramürsel Giyim ve İhtiyaç Maddeleri Ticaret ve Sanayi AŞ. İstanbul Turkey
Internship & Human Resources Assistant

EDUCATION:

Marmara University, Social Sciences Institute, Kamu Yönetimi Anabilim Dalı,
Human Resources Management& Development Master Program. 1997-2010
Thesis Subject: The Relationship Between The Levels Of Work-Family Conflict And Job Satisfaction Of The Employees: An Application In Information And Communication Technology Services Sector.

IPI-Istanbul Psychodrama Institute-Istanbul International Zerka Moreno Institute, Psychodrama Group Therapist. 1998-2005
Thesis Subject: The encounter with mother role and working role in business Women and the research about the conflict technique between those roles by using Psychodrama technique.

Marmara University, Atatürk Eğitim Faculty, Bachelors of Arts degree in Guidance and Psychological Counseling. 1992-1996

Çorum Anatolian High School, Çorum. Graduate of Mathematics department. 1984-1991

SOME TRAINING SEMINARS & CERTIFICATES:

Payroll Management	Peryön	2010
Body Symptoms as Metamorphosis: Using Psychodrama Techniques in Psychosomatic diseases	IPI- Istanbul Psychodrama Institute - Judith Tszary	2009
İSG'nin Teknik ve Hukuki Boyutu	ARME İstisnai Eğitim ve Danışmanlık	2009
Innovation Management Seminar	abc Danışmanlık ve Eğitim	2009
Spontenity and Creativity in Role Theory	IPI- Istanbul Psychodrama Institute - Louise Lipman	2008
Sosyal Sigortalar Kanunu ve İş Kanununda Yapılan Son Değişiklikler	Yordam Danışmanlık	2008

4817 sayılı Kanun uyarınca Yabancıların Türkiye'de Çalışma İzni Alma Usulü ve Uygulamadaki Sorunlar Eğitimi	Peryön- Av. Alper Yılmaz	2008
Sosyal Güvenlik Reformu Eğitimi	HR Dergi	2007
Sosyal Güvenlik Reformu	Resul Kurt	2006
Occupational Legislation, Regulation and Law- İşçi Sağlığı ve Güvenliği Mevzuatı	IMED, Münevver Şimşek	2006
Performance Management and Compensation Systems	PCIS Danışmanlık İstanbul Kurumsal Gelişim	2005
Project Management Applications with MS Project 2003	Danışmanlık ve Eğitim Hizmetleri	2004
Determine the Correct Direction in Process Management and workshop	PCIS Danışmanlık	2004
Modelling and Analyzing Process with MS Visio	PCIS Danışmanlık	2004
Advanced Process Management Techniques	PCIS Danışmanlık	2004
Using Expressive Art Thearapy Working with Couples	Etkileşim Psikolojik, Eğitim ve Yönetim Danışma Merkezi	2004
Creative Process in Psychodrama	International Zerka Moreno Institute- Gong Shu	2003
Time Management	Rodoplu Outsourcing IPI- Istanbul Psychodrama Institute & New York Psychodrama Institute- Robert W. Siroka, Jacqueline Dubbs Siroka, Louise Lipman, Jacob Gershoni	2003
Method Beyond Miracle: Understanding Sociometric Forms in Psychodramatic Applications		2002
Certificate of Individual Psychodrama Training	IPI- Istanbul Psychodrama Institute	2002
Playback Theater Training	IPI- Istanbul Psychodrama Institute	2001
Internal& External Customer Service Training specially designed for İŞ-TİM/ Aria	Partner Yönetim Danışmanlık AŞ International Zerka Moreno Institute- Zerka Teoman Moreno	2001
Psychodrama Training		2000
Certificate of Güzel Konuşma	MEB Özel Pera Güzel Sanatlar Eğitim Merkezi	1999

PARTICIPATION OF THE RELATED CONFERENCES, ORGANIZATIONS ETC.:

İnsan Kaynakları Zirvesi 2010 Create Value with Identity- Management Centre Türkiye	2010
Ulusal İnsan Yönetimi Kongresi – Peryön	2009
IT Management @ HR- Yenibiriş	2009
TOBB Üniversitesi Ortak Eğitim Modeli Firma Eğitim Amirleri Yönlendirme Programı	2009
İnsan Kaynakları 2009- Management Centre Türkiye	2009
16. Ulusal İnsan Yönetimi Kongresi – Peryön	2008
İnsan Kaynakları 2008- Management Centre Türkiye	2008
Perfomans Yönetimi Zirvesi	2007
15. Ulusal İnsan Yönetimi Kongresi – Peryön	2007
İşe Alım Zirvesi- HR Dergi	2007
İnsan Kaynakları Zirvesi- Yenibiriş	2007
Playback Theater and Psychodrama IPI and Anna Chesner	2006
İş Güvencesi Yasası/ 4857 Hürriyet Medya Towers	2002
Therapeutic Sociometry Conference	2002
6th International Conference “On Work Values and Behavior” organized by ISSWOV International Society for the Study of Work and Organizational Values	1998
İnsan Kaynakları 1997 Participant in HuRes Exhibition in Meliha Avni Sözen Sergi Merkezi as a representative of Marmara University, Human Resources Management and Development Master Program.	1997
Organized “Red Over Party” for the staff who worked for Habitat II United Nations Conference on Human Settlements	1996

FOREIGN LANGUAGES: Fluent in English, intermediate level in German, beginner level in Italian.

COMPUTER SKILLS: Experienced in the use of MS Office programs such as Word, Excel, Powerpoint, Outlook, Visio, Project, internet SAP R/3 modules release 4.0, Bizitek's Software products such as Stars- HR, Emptor- CRM and Netflow-BPM modules and able to use office machines like fax, Xerox, etc.

PERSONAL INFORMATION:

PLACE AND DATE OF BIRTH: Çorum, 11.03.1973

MARITAL STATUS: Single

INTRESTS: Travelling, dancing, going to movies, concerts and theatres, playing basketball, roller skating, diving, sailing, rafting, outdoor sports, listen to music, collecting stamps, and glass painting.

MEMBERSHIPS:

Member of Peryön- Türkiye Personel Yöneticileri Derneği

Member of İstanbul Psychodrama Institute, International Zerka Moreno Institute (IPI).

Member of The American Society of Group Psychotherapy and Psychodrama, (ASGPP).

Member of Kadıköy Kozyatağı Kriton Curi Parkı Gönüllüleri Derneği, (KASDAV).