WORK / FAMILY CONFLICT ACROSS VARIOUS LIFE AND CAREER STAGES

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WORK / FAMILY CONFLICT ACROSS VARIOUS LIFE AND CAREER STAGES

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DECLARATION OF PLAGIARISM

I, Natalie Bostock (Student Number: 212456636), hereby declare that the treatise for the degree M. Com degree in Industrial And Organisational Psychology is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another University or for another qualification.

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Date: _________________________________________________
ABSTRACT

This study examines Work Family Conflict including Work Interferes with Family (WIF) conflict, Family Interferes with Work (FIW) conflict, role overload, role interference and the impact of children across various life and career stages. Much of the research in this area focuses on the differences in the way the genders experience Work Family Conflict. Research has shown that various life and career stages can have a marked impact on this type of conflict and this study aims to determine how individuals in the various life and career stages experience this conflict.

A correlational research design was used for this study. Using a five point likert scale, participants were asked to score their responses to seventeen items. The instrument was based on Duxbury and Mills Measure of Work Family Conflict (1990) (in Handbook of Quality-of-Life Research: An Ethical Perspective by Sirgy, 2001) with the inclusion of two additional items due to their high face validity. The questionnaire was distributed to human resources managers in organisations, friends, family members and colleagues and friends, family members and colleagues of theirs. Most of the responses were scored using a pencil and paper technique and the remainder was distributed using a SurveyMonkey application on social media platforms like Facebook and LinkedIn. The overall sample size of respondents was 175.

The raw data was entered on an excel spreadsheet and analysed using Statistica version 12 and Microsoft Excel applications with VBA macros developed by a consultant for the Nelson Mandela Metropolitan University Unit for Statistical
Consultation. Statistics such as means, Cronbach alpha’s, relationships between factors, descriptive statistics, MANOVA and Chi-squared tests were used to analyse the data.

The results of this study demonstrate the need for organisations to take heed of the various challenges that individuals face in both the workplace and home environment and the different ways in which these are experienced across various life and career stages. This will enable them to design specific interventions to mitigate the effects of Work Family Conflict and improve employee’s level of performance.
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ACRONYMS AND ABBREVIATIONS

WFC       Work/Family Conflict
WIF       Work interferes with family conflict
FIW       Family interferes with work conflict
CHAPTER 1
RESEARCH ORIENTATION

1.1 INTRODUCTION

The purpose of the study is to ascertain whether individuals experience Work Family Conflict (WFC) differently across various life and career stages. This study commences with a background of and motivation for the study followed by a problem statement, research aims and the potential contribution of the study to the field of Industrial and Organisational Psychology. The study is concluded with an outline of the various chapters of the treatise.

1.1.1 Construct 1: Work Family Conflict (WFC)

Work and family represent two central domains in the lives of adults. Several factors contribute to the blurring of the boundaries between work and family (O'Driscoll, Brough & Kalliath, 2004). With more women entering the workplace and more dual-earning couples and single parents, role expectations within the family have changed. WFC can be described as a type of inter-role conflict where individuals find it difficult to simultaneously meet the demands and responsibilities associated with work and family (Netemeyer, Boles & McMurrian, 1996). Individuals struggle to find time for multiple work responsibilities and balancing the demands of work and family.

WFC can be seen as bi-directional whereby work can interfere with family life and family life with work (Frone, Yardley & Markel, 1997; Netemeyer, Boles & McMurrian,
1996) and is a form of inter-role conflict where general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities (Netemeyer, Boles & McMurrian, 1996) and vice versa. WFC arises from the incompatibility of demands, responsibilities, requirements, duties and commitments involved in an individual's family and work roles results in conflict in both domains (Cinamon & Rich, 2002a; Greenhaus & Beutell, 1985).

1.1.2 Construct 2: Life Stages

Traditionally, life stages are defined by age, parental status, or length of employment in an occupation or organisation (Allen & Meyer, 1990; Morrow & McElroy, 1987; Ornstein, Cron & Slocum, 1989). Based on an in depth qualitative study conducted over a two year period, Levinson (1986) developed the Life Stage Developmental Model which presents adult life as a linear progression of different stages. He proposed that people, no matter what occupation or background, will grow through specific life stages (Levinson, Darrow, Klein, Levinson & McKee, 1978).

According to Levinson these stages named as early, middle and late adulthood are characterised by specific goals, values, related activities and specific tasks to be accomplished in both the family and work domains (Levinson, 1986). The ages as defined for these life stages by Levinson are early adulthood as 20-40 years old, middle adulthood as 40-60 years old and late adulthood as over 60 years old.

According to Levinson’s Life Stage Development Model, the early adulthood stage can be further broken down into early adult transitions (17-22 years old)
characterised by thinking about options separate from the institutions of youth (e.g. parents, school) and potentially testing out these options; entering the adult world (23-28 years old) by establishing a sense of personal identity in the world of work and non-work; thirties transition (29-33 years old) where accomplishments in the late twenties are evaluated and adjustments made and settling down (34-39 years old) where an individual begins to make strong commitments to work, family and community (Ornstein, Cron & Slocum, 1989).

Middle adulthood (40-60 years old) can be further broken down into mid-life transition (40-45 years old) where an individual reviews their life structure adopted in their 30’s and begins to recognise their mortality and limitations on what they can achieve in their lifetime; entering middle adulthood (46-50 years old) where individuals develop greater stability in both their work and non-work domains; fifties transition (51-55 years old) where questions about previously adopted life structures are questioned and culmination of middle adulthood (56-60 years old) where questions raised during the fifties transition are answered and life choices are adjusted (Ornstein, Cron & Slocum, 1989).

This life stage perspective recognises the dynamic nature of work and family roles with individual’s moving through work and life stages over time and experiencing changing roles, relationships and responsibilities (Moen & Firebaugh, 1994). Research has recognised that the drivers that motivate people at work change as they age (e.g. younger employees may be motivated by pay, promotion and status, whereas older employees by job security) (Sterns & Miklos, 1995). Various research conducted in Western sample shows that depending on an individual’s life stage,
different issues will take on differing degrees of importance and based on these the individual’s attitudes and behaviours may be affected (Giele & Elder, 1998).

1.1.3 Construct 3: Career Stages

In 1957 Super defined career development as the process of growth that results in increases and modifications of a person’s repertoire for vocational behaviour (Super 1957). Using Charlotte Buhler’s (1933) framework of life stages Super organised vocational behaviour across life stages. He based this on the different developmental tasks a person encountered along the continuum of vocational development and how they coped with the tasks they encountered at various stages of career development. These he proposed were based on an individual’s chronological age and changed with age. Super (1957, 1984) developed the Career Stage Model suggesting that individuals have different preferences depending on age and career stage and that individuals experience specific career stages in their lives (Hall & Nougaim, 1968; Super 1957, 1984). Super (1957, 1984) proposed four career stages namely; the exploration phase, the establishment phase, the maintenance phase and the disengagement phase.

Following on from Super’s premise (1957, 1984) that various life and career stages are interlinked and progress in a linear fashion (Levinson, 1986), individuals in the early adulthood stage concentrate on career exploration and establishment. Here they begin their careers focusing on the development of their capabilities (Lamberg, 2004; van der Heijden, Schalk & van Veldhoven, 2008). During this phase, if the individual marries or has children the pressure increases (Cooke & Rousseau, 1984)
and continues to remain high until the child/ren leave school (Staines & O’Connor, 1980). This phase can be characterised by high demands in both the work and home arena and low resources as they are still developing their capabilities and competencies (Demerouti, Peeters & van der Heijden, 2012).

In the middle adulthood phase individuals are exposed to high job demands as their careers progress. This stage is characterised by building a career and acquiring personal identity (Slocum & Cron, 1985; van der Heijden, Schalk & Veldhoven, 2008) and requires a large amount of effort (deliberate practice) in retraining and further professional skill development (Pazy, 1996; Simpson, Grellar & Stroh, 2002) in order to reach a certain level of expertise at work (Ericsson, 2006).

In addition, individuals experience high flexibility (able to make more choices) and autonomy (self-direction and psychological success) (Hall & Mirvis, 1996). Workers in later family life and career stages have fewer childcare responsibilities and are able to manage work and family demands better (Sterns & Huyck, 2001). It would appear then that individuals in middle adulthood experience high job demands, average home demands and high resources (i.e. social support, financial means, autonomy) in both work and home environments (Demerouti, Peeters & van der Heijden, 2012).

In late adulthood individuals have average demands and high resources in both the work and family domains. During this stage of their career they have better quality functions as they are able to choose and shape their functions or they have sufficient authority to do so due to seniority (Demerouti, Peeters & van der Heijden, 2012).
They have also developed more effective coping mechanisms and built more expertise through experience in communicating, problem solving and integrating past experience (Baltes & Young, 2007; Sterns & Huyck, 2001). Often individuals in this stage of their lives spend more time pursuing leisure activities (Ng & Feldman, 2007) and they value family over work activities (Goldstein & Goldstein, 1990). According to Baltes and Dickson (2001) the selection optimisation compensation theory proposes that older individuals are more selective in what they want to achieve, they use their resources in an optimal way and they compensate for their loss by adjusting their goals.

Super & Nevill (1986) proposed that the work role must be considered in context and other life roles including family play a significant part in this. Super (1957, 1984) further proposed that an individual’s combination of life roles (work and family) may lead to both stress and satisfaction.

1.2 MOTIVATION FOR THE STUDY

With advances in technology, the demands of the workplace have increased exponentially. This in turn places pressure on family life. Individuals experience conflict between the demands at work and at home (Greenhaus & Beutell, 1985).

Inter-role conflict (role overload and role interference) arises from the inability to juggle the demands of the workplace with that of family life and intra-role conflict arises from the inability to juggle the demands within one domain i.e. either work or family life (Demerouti, Peeters & van der Heijden, 2012).
Three major types of conflict have been identified by Carlson, Kacmer and Williams (2000):

i) Time based conflict whereby individuals struggle to divide their resources (time) effectively which results in depleted energy levels and creates stress.

ii) Strain based conflict whereby individuals experience the stress of how one role affects performance in another role, and

iii) Behaviour based conflict where an incompatibility arises between the various behaviours and desirable behaviour patterns.

Added to this, external pressures exist in the form of an individual’s job environment and subjective pressures involving a person’s own personal socialisation. Personal socialisation is the process by which individuals acquire knowledge, language, social skills and value to conform to the norms and roles required for integration into a group or community. It is a combination of both self-imposed (because the individual wants to conform) and externally-imposed rules, and the expectations of others (Business Directory.Com, 2014).

These conflicts and pressures impact on an individual’s physical, behavioural, cognitive and emotional wellbeing. Factors that may impinge on an individual’s ability to cope are age, maturity and number of children and other dependants. Cultural factors also play a role in terms of social expectations, self-beliefs and values (Tziner & Sharoni, 2014).

Individual’s often feel they need to choose between “making a life” and “making a
living” (Zhang, Straub & Kuysk, 2007). They are particularly susceptible to stress feeling that they have little control over their work life and more control over their family life. It is hypothesised that the matching domain effect arises where the WFC resides in the domain from which the conflict arises (Amstad, Meier, Fasel, Elfering, & Semmer, 2011). In other words, if the conflict arises in the work domain the results of this conflict are predominantly seen in the work domain and likewise, if the conflict arises in the family domain, the results of this conflict are predominantly seen in the family domain. Frone, Russell and Cooper (1997) propose that the cross domain effect arises when an individual is cognitively preoccupied in one role which results in energy reduction thereby undermining an individual’s willingness and ability to meet obligations in another i.e. if conflict arises in the work domain the effects are also felt in the family domain and vice versa.

This study proposes that life stages partly determine career development and consequently specific working conditions (job demands and job resources) as well as family conditions (family demands and family resources) that an individual is exposed to. Existing research (Baxter & Gray, 2008; Ergeneli, Lisev & Karapinar, 2010; Hill, Jacob, Shannon, Brennan, Blanchard & Martinengo, 2008) has predominantly focussed on the differences between genders and responses to work-family and has tended to discount the mitigating effect of various life and career stages of an individual on WFC.

Research has been carried out on various Western samples indicating that life stages do impact on WFC (Carlson, Grzywacz, Ferguson, Hunter, Clinch & Arcury, 2011, Erickson, Martinengo & Hill, 2010, Grywycz, Almeida & McDonald, 2002,

Typically life stages are defined by age, parental status or length of employment in an occupation or organisation (Allen & Meyer, 1990; Morrow & McElroy, 1987; Ornstein, Cron & Slocum, 1989). According to Super (1957, 1984) individuals move through a sequence of four stages of career development which occur during certain ages i.e. the exploration stage and the establishment stage (25 - 35 years old), the maintenance stage (35 - 46 years old) and the disengagement stage (46 -35 years old). Levinson’s (1986) Life Stage Model proposes that an adult's life is linear moving from the pre-adulthood stage (age 0 - 22), the early adulthood stage (age 17 - 45), the middle adult stage (age 40 - 65), the late adulthood stage (age 60 - 85), and the late adult stage (age 80 plus). Each of these stages is linked to specific goals, values, related activities and specific tasks. The measuring instrument utilises a combination of Super’s (1957, 1984) Lifespan Model and Levinson’s (1986) Life Stage Model which have been operationalised as follows.

Table 1.1: Operationalised Life Stage Model as adapted from Levinson’s Life Stage Model in Levinson’s: A conception of adult development, American Psychologist (1986)

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Life Stage</th>
<th>Career Stage</th>
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<tr>
<td>25-35 years old</td>
<td>Early adulthood</td>
<td>Career Exploration and Establishment Phase</td>
</tr>
<tr>
<td>36-45 years old</td>
<td>Middle adulthood</td>
<td>Career Maintenance Phase</td>
</tr>
<tr>
<td>46-65 years old</td>
<td>Late adulthood</td>
<td>Career Disengagement Phase</td>
</tr>
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Samples will only be drawn from these categories and evaluated.

In early adulthood (exploration and establishment phase), individual's are exposed to high demands with little or few resources in both work and non-work domains. In middle adulthood (maintenance stage) individuals are exposed to high work demands with average home demands with high resources in both work and non-work domains. In late adulthood (disengagement stage) individuals are exposed to average demands with high resources in both work and non-work domains (Demerouti, Peeters & van der Heijden, 2012).

It would follow then that the demands at each of these life stages are moderated by the resources to meet these in both work and family environments. An imbalance in demands and resources will result in WFC.

Furthermore, a large scale study conducted in 79 countries in Europe, North America, Latin America and the Asian-Pacific region (Erickson, Martinego & Hill, 2010) found that WFC was greatest for workers who have school-going children.

Several theories have been postulated around this conflict perspective namely the Boundary theory, Compensation theory, Ecological Systems theory, Social Identity theory, Stress Spillover theory and the Role Strain theory (Michel, Mitchelson, Kotrba, LeBreton & Baltes, 2009). Due to their significance in this study, the Boundary Theory, Compensation Theory, Stress Spillover Theory and Role Strain Theory will be investigated in detail in the literature review.
A bidirectional relationship has also been established whereby work interferes with family and family interferes in work resulting in the conflict discussed previously (Grzywacz & Marks, 2000).

From a positive perspective, the enrichment theory postulates that both domains can provide an enriching effect on the other (Carlson, Kacmar, Wayne & Grzywacz, 2006):

i) Development enrichment whereby work and family involvement leads to the acquisition or refinement of knowledge, skills and behavioural competencies,

ii) Affect enrichment whereby work and family involvement results in a positive emotional state or attitude that contributes to improved individual performance in the receiving domain.

iii) Capital enrichment whereby work or family involvement promote gains of psychological resources i.e. sense of security or self-fulfilment which contributes to the individual’s improved performance in the receiving domain, and

iv) Efficiency enrichment whereby involvement in the family or work role results in a greater focus and time management skills which contribute to improved individual performance of the work-family role.

This study aims to make the link between the various life and career stages, family responsibility and the work-family interface.
1.3 PROBLEM STATEMENT

In the past few decades an increasing number of dual-earning couples and single parents have placed enormous pressure on both men and women to perform in both the work and family domain (Ahmad, 2008). Traditionally a women’s place was in the home caring for the needs of her family and the man’s role was to earn an income to support the family (Denton, 2004). This is of particular concern to organisations as this affects the wellbeing of their employees (Ahmad, 2008).

The Role Theory framework proposed by Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964) suggests that the major determinant of an individual’s behaviour is the expectation of behaviour from another individual. This can generate role overload and role interference as demonstrated in this study. Resources in respect of time and energy are limited and having too much to do in either domain can be physically and psychologically exhausting. Roles performed in the work and family domain are often mutually incompatible (Kahn et. al., 2008).

The introduction of children adds additional strain for parents due to the limitation of resources to cope with the growing demands on both the work and family front. This problem appears to be universal and on the increase as the number of dual earning couples and single parent households rises. Organisations have begun to recognise the effects of WFC on productivity including an increase in absenteeism and staff turnover intentions. Health related problems have also arisen due to the strain on individuals to fulfil roles both at home and at work.
In the interest of individual wellbeing and organisational effectiveness it has become important to understand what these sources of conflict are and how to mitigate their effects. The need for intervention has been recognised by organisations worldwide with many investing in employee wellness programmes to assist employees in coping with dual demands. This study attempts to evaluate the sources of conflict that occur following a life/career perspective, their antecedents and possible interventions that can be taken by individuals and organisations to mitigate their effects.

1.4 RESEARCH AIMS

General and specific objectives aims of the research are discussed in the next sections.

1.4.1 General Aims

The general aim of this research is to investigate WFC within specific life and career stages and the possible reasons for this. With the primary objectives of this research in mind, the research items are summarised as follows:

- **Work Interferes with Family (WIF)** is experienced differently across the various life and career stages.

- **Family Interferes with Work (FIW)** is experienced differently across various life and career stages.

- **Role overload** is experienced differently across the various life and career stages.
• **Role interference** is experienced differently across the various life and career stages.
• The **impact of children** increases levels of WFC.
• **Overall WFC** is experienced differently across the various life stages.

### 1.4.2 Specific Aims

Specific aims of the research are –

• To examine the literature on WFC in relation to various life and career stages and conceptualise WFC according to recognised theories and models.
• To conceptualise life and career stages according to recognised theories and models.
• To determine the level of WFC in a convenient sample of employees across various industries as well as various life and career stages for the purposes of understanding its effects and applying suitable interventions to minimise or reduce WIF and FIW to improve productivity in the workplace.
• To make recommendations for future research to further understand WIF and FIW across various life and career stages and the impact this has on the individual and workplace.

### 1.5 POTENTIAL CONTRIBUTION OF THE STUDY

By reaching an understanding as to the various stages that an individual progresses through and the specific challenges that each of these stages poses; individuals and organisations can gain a better insight into how to alleviate or mitigate the negative effects of WFC. Managers are able to provide a supportive environment whereby flexible work schedules, telecommuting, personal time off, onsite childcare and other
family-focussed interventions can help to mitigate role interference and spillover effects of WFC. Programmes that facilitate psychological detachment like leisure activities, workshops about time management and relaxation can help in reducing WFC (Moreno-Jimenez, Mayo, Danz-Vergel, Geurts, Rodriguez-Munoz & Garrosa, 2009; Fox & Dwyer, 1999; Thompson, Beauvais & Lyness, 1999).

Organisations that recognise WFC are better able to create an environment where employees do not fear discussing a family conflict (Lambert, Kas, Piotrowski & Vodanovich, 2006; Gordon, Whelan-Berry & Hamilton, 2007). By creating a climate whereby employees feel supported should facilitate the introduction and use of work-family benefits (Smith, 2005).

It is important for the organisation to distinguish between WIF and FIW in order to design unique interventions to address the specific needs of each of these (Mesmer-Magnus & Viswesvaran, 2005).

The organisation and managers should pay particular attention to the effects of quantity of workload, work variability and frequency of stressful events on workers that may create WIF (Nissly, Mor Barak & Levin, 2005).

1.6 LAYOUT OF THE RESEARCH REPORT

The treatise will consist of five chapters. Chapter 1 provides a background for the study with a general introduction, purpose of the study, scope of the study and the Hypothesis to be tested. This will provide a context for the study by summarising
current understanding and background information about the topics. Chapter 2 sets out to discuss the literature on WFC as documented by various subject experts in various books and articles and provides a theoretical basis for this research study. Chapter 3 outlines the methodology followed by the researcher during the research process to systematically solve the research problem. Chapter 4 highlights the empirical analysis results of the study captured by the researcher using a questionnaire as the research instrument. In the discussion the results are examined, interpreted and placed into a theoretical and practical context. Chapter 5 draws conclusions from the respondent’s answers in the questionnaire. The recommendations look at the possible areas that need attention given the findings. The limitations outline the factors which restrict the study.

1.7 CONCLUSION

This chapter introduced the topic of WFC by providing a background to the study and an outline of the major constructs of WIF, FIW and various life and career stages. The chapter further explored the motivation for the study, defined the problem statement and defined the research objectives. An evaluation of the potential contribution of the study was made. Finally a framework of the study for the chapter was provided.
CHAPTER 2
WORK/FAMILY CONFLICT ACROSS VARIOUS LIFE AND CAREER STAGES

2.1 INTRODUCTION

The principle aim of this study is to evaluate the sources and antecedents of WFC in relation to the various life and career stages of individuals as previously explored by researchers and how these findings support this research. It further examines possible interventions that can be taken by individuals and organisations to mitigate their effects.

The results of this study are used to increase the theoretical understanding of WFC within specified life and career stages and to practically institute interventions to minimise the effects of WIF and FIW in order to improve individual and organisational performance.

The study investigates the concepts of WIF and FIW and the extent to which these are experienced in defined life and career stages.

2.2 INTRODUCTION TO WFC

With the increasing cost of living and equal opportunities existing in the workplace for both men and women, the number of dual-earning couples is on the rise. This can result in the escalation of WFC as couples struggle to balance the demands of both work and home life.
2.2.1 Defining WFC

WFC can be defined as the incompatibility of demands, responsibilities, requirements, duties and commitments involved in an individual’s family and work roles resulting in conflict in both domains (Cinamon & Rich, 2002a; Greenhaus & Beutell, 1985).

2.2.1.1 Defining WIF

WIF can be defined as “a form or interrole conflict in which the general demands of, time devoted to, and strain created by the job interferes with performing family related responsibilities” (Netemeyer, Boles & McMurrian, 1996, p. 401).

2.2.1.2 Defining FIW

FIW can be defined as “a form of interrole conflict in which general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities” (Netemeyer, Boles & McMurrian, 1996, p. 401).

2.2.2 ANTECEDENTS OF WFC

There are several types of conflict that arise from both the work and family environments, namely interrole conflict, time, strain and behaviour based conflict, conflict created from external pressures and conflict created from role interference
and stress spillover. This study attempts to evaluate the extent to which WFC is experienced across various life and career stages due to factors discussed below:

2.2.2.1 Inter-role conflict

Inter-role conflict results from incompatible demands in the work and family domains (Greenhaus & Beutell, 1985). The Role Theory postulates that WFC occurs as a result of individuals occupying multiple roles whereby difficulty is experienced in performing each role successfully due to the pressures that the different roles present (Greenhaus & Beutell, 1985; Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1954).

This may be experienced by way of role interference whereby the demands associated with one role interfere directly with another role. Competing demands may arise during particular or overlapping points when the individual must decide which demand to satisfy first. This in effect privileges the one role over the other (Hecht, 2001).

According to Bakker and Geurts (2004), the Job Demands-Resources model proposes that individuals have limited resources which need to be divided between different roles/demands. According to Bakker and Geurts (2007), job demands can be described as the physical, psychosocial or organisational aspects of the job that require sustained physical and/or mental effort and are therefore associated with certain physiological and/or psychological costs; and job resources can be described as the physical, psychosocial and organisational aspects of the job that may be
functional in meeting task requirements (i.e. job demands) and may thus reduce the associated psychosocial and/or psychological costs, and at the same time stimulate personal growth and development.

Role overload occurs when an individual has too many role demands placed on him/her given the time and resources available to satisfy them. The volume of tasks is simply too heavy given the time available (Coverman, 1989, Pearlin, 1989).

Evidence suggests that the more salient a role is to an individual, the more time and emotion is devoted in that role (Stryker & Serpe, 1994). Super (1982) developed the term role salience to describe the relative importance of a role in an individual’s life. Role salience is the cumulative effect of commitment to the role, values held by the individual in relation to the role, expectations of the individual surrounding that role and participation by the individual in that role (Super, 1982). Super postulated that the salience of a role is central to an individual’s self concept and that achievement of their self concept rendered satisfaction. The converse would then also hold true. If an individual spent most of their time in a role that they did not perceive as salient to their self concept, they would not experience satisfaction.

Super (1990) suggested that a high degree of commitment in multiple roles could either lead to satisfaction or stress. Individual’s who demonstrated a high commitment to both work and family roles could experience high degrees of WFC (O’Neil & Greenberger, 1994). An incompatibility of demands between one domain and another (e.g. work and family) could affect the quality of work and family life (Adams, King & King, 1996). WFC can arise from psychological distress (Allen,
Herst, Bruck & Sutton, 2000), marital discord (Norrell & Norell, 1996) and decreased life satisfaction (Chiu, 1998). A bi-directional relationship exists between work and family conflict whereby conflict in an individual's work environment affects their family environment and conflict in the individual's family environment affects their work environment and further to this, a negative relationship exists among all forms of WFC (Kossek & Ozeki, 1998).

Research has also shown that in certain instances the work-family relationship can produce enriching results where multiple roles (e.g. work, marital and parental) can lead to greater overall life satisfaction as opposed to a single role (Peronne, 1999). Barnett (1994) found that a positive experience in the role of spouse or parent can moderate the effects of psychological distress and job stress (Barnett, 1994). Individuals with multiple roles reported higher levels of self esteem due to having greater control financially and socially (Lennon & Rosenfield, 1992). Barnett and Hyde (2001) identified several benefits of combining multiple roles i.e. added income, more sources of social support, more shared experiences between spouses and that success in one role can buffer the effects of failure in another.

Family life stages can be depicted as ‘before children’, ‘transition to parenthood’, ‘preschool child (ren), adolescent child (ren) and ‘empty nest’ stages (Mattessich & Hill, 1987). The transition to the parenthood stage and subsequent new role brings about a notable increase in the amount of time spent on family care and prioritising the family role and family responsibilities (Bielby & Bielby, 1992). Employed new mothers have a dual responsibility of caring for their family and working at building a career (Moen & Rochling, 2005). Often marital dissatisfaction arises out of this
interrole conflict and negotiations need to be facilitated regarding household labour and childcare responsibilities, which can lead to family-work conflict (Aryee, 1992; Nomaguchi & Milkie, 2003) and an increase in absenteeism (Dilworth, 2004).

Women working fulltime with preschool children experience more emotional distress spending time away from their children and spouse (Nomaguchi, Milkie & Bianchi, 2005). Research has shown that women employed in companies that offer flexible working arrangements e.g. work from home, flexihours, job-sharing experience less FIW (Hill, Jackson & Martinengo, 2006; Hill, Martinson & Ferris, 2004).

By the time working parents reach the empty nest phase when children become independent or move out of the home (e.g. to study or get married), they have developed more effective coping mechanisms throughout a lifetime of communicating, solving problems and integrating knowledge with practical experience (Baltes & Young, 2007; Sterns & Huyck, 2001). Mature workers can benefit from marriage and long term relationships during this phase as they have more ‘child-free’ time to pay attention to their spouses than younger workers (Baltes & Young, 2007).

However, during this empty nest phase, many individuals move into the role of caring for their elders (parents). There is evidence that suggests that eldercare responsibilities do affect FIW (Lee, Foos & Clow, 2010). In a study comparing eldercare to childcare, Fredrickson and Scharlach (1999) found that employees with childcare responsibilities had more strain (e.g. physical, financial and emotional) and missed more days of work than employees with eldercare responsibilities.
In ‘traditional’ households men may struggle to recognise their women as anything other than ‘wife’ and ‘mother’ (Denton, 2004). Husbands who embrace a non-gender role experience far less FIW and often share responsibilities around housework, childcare and decision-making (Amato & Booth, 1995; Scanzoni & Szinovacz, 1980).

The Gender Role Theory explains how sex-based traits have implications for social expectations of men and women. Gender role orientation is defined as how strongly a person believes in the traditional gender roles that exist in his/her society (Livingston & Judge, 2008). A traditional gender role orientation identifies specific gender roles for men and women in marriage e.g. the man should be the head of the household and income earner, and the wife should be submissive and take care of the household and children (Denton, 2004). In societies that are low on gender orientation, men and women are viewed as equals in both domains of work and family (Javidan, House & Dorfman (2004). Due to traditional gender role norms, it is expected that men will experience greater WIF conflict and women greater FIW conflict (Pleck, 1977; Powell, Francesco & Ling, 2009).

2.2.2.2 Time, Strain and Behaviour based conflict

Time demands from one role can make it physically impossible to partake in or meet the expectations of another role creating WIF and FIW. Pressure associated with one role can create a psychological preoccupation with another role even when an individual is trying to physically meet the demands of another (Greenhaus & Beutell, 1985).
Working mothers struggle with childcare which is a time related resource. Most often the children are given into the care of a caregiver either for most or part of the day. Kossek (1990) proposes that the satisfaction with the caregiver is directly related to the amount of FIW and WIF that these mothers experience. Satisfaction relates to convenience (fits in with working hours and can be extended in an emergency), attentiveness (alleviates guilt as mothers are unable to spend time with their children), communication (regular updates on how their child/ren are doing) and cost of the caregiver (not causing financial strain) (Kossek, 1990). If childcare is not satisfactory this could result in absenteeism and higher turnover intention of parents of young children (Payne, Cook & Diaz, 2011).

Single parents experience more FIW as they try to satisfy the dual demands of work and family with fewer resources (i.e. a partner) (Avison, Ali & Walters, 2007; Hertz, 1999). Research has also shown that parents with a large number of children or young children experience greater FIW (Dilworth, 2004; Mennino, Rubin & Brayfield., 2005).

Taking work home and overnight travel can lead to WIF (Voydanoff, 2005a). As the complexities of the workplace grow and competition increases, workers feel greater pressure to increase productivity and work spills over into home life (Voydanoff, 2005a). High demands in the workplace can be mitigated by higher earnings allowing for hired help from outside for household chores (Hertz, 1999).
Strain based conflict arises when one role affects an individual’s performance in another role (Greenhaus & Beutell, 1985) both from a physical and psychological perspective (Stephens & Sommer, 1996). When parents are satisfied with their child’s caregivers, they have less to worry about and are more focussed in their current roles (Anderson-Kulman & Paludi, 1986). FIW and WIF conflict resulting from strain based conflict can lead to lower job satisfaction and lower wellbeing (Payne, Cook & Diaz, 2011).

Behaviour based conflict occurs when specific behaviours required in a work or family role make it difficult to swap to behaviours that fulfil the requirements of roles within the other domain i.e. the family or work domain respectively (Greenhaus & Beutell, 1985). An example of this is when males in particular are expected to be aggressive, ambitious and analytical at work and nurturing, warm and emotional at home (Loerch, Russell & Rush, 1989). As demonstrated, these in-role behaviours can be incompatible with one another (Greenhaus & Beutell, 1985). The conflict arises when behaviours applied in one role (work/family) are inappropriately applied in another role (family/work) (Greenhaus & Powell, 2006).

2.2.2.3 External Pressures

External pressures can have a marked effect on WFC and can either help to mitigate the stress experienced by this conflict or exacerbate it. Some of the factors impacting on WFC include the individual’s own working environment, their own subjective personal socialisation, their ability to cope and cultural factors.
2.2.2.3.1 Individual job environment

Job satisfaction can be described as a positive or negative state resulting from an appraisal of one’s job and job experiences (Locke, 1976). Job satisfaction represents an employee’s wellbeing and can predict negative attitudes and behaviour in the work context (i.e. absenteeism, turnover, reduced productivity) (Spector, 1997). According to Hackman and Oldham (1975) and Spector (1997), job characteristics and personal preferences predict job satisfaction.

Extrinsic job satisfaction arises from satisfaction with salary, company policies, job security, relationships with co-workers and superiors, whereas intrinsic job satisfaction comes from job content, autonomy, responsibility, achievement, variety and interesting work (Hertzberg, Mausner & Snyderman, 1959). Individual differences play a role in the relative importance on intrinsic and extrinsic job satisfaction (Brough & Frame, 2004; De Vaus & McAllister, 1991; Saari & Judge, 2004).

The absence of intrinsic job satisfaction, especially autonomy, can lead to WIF conflict (Aryee, 1992; Greenhaus, Parasuraman, Grannose, Rabinowitz & Beutell, 1989; Voydanoff, 1988). The absence of extrinsic job satisfaction can likewise result in WIF (Batt & Valcour, 2003; Frone, Yardley & Markel, 1997; Frye & Breaugh, 2004; Grzywacz & Marks, 2000b; Thomas & Ganster, 1995).
The mobility of technology has resulted in an increase of expectations outside of working hours (Towers, Duxbury, Higgins & Thomas, 2006). Work can now be conducted anywhere and anytime. Some families, however, maintain strict boundaries between work and home and turn off communication devices (Wacjman, Bittman & Brown, 2008). This may reduce WFC when an individual is involved in each of the domains of work and family life.

Fenner and Renn (2004) assert that when engaged in work connectivity behaviours after hours the individual is physically and psychologically unavailable in non-work activities i.e. family.

### 2.2.2.3.2 Person’s own subjective personal socialisation

Work and family pressures to a large extent reflect social expectations and self-expectations (Tziner & Sharoni, 2014). These pressures are susceptible to values, beliefs and role related self concepts which are internalised through socialisation and self expectations. It appears that role related self conceptions have a direct impact on the perceived demands within the work or family domains. Demands and pressures are perceived as greater in the domain with the highest priority (Tziner & Sharoni, 2014). According to the Social Identity Theory (Tajfel, 1979), the role of self concept is embedded in group membership, group processes and intergroup relations (Burke, 2006). Bronfenbrenner’s (1979) Theory of Ecological Systems proposes that an individual is in the centre of several environmental systems, ranging from immediate settings such as family to more remote contexts such as the broader culture. Each of these systems is thought to interact with the others and
with the individual to influence development in important ways (Shaffer & Kipp, 2014).

2.2.2.3.3 Ability to cope

In order to cope with combining multiple roles, individuals need to develop coping skills. Coping is related to physical health and psychological wellbeing (Friedman, 1991). According to Voydanoff (2002) coping strategies mediated the relationship between WFC. Lazarus and Folkman (1984) proposed that when confronted with a potential stressor, individuals engage in whereby they ask themselves firstly if the situation/stressor is threatening to their wellbeing and secondly if they have the ability to cope with the situation/stressor. Two types of coping have been identified. Problem focused coping where strategies are used to directly address the source of stress and emotion focused coping where an individual attempts to manage emotions that result from the stressor (Lazarus & Folkman, 1984).

Certain personality factors like neuroticism (characterised by low self esteem, irrational perfectionist beliefs and pessimistic attitudes) can lead individual’s to appraise situations as threatening and that they cannot effectively handle the situation (McCrae & Costa, 1999). A positive relationship has been found to exist between neuroticism and WFC (Bruck & Allen, 2003; Grywacz & Marks, 2000). Extraversion is seen as a preference for companionship and the ability to perceive situations positively (McCrae & Costa, 1999). Research reflects mixed findings of how this relates to WFC. Some research shows no correlation (Bruck & Allen, 2003; Stoeva, Chiu & Greenhaus, 2002) and some supports the relationship showing lower
levels of spillover between WFC and higher levels of positive spillover between work-family domains (Grzywacz & Marks, 2000).

Locus of control has an important role in managing the stress process. Individuals with an internal locus of control experience less distress because they perceive fewer stressors in the environment (Brookings, Bolton, Brown & McEvoy, 1985; Szilagyi, Sims & Kellar, 1976) and less strain (Siu, Lu & Cooper, 1999; Spector, 1986).

2.2.2.3.4 Cultural factors

Even with many women entering the workplace and an increasing number of dual earning couples, the division of household labour remains unequal with women continuing to spend more time on housework than men (Crompton, Brockman & Lyonette, 2005).

Eastern cultures place a greater priority on work as opposed to their Western counterparts (Adams, King & King, 1996). Eastern countries practice a collectivist culture whereby extended family and close kinship share the burden of housework and provide essential support. In Chinese society it is the cultural norm to practice ‘filial piety’ which can mean that women, irrespective of marital state, are expected to care for aging parents (Gu & Liang, 2000; Zhan & Montgomery, 2003).

In a complimentary-traditional model, one partner does more paid work than the other and this is traditionally men (Wierda-Boer, Gerris, Vermulst, Malinen &
Anderson, 2009). In a shared-role model, partners divide paid and non-paid work evenly (Beaujot & Liu, 2005) and in the double-burden model, there is an imbalance between partners where one partner spends equal or larger amounts of hours on paid/unpaid work and respectively performs a larger amount of unpaid/paid work (Beaujot & Liu, 2005). The model adopted by dual earning couples will depend largely on the cultural conditioning of the individuals.

2.2.2.4 Stress Spillover Theory

The Stress Spillover Theory describes how spillover (role interference) from one life domain (work or family) leads to a negative outcome in both domains (Pearlin, Aneshal & LeBlanc, 1997). Research demonstrates that dissatisfaction from family life and arguments at home create stresses at work and conversely, work dissatisfaction and arguments at work can result in marital dissatisfaction and arguments at home (Dillworth, 2004; Rogers & May, 2003). Back and forth effects from work and family can proliferate and intensify within and across each role.

2.2.2.5 Role Strain Theory

The Role Strain Theory postulates that individuals have a fixed and finite amount of psychological and physiological resources to expend on fulfilling their role obligations in each domain (work and family) (Edwards & Rothbard, 2000). Hence involvement in multiple roles will exhaust these resources and impair role functioning.
2.2.2.6 Matching domain effect

This effect describes how the primary effect of WFC resides in the domain from which the conflict originates (Amstad, Meier, Fasel, Elfering & Semmer, 2011). WIF is the result of consequences in the work domain and stronger effects are felt in work related outcomes and FIW is the result of consequences in the family domain and stronger effects are felt in family related outcomes. For example if work commitments result in less time being spent with the family an individual may become resentful towards their superiors and colleagues resulting in strain and conflict in the work environment where the conflict arises. If familial responsibilities impinge on an individual's ability to perform his/her responsibilities at work then the individual will be come disgruntled at home.

2.2.2.7 Cross domain effect

This effect describes how the increase in cognitive preoccupation or energy reduction in one role undermines an individual's ability or willingness to meet obligations in another role (Frone, 2003). In other words, resources invested in one or other domain (work or family) will reduce the quality of life in the other domain. Individuals who are pressurised in the work domain feel stronger effects of this at home and likewise, if responsibilities and commitments at home interfere with an individual's ability to fulfil their work commitments, the results are felt more intensely in the work domain.
2.2.3 Consequences of WFC

Employee health and wellbeing can be severely impacted through WFC. Psychological symptoms such as higher stress (Chapman, Ingersoll-Dayton & Neal, 1994; Googins, 1991), increased depression (Googins, 1991), physical ailments (Frone, Russell & Cooper, 1991), increased somatic complaints (Burke & McKeen, 1988), lower life satisfaction (Adams, King & King, 1996; Aryee, 1992, Higgins, Duxbury & Irving, 1992; Rice, Frone & McFarlin, 1992), lower quality of family life (Higgins, Duxbury & Irving, 1992) and lower energy levels (Googins, 1991). The presence of children was related to increasing feelings of pressure in marriage and contributed to stress and lower life satisfaction (Brett, Stroh & Reilly, 1992). In a longitudinal study conducted by Frone, Yardley and Markel (1997) it was found that WFC predicted depression, poor physical health and incidence of hypertension.

WFC can result in burnout for individuals. Emotional exhaustion as a result of overwhelming demands on an individual's time and energy leads to a depletion of emotional resources and a lack of energy (Gaines & Jermier, 1983). Emotional exhaustion seems to be most prevalent among employees in people-orientated jobs (Babakus, Cravens, Johnston & Moncrief, 1999; Karatepe, 2006).

From an organisational perspective, the consequences of WFC can have a detrimental effect on job performance (Aryee, 1992; Frone, Yardley & Markel, 1997; Netemeyer, Brashear-Alejandro & Boles, 2004). Job performance can be described as “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviours and outcomes” (Babin & Boles, 1998, p.82).
Employees who cannot balance their work demands with home and family responsibilities experience Negative spillovers resulting in decreased job performance (Netemeyer, Maxham & Pullig, 2003).

Turnover intentions may increase if employees recognise that they are not able to cope with the demands of both work and family resulting in WFC as they attempt to preserve their scarce resources by thinking about leaving their current organisation (Grandey & Capiro, 1999). Studies conducted show that turnover intention is the job outcome most associated with WFC (Allen, Herst, Bruck & Sutton, 2000; Anderson, Coffey & Byerly, 2002; Boyar, Maertz, Pearson & Keough, 2003).

2.2.4 Interventions to manage WFC

Following on from the consequences of WFC and in order to mitigate the effects of WFC both the individual and the organisation must understand and acknowledge the effects that this conflict creates and devise interventions that will assist individuals in coping with these effects.

2.2.4.1 Employee interventions/responsibilities

In order to cope with the demands in both work and family domains and the interrole conflict that can arise, couples develop exchange relationships. In order to alleviate WFC, dual earners negotiate their roles with their partner regarding allocation of household responsibilities (Kailasapthy & Metz, 2012). Savouring can be defined by beliefs of positive affectivity, optimism, self esteem, happiness and life satisfaction.
(Bryant, 2003; Lin, Chen & Wang, 2011). According to Isen (2001), positive affectivity enhances decision making and increases flexibility in the cognitive process. Individuals with high positive affectivity experience lower levels of WIF (Allen, Herst, Bruck, & Sutton, 2000; Karatepe & Uludag, 2008; Little, Simmons & Nelson, 2007).

Community support can also be used to lower WFC by providing social and emotional support as well as access to services e.g. a church daycare programme (Voydanoff, 2005b).

Psychological detachment from work, defined by Etzion, Eden and Lapidot (1998) as the individual’s sense of being away from the work situation, helps people recover from stress. Sonnentag and Bayer (2005) found that psychological detachment from one’s job during leisure activities resulted in a better mood and less fatigue at bedtime. It has further been found that the verbal expression of emotions can assist with buffering the impact of WFC and improving health (Moreno-Jimenez, Garrosa, Losada, Morante & Roderiguez, 2004).

Clark (2000) developed the Work/Family Border Theory whereby “individuals manage and negotiate the work-family spheres and the borders between them to obtain balance” (p. 750) and described “borders as lines of demarcation between domains” (p.756). These ‘borders’ can be physical, temporal or psychological. He described permeability as the degree to which elements from other domains may enter each other.
The Boundary Theory describes how individuals create boundaries between work and home as being defined by both time and location (Ashforth, Kreiner & Fugate, 2000). Boundaries can be used to lower WFC (Kreiner, 2006). Today the use of communication technologies has proliferated. It is now possible for individuals to integrate work and family domains. However, integrating roles by using the internet and other communication technology has led to a blurring of these boundaries and ultimately employee stress (Desrocher & Sargent, 2004). Some of the coping strategies that individuals have developed are to place limits on work hours, limit the number of children they have, reduce their social commitments, have less leisure time and lower their expectations of housework (Becker & Moen, 1999).

The Enrichment Theory proposes that resources are expandable rather than fixed (Carlson, Kacmar, Wayne & Grzywacz, 2006; Greenhaus & Powell, 2006). Gaining knowledge and skills at work can assist in improving the functioning in the family domain (e.g. time management, stress control). Some of the concepts that support the relationship between work and family domains can have a positive effect. These include work-family enrichment, positive spillover and facilitation.

Work-family enrichment occurs when the work (family) role is made easier by virtue of participation in the family (work) role (Carlson, Kacmar, Wayne & Grzywacz, 2006; Greenhaus & Powell, 2006). Types of enrichment can include development enrichment whereby work and family involvement leads to the acquisition or refinement of knowledge, skills and behavioural competencies, affect enrichment whereby work and family involvement results in a positive emotional state or attitude that contributes to improved individual performance in the receiving domain, capital
enrichment whereby work or family involvement promote gains of psychological resources i.e. sense of security or self-fulfilment which contributes to the individual’s improved performance in the receiving domain, and efficiency enrichment whereby involvement in the family or work role results in a greater focus and time management skills which contribute to improved individual performance of the work-family role (Carlson, Kacmar, Wayne & Grzywacz, 2006). These can result in a positive spillover and facilitation between domains.

Individuals can apply various forms of coping to manage the stress caused by WFC. By initiating active coping, the individual takes direct actions to reduce the stressor/s, plans the steps to ameliorate the stressor/s and suppresses competing activities to focus on the stressor/s (Carver, Scheier & Weintraub, 1989). Active coping behaviours are related to higher levels of wellbeing (Brown, Malhurn & Joseph, 2002; Ingledew, Hardy & Cooper, 1997; MacCrae & Costa, 1986), lower WFC (Kirchmeyer, 1993; Lapierre & Allen, 2006; Rotondo, Carlson & Kincaid, 2003) and lower WIF (Baltes & Heydens-Gahir, 2003). Passive coping can be seen as behavioural disengagement (discontinuing trying to manage a stressor), mental disengagement (not thinking about the stressor) and denial (pretending that the stressor does not exist (Carver, Scheier & Weintraub, 1989). Passive coping is negatively related to wellbeing (Brown, Malhurn & Joseph, 2002; Ingledew, Hardy & Cooper, 1997; McCrae & Costa, 1986) and positively related to WFC (Lapierre & Allen, 2006; Rotando, Carlson & Kincaid, 2003) because the individual is not actively trying to reduce the stressor/s.

Social support seen as a problem focused strategy whereby instrumental support
(seeking advice, help or information) and emotional support (seeking sympathy and understanding) and venting of emotions (venting experienced emotions to others) (Carver, Scheier & Weintraub, 1989). Research has demonstrated that social support is related to decreased strain related to WIF (Carlson & Perrewe, 1999; Aycan & Eskin, 2005; Bernas & Major, 2000) and FIW (Adams, King & King, 1996).

Positive thinking as a coping strategy includes acceptance (accepting the reality of the situation even if there is nothing the individual can do about it) and positive reinterpretation (trying to see the stressor/s in a positive light to make it/them appear less threatening) (Carver, Scheier & Weintraub, 1989). Lazarus and Folkman (1984) regard this as an emotion focused type of coping whereby avoidance of the emotional stressor will reduce the negative emotional responses to the stressor.

2.2.4.2 Organisational interventions and responsibilities

A family friendly workplace culture can alleviate WIF (Grzywacz & Marks, 2000; Mennino, Rubin & Brayfield, 2005; Voydanoff, 2005b). Some organisations will institute organisational policies and practices to lessen WIF (Mitchell, 1997). Formal policies may include sick leave and health insurance (Osterman, 1995). Informal policies allowing flexibility with regards to family care scheduling and family benefits may also help to lessen WIF (Blair-Loy & Wharton, 2002). Research has shown the mitigating effects on WIF of flexible policies as inconsistent. Some research shows that flexible policies do lessen WIF (Thomas & Ganster, 1995; Thompson, Beavais & Lyness, 1999) and some shows that it has little or no effect on WIF (Galinsky, Bond & Friedman, 1996; Mennino, Rubin & Brayfield, 2005). Workplace culture can
have a marked effect on lessening WIF by supporting the combination of work and family responsibilities (Burke & McKeen, 1988; Maume & Housten, 2007; Mennino, Rubin & Brayfield, 2005).

Social support can help to reduce the stressors encountered in different domains (Parasuraman, Greenhaus & Granrose, 1992; Thomas & Ganster, 1995). Workplace social support is derived from the broader concept of social support and as a global construct (House, 1981) whereby social support is perceived by an individual as being loved, valued and that their wellbeing is cared about as part of a network of mutual obligation (Cobb, 1976).

Social support has also been viewed as access to helping relationships of varying quality or strength and which provides resources such as communication of information, emotional empathy and tangible assistance (Viswesvaran, Sanchez & Fisher, 1999). From these viewpoints it is possible to understand that social support is essential in both the work and family domains and should form part of both the organisational and the individual employee’s responsibility.

Emotional support encompassing empathetic understanding and listening, affection, advice and genuine concern both at work and at home can mitigate the effects of WFC. Instrumental support in the form of assistance with fulfilling a role will also help to mitigate the stressors created by WFC (Aycan & Eskin, 2005). Conflict in the domains of work and family can be seen as bi-directional where problems at work spillover into the home environment and similarly problems in the home environment spillover into the work environment. From an organisational perspective it is
therefore imperative to understand this spillover and the effects that this may have on productivity.

2.3 CAREER STAGES AS DEFINED BY THE LIFE STAGE MODEL

In Donald Super’s Life Stage Model, he proposes that individuals move through four distinct career stages which include the exploration phase, the establishment phase, the maintenance phase and the disengagement phase (Hall & Nougaim, 1968; Super, 1957, 1984).

The exploration phase is experienced between the ages of 25 and 35 and is characteristic of identifying career interests, assessing capabilities and fit for the specific job requirements and developing a professional self-image. The establishment phase is experienced between the ages of 36 and 45 is characterised by an individual finding their specific niche, developing their skills and career objectives (personal and organisational), advancing in their careers as well as stabilising their career path. The maintenance phase occurs towards the latter part of this same age bracket i.e. 36 to 45 emphasising individual accomplishments, maintaining ones’ self-concept, holding on to one’s position and updating skills. The disengagement phase is experienced between the ages of 46 and 65 whereby individuals develop a new self image and independent career success. This phase is also characterised as phasing into retirement.
2.4 TRADITIONAL LIFE STAGES: EARLY, MIDDLE AND LATE ADULTHOOD

According to Mattessich and Hill (1987), individuals in the same life stages seem to experience similar events, face similar crises and accomplish similar development. These life stages can be distinguished by structural complexity defined by the number of people involved, the number of interpersonal relationships and the density in terms of age, homogeneity etc.; cognitive and prosocial competency; allocation of power, tasks and affection; the ratio of instrumental and expressive resources; efficiency in time, energy and space management; links to work, school and support.

To this end, this study has chosen to focus on three life stages, namely; early adulthood (25-35 years), middle adulthood (36-45 years) and (46-65 years) to coincide with the career stages mentioned above. The relationship of life stages is explored further below.

2.5 RELATIONSHIPS BETWEEN CONSTRUCTS IN THE PRESENT STUDY

As seen above, each of the career phases (Exploration, Establishment, Maintenance and Disengagement) are linked to specific life ages and have distinct characteristics. In addition, individuals in the same life stages appear to have similar experiences enabling the study to delineate each life stage.

This study has chosen to focus on three life stages namely the exploration phase (25-35 years old), a combination of the establishment/maintenance phase (36-45
years old) due to the overlap of ages and the disengagement phase (46-65 years old) and how WFC is experienced by each of these age/career stage categories.

The nature of the study examines work and family conflict whereby family constitutes a parent/parents and a child/ren. The sample has been drawn from individuals who work fulltime and have a child/ren.

2.6 HYPOTHESES

Based on the literature review, Hypotheses were formulated and presented in Table 2.1:

Table 2.1: Hypotheses to be tested in the current study

<table>
<thead>
<tr>
<th>Hypothesis 1</th>
<th>WIF is experienced differently across the various life and career stages.</th>
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<tbody>
<tr>
<td>Hypothesis 2</td>
<td>FIW is experienced differently across the various life and career stages.</td>
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<tr>
<td>Hypothesis 3</td>
<td>Role overload is experienced differently across the various life and career stages.</td>
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<tr>
<td>Hypothesis 4</td>
<td>Role interference is experienced differently across the various life and career stages.</td>
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<tr>
<td>Hypothesis 5</td>
<td>The impact of children increases levels of WFC across the various life and career stages.</td>
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<tr>
<td>Hypothesis 6</td>
<td>Overall WFC is experienced differently across the various life and career stages</td>
</tr>
</tbody>
</table>
2.7 CONCLUSION

Based on Super’s Life Stage Model (Hall and Nougaim, 1968; Super, 1957, 1984), individuals progress through various life and career stages. The challenges they face at each stage are examined in this chapter and the extent to which they experience WFC appears to depend on numerous factors as depicted herein. The aim of this study is to investigate WFC across the various life and career stages and highlight the extent to which these are experienced.

When reflecting on the literature discussed in this chapter, it is evident that life and career stages are interlinked and that WFC arises due to interrole conflict, time, strain and behaviour based conflict, external pressures and stress spillover. This chapter explores the consequences of WIF and FIW and proposes individual and organisational interventions to reduce and mitigate the effect of work-family-conflict. In the following chapter, the methodology utilised for this study will be briefly discussed.
CHAPTER 3
RESEARCH METHODOLOGY

3.1 INTRODUCTION

In the preceding chapters, the background and theory surrounding this study were outlined, to provide the required understanding of the variables WFC and life/career stages. Based on the literature review a number of hypotheses have been stated, and it is through empirical data analyses that these hypotheses will be accepted or rejected. The research took a quantitative approach by way of a questionnaire.

The main aim of the study was to investigate WFC within specific life and career stages. Following earlier research (Collins, 2003; Finkelstein & Farrell, 2007), this study will focus on a joint life and career stage perspective. The stages investigated will be younger employees i.e. 25–35 years (young adulthood/career exploration and establishment stage); 36–45 years (middle adulthood/ career maintenance stage) and 46–65 years (late adulthood/career disengagement stage). The cut off age for the final category is chosen due to the retirement age of 65 years in South Africa. According to Moen and Firebaugh (1994), the life stage model focuses on the dynamic nature of work and family roles whereby individuals move through their work and family roles over time and experience changing roles, relationships and responsibilities.

In this chapter, the methodology that was utilised in the study, including the population and sampling technique, research instruments and the statistical analyses are described.
3.2 POPULATION AND SAMPLE

The study was carried out using available resources. A convenience and snowball sample comprising colleagues and employees within the researcher’s current organisation JT Ross (specialising in property development internationally as well as owning and managing two private hospitals in the KwaZulu-Natal region), friends and family members and their respective colleagues, friends and family was used. The total population comprises fulltime working individuals with children both locally and internationally. A large proportion of the respondents reside in South Africa and more particularly in KwaZulu-Natal.

3.3 RESEARCH DESIGN

A correlational research design has been adopted for this study whereby the extent between WFC and joint life/career stages is evaluated to enable predictions to be made. A questionnaire was distributed to the participants using several avenues. These included –

- The Human Resources Manager at JT Ross who assisted in distributing the questionnaires and collecting the individual responses from employees after completion.
- Email to friends, colleagues and family members and individual responses collected by return email.
• Surveymonkey on social platforms, namely Facebook and Linkedin and individual responses collected via the Surveymonkey portal.

The purpose of the study was explained to the participants by means of a cover letter (Appendix A). Participants were asked to complete a biographical questionnaire stating their age category 25-35 years (early adulthood/career exploration and establishment stage), 36-45 years (middle adulthood/career maintenance stage) and 46-65 years (late adulthood/career disengagement stage), gender (male or female), years of working (<3 years, 3 – 5 years, 6 - 10 years, 10 – 15 years, 15 – 20 years and >20 years) and number of children (one, two, three, four, five or more).

Responses to the WFC questionnaire (Appendix C) were measured using a five point likert scale (1-never, 2-rarely, 3-sometimes, 4-often and 5-always). This information was collated on a spreadsheet for statistical manipulation and analysis (Appendix D). These categories are presented in Table 3.1 below:

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Life Stage</th>
<th>Career Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-35 years old</td>
<td>Early adulthood</td>
<td>Career Exploration and Establishment Phase</td>
</tr>
<tr>
<td>36-45 years old</td>
<td>Middle adulthood</td>
<td>Career Maintenance Phase</td>
</tr>
<tr>
<td>46-65 years old</td>
<td>Late adulthood</td>
<td>Career Disengagement Phase</td>
</tr>
</tbody>
</table>

3.4 MEASURING INSTRUMENTS

A 5-point Likert type questionnaire comprising 17 items relating to an individual’s experience of WFC (Appendix C) derived from Duxbury and Mills (1990) (in
The questionnaire measures WIF conflict seeking responses to statements like “My job keeps me away from my family too much” use a five point likert scale with responses of – **very negative (1), negative (2), sometimes (3), often (4) or always (5)**. The closer the score is to five, the higher the WFC and the closer the score is to 1, the less WFC is experienced. FIW conflict is measured in the same way using responses to the statement “I worry about my children when I am at work”. Role overload is measured with statements like “I feel I have more to do than I can comfortably handle” and “I feel I have to rush to get everything done each day”. Role interference is measured using responses to “I wish I had more time to do things with my family” and “I feel I don’t have enough time for myself”. The impact of children is measured using responses to statements like “I worry about whether I should work less and spend more time with my children” and “I have as much patience with my children as I would like” (reverse code).

Two statements measuring WIF conflict based on high face validity have been added to this questionnaire namely:

Q.15 - The uncertainty of my work schedule interferes with my family
Q. 17 - The amount of travel required by my job interferes with my family life
3.5 RESEARCH PROCEDURE

3.5.1 Data gathering

The HR Manager from the researcher’s current organisation, JT Ross, was approached as well as friends and family members; and colleagues, friends and family of theirs who were willing and able to participate in this study. The introductory letter (Appendix A), consent and biographical information form (Appendix B) and research questionnaire (Appendix C) was distributed manually or electronically to participants. The estimated time for completion was 5 to 10 minutes. Respondents were given the researcher’s contact details should they have required assistance with the questionnaire or if they were interested in the final results of the study. In the introductory letter, respondents were made aware that their responses would remain anonymous. Once these had been completed they were either handed back to the researcher or obtained via email or the SurveyMonkey portal.

The following ethical considerations were made –

- The sample was not drawn without the organisation or individuals’ informed consent;
- Research participants were informed about their rights and the uses to which the assessment information is recorded and published.
- Respondents and the organisation’s images or interests were dealt with courteously, respectfully, and in an impartial manner;
• Confidentiality was maintained to the extent that is appropriate for fair assessment practices; and
• Respondents as well as the organisation were informed that a final report will be made available for perusal.

Questionnaires were assessed to establish that they had been completed properly and where possible participants were asked to fill in the missing information and/or responses. Questionnaires which were unable to be completed due to not being able to identify the respondent were excluded from this research.

The advantage of using this specific data collection technique was that it was cost effective, quick to administer and there was a short lead time for responses. The disadvantage of this method was that the researcher could not always check if respondents had completed all the information, especially on the SurveyMonkey portal and several responses came back incomplete.

The responses of the questionnaires were coded and captured using Microsoft Excel. Data was analysed using the statistical software Statistica version 12 and Microsoft Excel applications with VBA macros developed by a consultant for the Nelson Mandela Metropolitan University Unit for Statistical Consultation.

Finally results were reported using descriptive and inferential statistics.
3.5.2 Statistical processing of data

The statistics software Statistica version 12 and Microsoft Excel applications with VBA macros developed by a consultant for the Nelson Mandela Metropolitan University Unit for Statistical Consultation was used to analyse the data. Statistics such as means, Cronbach alpha’s, relationships between facts, descriptive statistics, MANOVA and Chi-squared tests were used to analyse the data.

The constructs were measured using cumulative scores of individual questions as indicated below:

- **WIF conflict** is experienced differently across the various life and career stages (based on items 1, 15, 16, and 17).
- **FIW conflict** is experienced differently across various life and career stages (based on item 13).
- **Role overload** is experienced differently across the various life and career stages (based on items 2, 5, 6, 7, and 14).
- **Role interference** is experienced differently across the various life and career stages (based on items 3 (reverse code), 4, 8, 9).
- The **impact of children** increases levels of WFC (based on items 10, 11 (reverse code), 12 (reverse code)).
- **Overall WFC** is experienced differently across the various life stages (based on the average of all the items)

Correlations were found to be an important part of the research as the method of calculating correlations plays a major role in describing the results of the research.
In this research correlation coefficients will be used to indicate the relationship between WFC and life/career stages.

3.6 RELIABILITY

The Measure of WFC scale (Duxbury & Mills, 1990) used in the study yielded high Cronbach’s alpha coefficients between the scales and the constructs that they measure. High construct validity is therefore demonstrated. The Cronbach’s alpha coefficients, measuring internal reliability, for this WFC scale were found to be between 0.66 and 0.85.

3.7 CONCLUSION

This chapter summarised the research methodology utilised in the study and aimed at ensuring that the results obtained from the study would be valid and reliable. It was the objective of the researcher to design the study so as to be objective as possible. Further to this, the measurement models were investigated and their factor structures determined for the purposes of the current study. The following chapter outlines the results of the present study.
CHAPTER 4
PRESENTATION OF THE FINDINGS

4.1 INTRODUCTION

As stated in Chapter 1, the main aim of this study was to evaluate the sources of WFC within specific life and career stages, their antecedents and possible organisational and individual interventions that can be adopted to mitigate their effects. While in the previous chapter the research methodology was discussed, the aim of the present chapter is to present the results of the study. The data received from the surveys was transferred onto a Microsoft Excel spreadsheet and analysed utilising Statistica version 12 and Microsoft Excel applications with VBA macros developed by a consultant for the Nelson Mandela Metropolitan University Unit for Statistical Consultation. These results are presented in tables. The intention is that these results will assist in answering the research questions, by addressing the hypotheses set out in the second chapter.

4.2 RELIABILITY OF THE WFC QUESTIONNAIRE

Cronbach’s alphas are used to test whether a group of items are consistent with each other and can be used as a composite measure for a construct (internal consistency). A Cronbach’s alpha score below 0.50 is considered unacceptable for internal validity, 0.50-0.59 is poor, 0.60-0.69 is acceptable, 0.70-0.79 is good and scores greater than 0.80 are excellent. The reliability for the measuring instrument can be viewed in Table 4.1 below.
Table 4.1: Reliability of the WFC questionnaire and WFC Factors (n = 175)

<table>
<thead>
<tr>
<th>F1</th>
<th>WIF</th>
<th>0.83</th>
</tr>
</thead>
<tbody>
<tr>
<td>F2</td>
<td>FIW</td>
<td>-</td>
</tr>
<tr>
<td>F3</td>
<td>Role overload</td>
<td>0.85</td>
</tr>
<tr>
<td>F4</td>
<td>Role interference</td>
<td>0.74</td>
</tr>
<tr>
<td>F5</td>
<td>Impact of children</td>
<td>0.66</td>
</tr>
<tr>
<td>WFC Total</td>
<td>WFC Total</td>
<td>0.84</td>
</tr>
</tbody>
</table>

* One item factor; Cronbach’s alpha n/a

The overall WFC scale is internally consistent with Cronbach’s alpha exceeding the recommended lower limit for reliability. Further to this, the factors for WIF (0.83) and role overload (0.85) also yielded a value for Cronbach’s alphas in excess of 0.80 thus suggesting reliable measures for these constructs. Role interference yielded a Cronbach’s alpha score of 0.74 which is good and the impact of children is the lowest at 0.66 but is still considered acceptable for internal consistency. FIW was unable to be measured due to there only being one item for this construct.

4.3 RELATIONSHIPS BETWEEN WFC AND WFC FACTORS

Table 4.2 below demonstrates how the different factors correlate with one another. Correlations are said to be significant at the 0.05 level for n=175 if |r| =0.148 and practically significant if |r| =0.300. Both are statistically significant if |r|>=0.300 (Gravetter, Wallnau, 2009). From the information contained in Table 4.2 below, all the correlation are both statistically and practically significant with scores in excess of 0.300.
Table 4.2: Correlations between the WFC total and the dimensions of WFC

<table>
<thead>
<tr>
<th>Factor</th>
<th>WIF</th>
<th>FIW</th>
<th>Role overload</th>
<th>Role interference</th>
<th>Impact of children</th>
<th>WFC Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1: WIF</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F2: FIW</td>
<td>.327</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F3: Role overload</td>
<td>.680</td>
<td>.360</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F4: Role interference</td>
<td>.702</td>
<td>.394</td>
<td>.742</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F4: Impact of children</td>
<td>.609</td>
<td>.363</td>
<td>.601</td>
<td>.701</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>FT: WFC Total</td>
<td>.817</td>
<td>.666</td>
<td>.827</td>
<td>.869</td>
<td>.806</td>
<td>-</td>
</tr>
</tbody>
</table>

From the results, respondents that reported high WIF conflict also reported high role overload and role interference. In other words WIF conflict significantly positively correlates with role overload ($r=0.680$, $p<0.05$) and role interference ($r=0.702$, $p<0.05$). Respondents that reported high role interference also reported high role overload i.e. role interference significantly positively correlates with role overload ($r=0.742$, $p<0.05$). Respondents that reported high WFC due to the impact of children also reported high role interference i.e. impact of children significantly positively correlates with role interference ($r=0.701$, $p<0.05$). On the WFC total as an average of all five factors, respondents reported high average scores for all factors also reported high WIF conflict ($r=0.817$, $p<0.05$), role overload ($r=0.827$, $p<0.05$), role interference ($r=0.869$, $p<0.05$) and impact of children ($r=0.806$, $p<0.05$).

4.4 DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE

The first section of the WFC questionnaire comprised the demographic details of the research participants the results of which are summarised in Table 4.3.
Table 4.3: Frequency distribution of the demographic variables in the sample (n=175)

<table>
<thead>
<tr>
<th>DEMOGRAPHIC VARIABLE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AGE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 – 35 years</td>
<td>59</td>
<td>34%</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>44</td>
<td>25%</td>
</tr>
<tr>
<td>46 – 65 years</td>
<td>72</td>
<td>41%</td>
</tr>
<tr>
<td><strong>GENDER</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>43</td>
<td>25%</td>
</tr>
<tr>
<td>Female</td>
<td>132</td>
<td>75%</td>
</tr>
<tr>
<td><strong>YEARS WORKED FULL TIME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;3 years</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>3 – 5 years</td>
<td>11</td>
<td>6%</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>33</td>
<td>19%</td>
</tr>
<tr>
<td>10 – 15 years</td>
<td>38</td>
<td>22%</td>
</tr>
<tr>
<td>15 – 20 years</td>
<td>24</td>
<td>14%</td>
</tr>
<tr>
<td>&gt; 20 years</td>
<td>61</td>
<td>35%</td>
</tr>
<tr>
<td><strong>NUMBER OF CHILDREN</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One</td>
<td>60</td>
<td>34%</td>
</tr>
<tr>
<td>Two</td>
<td>82</td>
<td>47%</td>
</tr>
<tr>
<td>Three</td>
<td>24</td>
<td>14%</td>
</tr>
<tr>
<td>Four</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>Five or more</td>
<td>1</td>
<td>1%</td>
</tr>
</tbody>
</table>

The total sample consisted of 175 respondents of which 34% of the participants were between ages 25-35 years (early adulthood/career exploration and establishment stage), 25% were between 36-45 years (middle adulthood/career maintenance stage) and 41% between 46-65 years (late adulthood/career disengagement stage). The gender distribution of the sample group comprised 25% male and 75% female. The sample was drawn predominantly from individuals employed in nursing and administration positions who are female. Almost half of the sample (49%) has more
than 15 years’ full time working experience. More than 80% of the sample had no more than two children.

4.5 SURVEY RESULTS

In order to gain a better understanding of how the respondents answered the respective items in the questionnaire, it was deemed necessary to provide the frequency distribution of each item. The table below shows the frequency distribution for each item.

Table 4.4: Frequency Distributions: Questionnaire Items (n = 175)

<table>
<thead>
<tr>
<th>Item</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My job keeps me away from my family too much?</td>
<td>18</td>
<td>10%</td>
<td>43</td>
<td>25%</td>
<td>72</td>
</tr>
<tr>
<td>2. I feel I have more to do than I can comfortably handle?</td>
<td>11</td>
<td>6%</td>
<td>47</td>
<td>27%</td>
<td>69</td>
</tr>
<tr>
<td>3. I have a good balance between my job and family time?</td>
<td>27</td>
<td>15%</td>
<td>65</td>
<td>37%</td>
<td>49</td>
</tr>
<tr>
<td>4. I wish I had more time to do things for my family?</td>
<td>5</td>
<td>3%</td>
<td>29</td>
<td>17%</td>
<td>51</td>
</tr>
<tr>
<td>5. I feel physically drained when I get home from work?</td>
<td>2</td>
<td>1%</td>
<td>28</td>
<td>16%</td>
<td>71</td>
</tr>
<tr>
<td>6. I feel emotionally drained when I get home from work?</td>
<td>7</td>
<td>4%</td>
<td>44</td>
<td>25%</td>
<td>70</td>
</tr>
<tr>
<td>7. I feel I have to rush to get everything done each day?</td>
<td>5</td>
<td>3%</td>
<td>28</td>
<td>16%</td>
<td>68</td>
</tr>
<tr>
<td>8. My time off work does not match other family member's schedule well?</td>
<td>22</td>
<td>13%</td>
<td>49</td>
<td>28%</td>
<td>56</td>
</tr>
<tr>
<td>9. I feel I don’t have enough time for myself?</td>
<td>9</td>
<td>5%</td>
<td>23</td>
<td>13%</td>
<td>64</td>
</tr>
<tr>
<td>10. I worry about whether I should work less and spend more time with my children?</td>
<td>11</td>
<td>6%</td>
<td>51</td>
<td>29%</td>
<td>58</td>
</tr>
<tr>
<td>11. I find enough time for my family*</td>
<td>19</td>
<td>11%</td>
<td>59</td>
<td>34%</td>
<td>56</td>
</tr>
<tr>
<td>12. I have as much patience with my children as I would like?*</td>
<td>21</td>
<td>12%</td>
<td>61</td>
<td>35%</td>
<td>55</td>
</tr>
<tr>
<td>13. I worry about my children when I am working?</td>
<td>11</td>
<td>6%</td>
<td>27</td>
<td>15%</td>
<td>58</td>
</tr>
<tr>
<td>14. Work makes me tired or irritable to participate in or enjoy family life?</td>
<td>19</td>
<td>11%</td>
<td>67</td>
<td>38%</td>
<td>60</td>
</tr>
<tr>
<td>15. The uncertainty of my work</td>
<td>41</td>
<td>23%</td>
<td>64</td>
<td>37%</td>
<td>39</td>
</tr>
</tbody>
</table>
In Table 4.4 above, some interesting results were observed. For Question 1 ‘My job keeps me away from my family too much?’ 41% of the responses fell in the sometimes response suggesting that WIF conflict is experienced at some stage by 41% of the respondents.

For question 8 there is only a 4% difference in the number of responses to ‘my time off does not match other family member’s schedules?’ of rarely and sometimes suggesting that the majority of this sample (60%) only experience WIF sometimes or rarely. There is also only a 4% difference in responses to Question 11 and 12 ‘I find enough time for my family?’ and ‘I have enough patience with my children as I would like?’ of rarely and sometimes both of which are reverse items suggesting that majority respondents (66%) experience the impact of children on WFC sometimes and often.

The majority of responses to questions 2, 5, 6 and 7 relating to F3: Role overload ranging from 39% to 41% was sometimes. This suggests that role overload was only experienced at certain times. The highest number of responses to question 14 ‘Work makes me tired or irritable to participate in or enjoy family life’ relating to F3: Role overload was rarely (38%) suggesting that respondents rarely experience WFC as a result of role overload.
For F1: WIF, responses to question 17 ‘the amount of travel required by my job interferes with my family life’ were predominantly never. This could be because most of the sample had nursing or administrative positions where travel for work is not a consideration.

Table 4.5 below shows the interpretation of responses of negative to very positive in relation to the responses on the questionnaire on Table 4.6. The way in which these responses can be interpreted can be seen below. The closer the score is to 5, the greater the amount of WFC the respondent is experiencing. In the same way, the closer the score if to 1, the less WFC the respondent is experiencing. The reverse is true for questions 3, 11 and 12.

Table 4.5: Interpretation of frequency distribution responses

<table>
<thead>
<tr>
<th>Very negative [1.0 to 1.8]</th>
<th>Negative [1.8 to 2.6]</th>
<th>Neutral [2.6 to 3.4]</th>
<th>Positive [3.4 to 4.2]</th>
<th>Very Positive [4.2 to 5.0]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>Rarely</td>
<td>Sometimes</td>
<td>Often</td>
<td>Always</td>
</tr>
</tbody>
</table>

Table 4.6 below demonstrates the composite frequency distribution scores of respondents for each factor.

Table 4.6: Frequency distributions of WFC Factors (n = 175)

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Never [1.0 to 1.8]</th>
<th>Rarely 1.8 to 2.6</th>
<th>Sometimes 2.6 to 3.4</th>
<th>Often 3.4 to 4.2</th>
<th>Always 4.2 to 5.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1: WIF</td>
<td>2.37</td>
<td>55</td>
<td>64</td>
<td>27</td>
<td>25</td>
<td>4</td>
</tr>
<tr>
<td>F2: FIW</td>
<td>3.36</td>
<td>11</td>
<td>27</td>
<td>58</td>
<td>46</td>
<td>33</td>
</tr>
<tr>
<td>F3: Role overload</td>
<td>3.08</td>
<td>2</td>
<td>42</td>
<td>79</td>
<td>35</td>
<td>17</td>
</tr>
<tr>
<td>F4: Role interference</td>
<td>3.07</td>
<td>16</td>
<td>38</td>
<td>60</td>
<td>43</td>
<td>18</td>
</tr>
<tr>
<td>F4: Impact of children</td>
<td>2.81</td>
<td>20</td>
<td>48</td>
<td>70</td>
<td>25</td>
<td>12</td>
</tr>
<tr>
<td>FT: WFC Total</td>
<td>2.94</td>
<td>7</td>
<td>58</td>
<td>68</td>
<td>68</td>
<td>10</td>
</tr>
</tbody>
</table>
Results of Table 4.6 will be discussed according to the relevant factor below.

### 4.5.1. WIF

The majority of respondents (37%) felt that WIF rarely resulted in WFC. A response of never was recorded by 31% of the respondents for F1: WIF suggesting that WIF did not cause WFC in a large proportion of the respondents. This could be as a result of the majority of the sample being females (75%) who tend to experience greater FIW conflict. The possible reasons for this are discussed in detail in Chapter 5.

### 4.5.2. FIW

The majority of the responses for FIW (33%) were reported as sometimes by respondents suggesting that FIW only caused WFC at certain times. When combining the second highest number of responses (26%) as often the cumulative score for these is 59% suggesting that FIW occurs more frequently than not. As discussed in the literature this could be as a result of most of the sample being female (75%).

### 4.5.3. Role overload

A large majority of 45% of responses were recorded for role overload as sometimes. This suggests that role overload was experienced by most of the respondents at certain times. When combining the second highest number of responses (24%) as
rarely, the cumulative score of 69% suggests that role overload was not experienced that often.

### 4.5.4 Role interference

Most of the responses (34%) to role interference were sometimes. When combining sometimes/rarely responses, these accounted for 66% of the responses whilst combining sometimes/often responses accounted for 69% of the responses suggesting that role interference created WFC more often than not.

### 4.5.5 Impact of children

The majority of responses (40%) were sometimes for impact of children. This suggests that less than half the respondents felt that the impact of children created WFC at certain times.

### 4.5.6 Overall WFC

The highest majority of responses were sometimes (39%) and rarely (33%) suggesting that based on the factors examined, overall WFC only affected the respondents at certain times and often seldom.
4.5 RELATIONSHIP BETWEEN WFC AND LIFE/CAREER STAGES

The following section reflects on the relationship between WFC and life and career stages.

Table 4.7: ANOVA statistics for Life/Career stages based on age

<table>
<thead>
<tr>
<th>Factor</th>
<th>F-value</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1: WIF</td>
<td>0.25</td>
<td>.782</td>
</tr>
<tr>
<td>F2: FIW</td>
<td>8.99</td>
<td>&lt;.0005</td>
</tr>
<tr>
<td>F3: Role overload</td>
<td>1.31</td>
<td>.272</td>
</tr>
<tr>
<td>F4: Role interference</td>
<td>0.10</td>
<td>.906</td>
</tr>
<tr>
<td>F5: Impact of children</td>
<td>4.86</td>
<td>.009</td>
</tr>
<tr>
<td>FT: WFC Total</td>
<td>1.67</td>
<td>.191</td>
</tr>
</tbody>
</table>

From the above table, it is evident that there are differences in some of the factors when relating them to age/life stages/career stages. A p-value is statistically significant at the 0.05 level for n=175 if [r] >= 0.148 and practically significant if [r]>=0.300 (Gravetter & Wallnau, 2009). In order to determine where these differences lie within a particular demographic variable, it is necessary to conduct a post hoc Scheffé test. The Scheffé test is used to compare means of multiple factors and is customarily used in samples that are not even. These are represented by p-values. Further to this, as Cohen’s d was calculated to identify the strength of the difference. Cohen’s d is reported as a large practical significance when d>=0.80, medium for scores of 0.50<d<0.79, small for scores of 0.20<d<0.49 and not significant where d<0.20.
4.6.1 WIF

The ANOVA results in Table 9 shows a p-value greater than 0.05 suggesting that there are no significant differences between life / career stages based on age groupings. This is supported by the results of Chi² in Table 10 below where a hypothesis is accepted if p<0.05 and not accepted if p>0.05. Based on these results it can be deduced that there are no differences experience based life/career stages according to age groupings with a p-value of 0.692. Hypothesis 1: WIF conflict is experienced differently across the various life and career stages is not accepted.

Table 4.8: Chi² Table – Life/career stages based on age and F1: Work to family conflict

<table>
<thead>
<tr>
<th>Age</th>
<th>F1: Work to family conflict</th>
<th>Neutral [2.6 to 3.4]</th>
<th>Positive (3.4 to 5.0)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 - 35 years</td>
<td>40 (68%)</td>
<td>8 (14%)</td>
<td>11 (19%)</td>
<td>59 (100%)</td>
</tr>
<tr>
<td>36 - 45 years</td>
<td>33 (75%)</td>
<td>5 (11%)</td>
<td>6 (14%)</td>
<td>44 (100%)</td>
</tr>
<tr>
<td>46 - 65 years</td>
<td>46 (64%)</td>
<td>14 (19%)</td>
<td>12 (17%)</td>
<td>72 (100%)</td>
</tr>
<tr>
<td>Total</td>
<td>119 (68%)</td>
<td>27 (15%)</td>
<td>29 (17%)</td>
<td>175 (100%)</td>
</tr>
</tbody>
</table>

\[ \chi^2(\text{d.f.} = 4, n = 175) = 2.24; p = .692 \]

4.6.2 FIW

The following table evaluates statistical significance between the different life/career stages based on age and family to work conflict.

Table 4.9: Scheffé Test for Life/career stages based on age on F2: Family to work conflict

<table>
<thead>
<tr>
<th>Effect</th>
<th>Level 1</th>
<th>Level 2</th>
<th>p*</th>
<th>Cohen's d</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>25 – 35</td>
<td>36 – 45</td>
<td>.329</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td></td>
<td>25 – 35</td>
<td>46 – 65</td>
<td>&lt;.0005</td>
<td>1.02</td>
<td>Large</td>
</tr>
</tbody>
</table>
Table 4.9 indicates that the greatest difference for F2: FIW conflict is between the age categories of 25-35 years (early adulthood/career exploration and establishment stage) and 46-65 years (late adulthood/career disengagement stage) with a p-value of <0.0005. The Cohen’s d is 1.02 which represents a large practical difference. Since p<0.05, there is a significant relationship between age and F2: FIW conflict where $F2(x^2(4, N=175) = 15.64)$. As can be seen in Table 4.19 below, those aged 25-35 have a mean score of 3.78 and those aged 46-65 have a mean score of 2.96. This implies that those in the younger age category are experiencing higher levels of family interfering with work, than those in the higher age category. Based on the notion that 25-35 year olds (young adulthood/career exploration and establishment stage) experience higher FIW conflict than 46-65 year olds (late adulthood/career disengagement stage) it is indicated that FIW is experienced differently for these categories. Based on this, Hypothesis 2 is accepted.

To reinforce this finding and based on the Chi² table below where a hypothesis is accepted if p<0.05 and not accepted if p>0.05 we can deduce that for life/career stage based on life/career stages based on age (p=0.004), Hypothesis 2: FIW conflict is experienced differently across the various life and career stages is accepted. The results show that the proportion of the sample with positive F2: FIW scores decreased consistently from 61% for the 25-35 year age group to 31% for the 46-60 year age group proving that FIW is experienced to a higher extent by the younger age group.
Table 4.10: Chi² Table - Life/career stages based on age and F2: Family to work conflict

<table>
<thead>
<tr>
<th>Age</th>
<th>F2: Family to work conflict</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negative [1.0 to 2.6]</td>
<td>Neutral [2.6 to 3.4]</td>
</tr>
<tr>
<td>25 - 35 years</td>
<td>6</td>
<td>10%</td>
</tr>
<tr>
<td>36 - 45 years</td>
<td>8</td>
<td>18%</td>
</tr>
<tr>
<td>46 - 65 years</td>
<td>24</td>
<td>33%</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>22%</td>
</tr>
</tbody>
</table>

Chi²(d.f. = 4, n = 175) = 15.64; p = .004; V = 0.21 Medium

4.6.3 Role overload

Table 4.11: Scheffé Test for gender on F3: Role overload

<table>
<thead>
<tr>
<th>Effect</th>
<th>Level 1</th>
<th>Level 2</th>
<th>p*</th>
<th>Cohen’s d</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>Female</td>
<td>.007</td>
<td>0.40 Small</td>
</tr>
</tbody>
</table>

Table 4.11 indicates that there is a statistically significant difference for F3: Role overload in genders with a p-value of <0.007. The Cohen’s d is 0.40 which represents a small practical difference. As can be seen in Table 4.18 below, males have a mean score of 2.84 and females have a mean score of 3.15. This implies that females experience greater role overload than males. Based on Table 4.7, the p-value is .906, suggesting that there is no significant difference between life and career stage (based on age groupings). For this reason Hypothesis 3 is not accepted.

Based on the Chi² tables below where a hypothesis is accepted if p<0.05 and not accepted if p>0.05 we can deduce that for life/career stage based on age (p=0.810), Hypothesis 3: Role overload is experienced differently across the various life and career stages is not accepted.
Table 4.12: Chi² Table - Life/career stages based on age and F3: Role overload

<table>
<thead>
<tr>
<th>Age</th>
<th>F3: Role overload</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negative [1.0 to 2.6]</td>
<td>Neutral [2.6 to 3.4]</td>
<td>Positive (3.4 to 5.0)</td>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 - 35 years</td>
<td>16 27%</td>
<td>25 42%</td>
<td>18 31%</td>
<td>59 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36 - 45 years</td>
<td>13 30%</td>
<td>20 45%</td>
<td>11 25%</td>
<td>44 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46 - 65 years</td>
<td>15 21%</td>
<td>34 47%</td>
<td>23 32%</td>
<td>72 100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>44 25%</td>
<td>79 45%</td>
<td>52 30%</td>
<td>175 100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chi²(d.f. = 4, n = 175) = 1.59; p = .810

4.6.3 Role interference

Based on the Chi² tables below where a hypothesis is accepted if p<0.05 and not accepted if p>0.05 it can be deduced that for life/career stages based on age (p=0.840), Hypothesis 3: Role interference is experienced differently across the various life and career stages is not accepted.

Table 4.13: Chi² Table - Life/career stages based on age and F4: Role interference

<table>
<thead>
<tr>
<th>Age</th>
<th>F4: Role interference</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negative [1.0 to 2.6]</td>
<td>Neutral [2.6 to 3.4]</td>
<td>Positive (3.4 to 5.0)</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>25 - 35 years</td>
<td>16 27%</td>
<td>21 36%</td>
<td>22 37%</td>
<td>59 100%</td>
<td></td>
</tr>
<tr>
<td>36 - 45 years</td>
<td>13 30%</td>
<td>17 39%</td>
<td>14 32%</td>
<td>44 100%</td>
<td></td>
</tr>
<tr>
<td>46 - 65 years</td>
<td>25 35%</td>
<td>22 31%</td>
<td>25 35%</td>
<td>72 100%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>54 31%</td>
<td>60 34%</td>
<td>61 35%</td>
<td>175 100%</td>
<td></td>
</tr>
</tbody>
</table>

Chi²(d.f. = 4, n = 175) = 1.42; p = .840

4.6.2 Impact of children

Based on the ANOVA results in Table 4.14 the p-value is less than 0.05 therefore it was deemed necessary to conduct a Cohen’s D to determine the level of significance. This can be seen below.
Table 4.14: ANOVA statistics for the factors by number of children

<table>
<thead>
<tr>
<th>Factor</th>
<th>D.F. = 2; 174</th>
<th>F-value</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1: WIF</td>
<td>2.41</td>
<td>.093</td>
<td></td>
</tr>
<tr>
<td>F2: FIW</td>
<td>0.88</td>
<td>.415</td>
<td></td>
</tr>
<tr>
<td>F3: Role overload</td>
<td>2.21</td>
<td>.113</td>
<td></td>
</tr>
<tr>
<td>F4: Role interference</td>
<td>0.38</td>
<td>.688</td>
<td></td>
</tr>
<tr>
<td>F5: Impact of children</td>
<td>5.37</td>
<td><strong>.005</strong></td>
<td></td>
</tr>
<tr>
<td>FT: WFC Total</td>
<td>2.59</td>
<td>.078</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.15: Scheffé Test for number of children on F5: Impact of children

<table>
<thead>
<tr>
<th>Effect</th>
<th>Level 1</th>
<th>Level 2</th>
<th>p*</th>
<th>Cohen's d</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children</td>
<td>One</td>
<td>Two</td>
<td>.669</td>
<td>n/a</td>
</tr>
<tr>
<td>One</td>
<td>Three+</td>
<td>.084</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Two</td>
<td>Three+</td>
<td>.273</td>
<td>n/a</td>
<td></td>
</tr>
</tbody>
</table>

Since none of the Cohen’s d scores represented a p-value of >0.05, there is no statistical significance between number of children and F5: Impact of children.

Based on the Chi² tables below where a hypothesis is accepted if p<0.05 and not accepted if p>0.05 we can deduce that for life/career stage based on age (p=0.330), Hypothesis 5: Impact of children is experienced differently across the various life and career stages is not accepted.

Table 4.16: Chi² Table - Life/career stages based on age and F5: Impact of children

<table>
<thead>
<tr>
<th>Age</th>
<th>F5: Impact of children</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negative [1.0 to 2.6]</td>
<td>Neutral [2.6 to 3.4]</td>
</tr>
<tr>
<td>25 - 35 years</td>
<td>19 32%</td>
<td>23 39%</td>
</tr>
<tr>
<td>36 - 45 years</td>
<td>16 36%</td>
<td>20 45%</td>
</tr>
<tr>
<td>46 - 65 years</td>
<td>33 46%</td>
<td>27 38%</td>
</tr>
<tr>
<td>Total</td>
<td>68 39%</td>
<td>70 40%</td>
</tr>
</tbody>
</table>

Chi²(d.f. = 4, n = 175) = 4.61; p = .330
4.6.3 Overall WFC

The ANOVA results for overall WFC in Table 4.7 shows a p-value of 0.191 which is greater than 0.05, suggesting that there is no significant difference between life/career stages based on age groupings.

Based on the Chi² tables below where a hypothesis is accepted if $p<0.05$ and not accepted if $p>0.05$ we can deduce that for life/career stage based on age based on age ($p=0.590$), Hypothesis 6: WFC Total is experienced differently across the various life and career stages is not accepted.

Table 4.17: Chi² Table - Life/career stages based on age and WFC Total

<table>
<thead>
<tr>
<th>Age</th>
<th>WFC Total</th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negative</td>
<td>Neutral</td>
<td>Positive</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[1.0 to 2.6]</td>
<td>[2.6 to 3.4]</td>
<td>[3.4 to 5.0]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 – 35 years</td>
<td>20</td>
<td>21</td>
<td>18</td>
<td>59</td>
<td>100%</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>16</td>
<td>20</td>
<td>8</td>
<td>44</td>
<td>100%</td>
</tr>
<tr>
<td>46 – 65 years</td>
<td>29</td>
<td>27</td>
<td>16</td>
<td>72</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>68</td>
<td>42</td>
<td>175</td>
<td>100%</td>
</tr>
</tbody>
</table>

Chi²(d.f. = 4, $n = 175$) = 2.81; $p = .590$

4.7 RELATIONSHIP BETWEEN WFC AND DEMOGRAPHIC VARIABLES

Table 4.18 below shows the mean scores for age (life/career stage), gender and number of children.
Table 4.18: Mean factor scores by age/life stage/career stage, gender and number of children

<table>
<thead>
<tr>
<th>Factor</th>
<th>Age/Life stage/Career stage</th>
<th>Gender</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>25-35</td>
<td>36-45</td>
</tr>
<tr>
<td>F1: WIF</td>
<td>2.37</td>
<td>2.31</td>
<td>2.31</td>
</tr>
<tr>
<td>F2: FIW</td>
<td>3.36</td>
<td>&lt;0.005</td>
<td>3.45</td>
</tr>
<tr>
<td>F3: Role overload</td>
<td>3.08</td>
<td>3.08</td>
<td>2.93</td>
</tr>
<tr>
<td>F4: Role interference</td>
<td>3.07</td>
<td>3.11</td>
<td>3.03</td>
</tr>
<tr>
<td>F5: Impact of children</td>
<td>2.81</td>
<td>2.99</td>
<td>2.86</td>
</tr>
<tr>
<td>FT: WFC Total</td>
<td>2.94</td>
<td>3.06</td>
<td>2.92</td>
</tr>
</tbody>
</table>

Table 4.19: ANOVA Statistics for factors by age/life stage/career stage, gender and number of children

<table>
<thead>
<tr>
<th>Factor</th>
<th>Age</th>
<th>Gender</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D.F. = 2; 174</td>
<td>D.F. = 1; 174</td>
<td>D.F. = 2; 174</td>
</tr>
<tr>
<td>F1: WIF</td>
<td>F-value</td>
<td>p</td>
<td>F-value</td>
</tr>
<tr>
<td>F2: FIW</td>
<td>0.25</td>
<td>.782</td>
<td>0.00</td>
</tr>
<tr>
<td>F3: Role overload</td>
<td>8.99</td>
<td>&lt;.005</td>
<td>7.49</td>
</tr>
<tr>
<td>F4: Role interference</td>
<td>0.10</td>
<td>.906</td>
<td>2.15</td>
</tr>
<tr>
<td>F5: Impact of children</td>
<td>4.86</td>
<td>.009</td>
<td>2.11</td>
</tr>
<tr>
<td>FT: WFC Total</td>
<td>1.67</td>
<td>.191</td>
<td>2.39</td>
</tr>
</tbody>
</table>

As can be seen in Table 4.18 above for F1: WIF conflict the highest average score on mean values for age is 2.45, however further analysis using ANOVA (Table 4.19) showed that there was no significant effect of age on F1. For F2: FIW the mean score for 25-35 year olds (3.78) is significantly higher than the mean score for 46-65 year olds (2.96) and upon testing with ANOVA (Table 4.19) it was found that 3.78 is significantly higher than 2.96. When applying ANOVA (Table 4.19) to the mean scores for male and female (2.84 and 3.15 respectively), a significant difference is observed where 3.15 (females)>2.84 (males). No significant differences were observed in the mean scores for F4: Role interference. F5: Impact of children,
ANOVA revealed that the mean score for 25-35 year olds (2.99) is significantly bigger than for 46-65 year olds (2.64).

4.8 SUMMARY OF THE HYPOTHESIS TESTING

A number of hypotheses were examined throughout this chapter. These hypotheses are summarised below in Table 4.20, according to those which were accepted (results indicate evidence that agrees with the Hypothesis), partially accepted (the results agree in part with the Hypothesis), not accepted (the results do not provide enough evidence to agree with the Hypothesis) and rejected (results disprove the Hypothesis).

Table 4.20: Summary of Hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Description</th>
<th>Acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis 1</td>
<td>WIF is experienced differently across the various life stages</td>
<td>Not accepted</td>
</tr>
<tr>
<td>Hypothesis 2</td>
<td>FIW is experienced differently across the various life stages</td>
<td>Accepted</td>
</tr>
<tr>
<td>Hypothesis 3</td>
<td>Role overload is experienced differently across the various life stages</td>
<td>Not accepted</td>
</tr>
<tr>
<td>Hypothesis 4</td>
<td>Role interference is experienced differently across the various life stages</td>
<td>Not accepted</td>
</tr>
<tr>
<td>Hypothesis 5</td>
<td>The impact of children increases levels of WFC across the various life and career stages</td>
<td>Not accepted</td>
</tr>
<tr>
<td>Hypothesis 6</td>
<td>Overall WFC is experienced differently across the various life and career stages</td>
<td>Not accepted</td>
</tr>
</tbody>
</table>

4.9 CONCLUSION

The current chapter has presented the results of the present research study based on statistical analysis. The following chapter is dedicated to interpreting and discussing the significant results, as well as the implications of these findings.
CHAPTER 5

DISCUSSION OF RESULTS

5.1 INTRODUCTION

In the previous chapter, the results of the statistical analysis were presented in order to answer the research questions and reach conclusions regarding the Hypotheses. The preceding chapters have outlined the theory, research methodology and results regarding this study. This chapter aims to discuss these results with regard to the relevant literature as presented in an earlier chapter.

5.2 QUESTIONNAIRE RESULTS

The questionnaire results are based on responses from 175 participants. Mean scores for WFC were calculated across five factors; WIF, FIW, role overload, role interference and the impact of children across age groups, gender and the number of children.

5.2.1 WIF

Respondents reported high WIF on ‘my job keeps me away from my family’ with 65% of responses ranging from sometimes to always and the majority of these responses (41%) falling in the sometimes response. This suggests that the time spent working often interferes with time spent with the family. Since time is a limited resource individuals experience pressure in trying to, time being a limited resource and a source of conflict (Greenhaus & Beutell, 1995, Bakker & Geurts, 2004). Responses
for ‘the uncertainty of my work schedule interferes with my family suggest that more than 60% felt that this was rarely to never the case. This could be explained by the fact that most of the respondents came from the healthcare sector (nurses) where their schedules (shifts) are fixed. Most of the responses to ‘the amount of travel required by my job interferes with my family (78%) were reported as rarely and never. The majority of the sample comprised individuals who were in positions that did not require travel (nursing and administration).

When looking at the cumulative score for F1: WIF in Table 8, responses to WFC score appears to be never and rarely (68%). This suggests that the majority of this sample does not experience WIF conflict to a greater extent.

5.2.2 FIW

The majority of responses to ‘I worry about my children when I am working was above 70% suggesting that the psychological preoccupation with children can impact on the work domain (Greenhaus & Beautell, 1985). Responses to the cumulative score for F2: FIW, 78% of the responses fell between sometimes and always suggesting high FIW conflict.

5.2.3 Role overload

More than 80% of responses to ‘I feel physically drained when I get home from work’ were sometimes to always suggesting that the nature of work conducted by the respondents is physically and mentally challenging. According to Bakker and Geurts
job demands can be described as the physical, psychosocial and organisational aspects of a job that require sustained physical effort. For this reason job demands can make it difficult to meet the functional requirements in the family role due to overload. Interestingly responses to ‘I feel emotionally drained when I get home’ of sometimes to always accounted for 71% suggesting that the physical aspects of the role created more conflict than the emotional aspects of the role. This would correspond to the fact that the majority of the sample was nurses. More than 80% of individual responses to ‘I feel I have to rush to get everything done each day’ were sometimes to always. This suggests that respondents have difficulty in meeting the demands of their roles in both the work and family domains due to role overload occurs demands exceed resources.

Cumulatively, responses to the statements for role overload of sometimes to always account for 75% of the results. This would suggest that role overload creates a great deal of WFC in this sample.

5.2.4 Role interference

The majority of responses (82%) to ‘I don’t have enough time for myself’ from sometimes to always suggests that the demands placed on individuals in the work domain makes it difficult for an individual to attend to needs in the personal and family domain. The Spillover Theory proposes that spillover from one domain (in this case work) can result in a negative effect in another domain (family) (Pearlin, Aneshal & Leblanc, 1997). Interestingly, there is only a 4% difference in the number of responses to ‘my time off does not match other family member’s schedules’ of
rarely and sometimes again suggesting that the individual's work schedule does not impact on the family domain.

Whilst not as high as role overload (75%) cumulative responses to role interference on responses of sometimes to always (68%) suggest that respondents in this sample experience high levels of WFC due to role interference.

5.2.5 Impact of children

There is only a 4% difference in responses to 'I find enough time for my family' and 'I have enough patience with my children as I would like' of rarely and sometimes suggests that demands in the work and family domain are not impacted significantly due to the impact of children.

Cumulatively, 61% of respondents reported that the impact of children was experienced sometimes to always. This would suggest that more than half of the respondents in this sample felt that children added to WFC.

5.3 RELATIONSHIP BETWEEN WFC AND LIFE / CAREER STAGES

5.3.1 WIF

When evaluating the average frequency responses for F1: Work-to-family conflict, the highest average frequency of responses in the age group category occurs in the 46-65 year old age group (mean=2.45). This result is inconsistent which much of the research contained in this study citing the 25-35 year old age group (early
adulthood/career exploration and establishment stage) as experiencing the most work-to-family conflict due to high demands in both the work and home arena (Demerouti, Peeters & van der Heijden, 2012).

5.3.2 FIW

On F2: Family-to-work conflict scores, the findings are consistent with the research citing that in the age group 25-35 years (early adulthood/career exploration and establishment stage) old (mean=3.78), individuals experience higher levels of family-to-work interference due to the starting a family (Cooke & Rousseau, 1984) where the pressures of family life, including household labour, are incompatible with work demands. This phase is again characterised by high demands in both the work and home arena and low resources to cope with these (Demerouti, Peeters & van der Heijden, 2012). In terms of gender, the highest average frequencies were reported by women (mean=3.43) who experience the highest levels of family-to-work conflict due to the additional demands placed on them as caregiver and homemaker (Denton, 2004). In traditional households the division of household labour remains unequal with women doing most of it (Crompton, Brockman & Lynonette, 2005). The woman is therefore unable to disconnect from the home domain while at work and is often preoccupied physically and psychologically with this domain (Frone, 2003). The category ‘three or more children’ is the highest average frequency response on F2 (mean =3.43) which would stand to reason that the number of children will have a marked effect on the level and extent of this conflict (Dilworth, 2004; Mennino, Rubin & Brayfield, 2005).
The post-hoc results from the ANOVA analysis revealed that there is a large significant difference for F2: Family-to-Work Conflict between the age groups 25-35 years (early adulthood/career exploration and establishment stage) and 46-65 years (late adulthood/career disengagement stage) which confirms Hypothesis 2 stating that FIW conflict is experienced differently across the various life stages (depicted in Table 2: Age Category related to Life Stage) with the 25-35 year old age group experiencing significantly greater family-to-work conflict than the 46-65 year old age group. The Ch^2 test reveals a p-value of 0.004 which is less than 0.05 supporting that Hypothesis 2 is accepted.

The early adulthood stage (25-35 years) is characterised by establishing a career and starting a family. At this stage resources (time and financial) are low and demands are high in both the work and home domains. The career establishment phase is seen as a time of growth, advancement and stabilisation and individuals will invest a great deal of commitment to and involvement in this phase (Ornstein, Cron & Slocum, 1989). Along with this is the possible entry into parenthood which requires an equal amount of commitment to and involvement in this phase.

Due to the addition of childcare responsibilities the incidence of family-to-work conflict is expected to increase and marital dissatisfaction can arise facilitating the need for negotiations around household labour and childcare responsibilities (Ayree, 1992; Nomaguchi & Milkie, 2003). A cross domain effect may be experienced whereby an individual's preoccupation with matters of the home undermines the ability of the individual to meet obligations in their work role creating family-to-work conflict (Frone, 2003).
Employed new mothers have a dual responsibility of caring for their family and working at building a career (Moen & Rochling, 2005). Due to lack of experience in dealing with multiple roles, 25-35 year olds may have a limited ability to cope with challenges in the family domain due to lack of experience which the 46 to 65 year old age group would have developed over several years (Baltes & Young, 2007; Sterns & Huyck, 2001).

During the late adulthood phase (46-65 years), individuals are said to experience average demands in both the work and home domains and have high resources to cater for this (Demerouti, Peeters & van der Heijden, 2012). Often individuals in this phase spend more time pursuing leisure activities (Ng & Feldman, 2007) thereby reducing the effects of family-to-work conflict. The 46-65 year age group is characterised by the ‘empty nest’ phase where adult children often leave home to pursue their own lives and family-to-work conflict is expected to decrease.

5.3.3 Role overload

The mean scores on F3: Role overload are inconsistent with previous research. From this study, the highest average frequencies for role overload appear to be experienced by the 46-65 year old age group (late adulthood/career disengagement stage) (mean=3.16). The research suggests that the highest role overload should be experienced by the 25-65 year old age group (early adulthood/career exploration and establishment phase) due to high demands in both the work and home arena and low resources to cope with these (Demerouti, Peeters & van der Heijden, 2012).
According to the average frequency of responses women report greater role overload (mean=3.15). This is possibly due to the fact that women have to cope with demanding roles in both the work and home domains with time and resources being limited (Moen & Rochling, 2005). The highest average frequencies are reported in respondents with three or more children (mean=3.30) and it is possible that the larger the family, the greater the family role becomes and hence the increase in role overload (Dilworth, 2004; Mennino, Rubin & Brayfield, 2005). Role overload occurs when an individual has too many role demands given the time and resources available to satisfy them (Coverman, 1989; Pearlin, 1989).

5.3.4 Role interference

Results for F4: role interference reveal the highest average frequency of responses for this factor as being amongst the 25-35 year old age group. This is consistent with the research citing that the 25-35 year old age group experiences the greatest levels of role interference whereby the demands associated with one role interferes directly with another role (Hecht, 2001). Due to entering the parenting phase and establishing a career, individuals in this age category experience competing demands both in the work and home arenas which results in role interference. Individuals experience competing demands during particular or overlapping points whereby they have to choose which demand to satisfy (Hecht, 2001). Higher average frequencies were reported by women (mean=3.12) who appear to experience higher levels of role interference possibly due to maintaining the home environment and building a career. Average frequencies reported by respondents are greatest in individuals who have three or more children (mean=3.16). This would stand to reason as the more children there are a greater amount of resources are
5.3.5 Impact of children

Whilst conflict as a result of the impact of children (F5) is reported at similar average frequencies across all categories of age, gender and number of children; the most notable difference being three or more children (mean=3.13). Marginally higher mean scores are noted in the 25-35 year age group (mean=3.06) and amongst females (mean=2.99). These results are consistent with previous findings that working mothers (females) of young Another significant result that the ANOVA analysis revealed is that there is a small but significant difference for F5: Impact of children between the age groups 25-35 years (early adulthood/career exploration and establishment stage) and 46-65 years (late adulthood/career disengagement stage) which confirms Hypothesis 5 stating that the impact of children is experienced differently across the various life and career stages.

As discussed previously, the 25-35 year old age group is traditionally characterised by starting a family (Cooke & Rousseau, 1984). During this time the ability to juggle the demands of establishing a career and looking after the needs of children becomes physically and emotionally challenging. Working mothers with preschool children experience more emotional distress spending time away from their children and spouse (Nomaguchi, Milkie & Bianchi, 2005). The 46-65 year old age group traditionally enter the 'empty nest' phase where adult children leave the home to pursue lives of their own. The impact of children therefore diminishes and individuals in this life stage are able to spend more time pursuing leisure activities required to provide for their needs (Dilworth, 2004; Mennino, Rubin & Brayfield, 2005).
(Ng & Feldman, 2007). The 46-65 year old age group has also developed more effective coping mechanisms based on a lifetime of communicating, problem solving and integrating past experience and are better able to deal with the complexities of the impact of children (Baltes & Young, 2007; Sterns & Huyck, 2001). Individuals in the 25-35 year age group experience a greater amount of work/family conflict (Nomaguchi, Milkie & Bianchi, 2005). The number of children appears to influence the degree of work/family conflict (Dilworth, 2004; Mennino, Rubin & Brayfield, 2005) possibly by adding additional pressure on resources (time, financial).

5.4 RELATIONSHIP BETWEEN WFC AND DEMOGRAPHIC VARIABLES

Following on from the previous results, it would appear that women experience the most family to work conflict including role overload, role interference and the impact of children.

5.4.1 Gender

In the gender category, the highest frequency of responses on work-to-family conflict occurs amongst men (mean=2.41). Research shows that according to traditional gender role orientation men are seen as the ‘providers’ and tend to focus more on their work role (Denton, 2004) which could result in higher work-to-family conflict than experienced by females.

As the literature has shown, women are traditionally responsible for the affairs of the home including the wellbeing and welfare of the children. Despite entering the work of work, women are still expected to and required to take care of the home
(Crompton, Brockman & Lynonette, 2005). From the given sample, the only factor whereby men appear to experience more conflict than women is the work to family domain. From the research above this would reiterate that traditionally a man’s role is that of provider and hence the focus on work and building a career is more important. Thus work will interfere with family roles and commitments.

5.4.2 Number of children

The highest average frequency of responses on the impact of children falls in the three or more category (mean=2.68). Consistent with the findings, research shows that the greater the number of children, the higher work/family conflict is (Dilworth, 2004; Mennino, Rubin & Brayfield, 2005).

From the profile of the impact of the number of children on work/family conflict it would appear that three or more children have a significant impact across all factors. The most notable result is the number of children in relation to role overload and the number of children in relation to the impact of children. Following on from the previous analysis of results and literature study, it would stand to reason that the more children there are, the greater the workload at home and thus working fulltime and attending to a large family creates role overload and work/family conflict (Dilworth, 2004; Mennino, Rubin & Brayfield, 2005). One would expect that the impact of children and the number of children would correlate strongly which they do.
5.5 RELATIONSHIPS BETWEEN THE WFC FACTORS

Table 4.6 shows that respondents that reported high WIF conflict also reported high role overload \((r=0.680, p<0.05)\) and role interference \((r=0.702, p<0.05)\). This suggests that due to interrole conflict in the form of role overload. Individual have too many role demands placed on him/her given their available resources (Coverman, 1989; Pearlin, 1989). Role interference occurs when the demands associated with one role directly interferes with another (Hecht, 2001) resulting in an inability to juggle the demands of the workplace with that of family life (Greenhaus & Beutell, 1985) respondents in this study find an increase in WFC. The results of this could be spillover where stress created by one domain (in this case work) spills over into another domain (family) leading to a negative outcome in both domains (Pearlin, Aneshal & LeBlanc, 1997).

As job responsibilities and work pressures become incompatible with family responsibilities, negative behaviours surface, individuals can feel resentful of their work role which can lead to dissatisfaction. Dissatisfaction has a reciprocal impact on the family domain where pressures at work interfere with the home environment. Role interference occurs when competing demands in both domains result in particular or overlapping points and the individual must decide which demand to satisfy first (Hecht, 2001). The results of the present study suggests that the individual leans towards choosing work over family at these particular and overlapping points resulting in work-to-family conflict. In this day and age, where
unemployment is rife and people are under large amounts of pressure to perform, it makes sense that the employee would likely experience WFC.

Another interesting finding is that role interference significantly positively correlates with role overload \((r=0.742, p<0.05)\) intimating that in the presence of either one, the other also exists. It is possible that by the very nature of role overload (demands exceed resources) that role interference will occur naturally as individuals are unable to satisfy competing demands due to limited resources. Role salience seen as the cumulative effect of commitment to a particular role (Super, 1982) may play a part in role interference where an individual privileges one role over the other when making choices in the face of competing demands in the work and family domains (Hecht, 2001).

Individuals that reported high role interference also reported greater conflict due to the impact of children \((r=0.701, p<0.05)\). Role interference occurs when the demands of one role directly interfere with another (Hecht, 2001). From this result one can surmise that the addition of children makes it difficult for individuals to separate the work and family domains. With the transition into parenthood, increasing demands are made on individuals in the family domain (Bielby & Bielby, 1992). This could lead to role interference where individuals have to choose fulfilling family commitments over those of work commitments especially when the children are young. Earlier we noted that women reported higher average frequencies for role interference than men. Working mothers have a dual responsibility of caring for their family and working at building a career (Moen & Rochling, 2005) which can lead to role interference in either of the work or family domains.
5.6 SUMMARY OF THE HYPOTHESIS TESTING

The results of the study show that there is a significant difference in family-to-work conflict between the 25-35 year old age group and the 46-65 year old age group, indicating that younger employees experience greater family-to-work conflict than older employees. This confirms the acceptance of Hypothesis 2.

Based on the results of ANOVA and Chi² testing, Hypotheses 1, 3, 4, 5 and 6 were not accepted. It would appear that WIF conflict, role overload, role interference, impact of children and overall WFC is experienced to a similar extent across life and career stages.

5.7 LIMITATIONS

The questionnaires were self-reporting exercises and are therefore subject to the person’s own personal experiences and views. How respondents felt on the day of taking the test could have impacted their result. With any research the greater the sample, the greater the reliability of the results. To this end a greater sample could have improved on the reliability of the results. Due to the time constraints and limited access to participants, the sample size was not able to be improved on. The sample split for gender could also have been improved with only 25% of the respondents being male and 75% of the respondents being female.
Whilst the study did not concern itself predominantly with how the different genders experienced WFC, FIW, role overload, role interference and the impact of children and chose to focus on the life and career stages linked to ages; from the results it is possible to establish that average frequency responses across these factors do differ between men and women. A more balanced sample representation of male and female may have yielded different average frequency of responses to the different factors for gender. Due to the limited research available on the impact of life and career stages on work/family conflict it would have been insightful to focus on a purely South African sample to examine whether this is experienced differently to research conducted on other samples in other countries. Recommendations could then be made specifically for South African organisations.

5.8 RECOMMENDATIONS

Based on the results of the present study, a number of recommendations are presented both for the organisations involved in the study and for future research on the topic.

5.8.1 Recommendations for the organisation

Organisations are faced daily with the challenges of high absenteeism, high turnover and lack of engagement by employees. Organisations should take heed of the challenges faced by individuals within the organisation and take steps to mitigate the effects of WFC tailoring interventions to cater for each of the sub categories.
One of the ways that an organisation can address work/family conflict is to implement an employee wellness programme. Physical conditions like high blood pressure, diabetes and poor lifestyle choices (overeating, no exercise, smoking etc.) which affect employee wellness (Perrewe & Ganster, 2006) can be addressed by in-house clinics or outsourcing to external service providers. Incentive schemes could be introduced to improve employee’s lifestyle choices i.e. number of visits to the gym each month, weight loss etc. Some organisations offer their employees gym facilities at work or reduced gym membership fees at an external facility. Psychological strain can be addressed using the services of a registered counsellor or psychologist to assist employees in dealing with work and family conflict.

In addition, ensuring that employees take their annual leave and are rested will boost an individual’s ability to cope both physically and psychologically (Gatchel & Schultz, 2012). Having an open door policy where employees feel that they are able to discuss problems they are facing either at work or at home will assist managers by providing possible explanations for poor performance, decreased employee engagement, increased absenteeism and high staff turnover.

The results of this survey suggest that the 25-35 year old age (early adulthood/career exploration and establishment phase) experience the highest FIW conflict. One of the reasons cited is the introduction of children. Young mothers experience both physical and psychological strain coping with the pressures created by both the work and family domains. Specific interventions that can be implemented by an organisation include the introduction of childcare facilities either in the form of an in-house crèche or finding a local facility to assist working mothers.
of young children (Gatchel & Schultz, 2012). Aftercare facilities can also be implemented for older, school going children.

Some organisations have introduced personal services for the employee (Zunker, 2011), for e.g. a beautician and employees are given a set amount of time each month to have treatments done at the organisation’s premises during working time.

Offering flexible working hours to parents and job sharing can assist in alleviating the competing demands of work and family schedules (Scandura & Lankau, 1977). Whereby individuals are able to take time off work for family commitments and work back these hours.

5.8.2 Recommendations for future research

From this study further research could be undertaken utilising a purely South African population to provide greater insight for South African organisations to improve performance in a globally competitive marketplace. A comparative study could be conducted into whether the different cultures in South Africa experience WFC similarly or differently to the overall results contained in this study. Based on the consequences of WFC in Chapter 2, further research could be conducted into WFC and job performance, absenteeism, employee engagement and employee turnover intentions. Another interesting perspective would be to conduct a longitudinal study spanning a few years to see if there were similarities and differences in the results.
5.9 CONTRIBUTION OF THE STUDY

This study contributes to an understanding that individuals experience various forms of work/family conflict and that the particular nature and extent of this can be related to the specific challenges of various life and career stages. In a growing competitive economic environment organisations need to use this research to recognise the effect that work/family conflict has on employee productivity and output and proactively design interventions to minimise these effects to promote a healthy working environment and protect the wellbeing of their employees.

5.10 CONCLUSION

This chapter has discussed the various results and examined the relationship between WFC and life/career stages in light of the Hypotheses made. It further investigated the relationships between the WFC factors. Based on the findings, limitations of this study were discussed along with recommendations for interventions for both the organisation and individual. Suggestions and recommendations were made for future research. An outline of the contribution of the study was provided.
REFERENCES


Dear Participant

Re: Masters’ Research in Industrial and Organisational Psychology: WFC across various life and career stages

I am currently a Masters student at the Nelson Mandela Metropolitan University. As part of my degree I am required to submit a dissertation/thesis in the area of Industrial and Organisational Psychology.

The topic I have chosen is “WFC across various life and career stages”. You are invited to participate in this study unanimously. In order to participate you will need to be employed on a full time basis, have one or more children and fit into the age categories of 25-34 years old, 26-45 years old and 46-65 years (late adulthood/career disengagement stage) old.

This information is confidential and you are not required to submit your name. The main purpose is to gather statistics to ascertain whether responses are similar or dissimilar in each life stage.

Please complete the attached consent and biographical information form and the WFC questionnaire and return it to me or your HR Manager as soon as possible. Should you have any queries please contact me on 0745533462 or email me at natalie.bostock2@gmail.com.

Should you be interested, a copy of the results of the study will be available for you to peruse on completion.

Your participation is greatly appreciated.

Yours sincerely

Natalie Bostock
HPCSA Registered Intern Psychologist
PSIN0133230
APPENDIX B

CONSENT FORM

I acknowledge that I am voluntarily participating in the aforementioned research project conducted by the Department of Industrial and Organisational Psychology at the Nelson Mandela Metropolitan University (Port Elizabeth).

I further allow the Department of Industrial & Organisational Psychology to utilise the results of my assessment for research purposes on condition that the confidentiality thereof is maintained.

Signed at ____________________ on this ____________ of _____________________ 2014

Biographical Information

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<thead>
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<th>Please indicate category with an X</th>
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<tbody>
<tr>
<td><strong>Age category</strong></td>
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<td>Gender</td>
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<tr>
<td><strong>No. of years working full time</strong></td>
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<tr>
<td><strong>No. of children</strong></td>
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**APPENDIX C**

**QUESTIONNAIRE**

Please consider the items and then indicate by circling the most appropriate number on the scale: 1=Very negative, 2=Negative, 3=Sometimes, 4=Often, 5=Always

**WFC** – The following are ways one's work life interferes with one's family life

<table>
<thead>
<tr>
<th></th>
<th>Very negative</th>
<th>Negative</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My job keeps me away from my family too much?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
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<td>2. I feel I have more to do than I can comfortably handle?</td>
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<td>3. I have a good balance between my job and family time?</td>
<td>1</td>
<td>2</td>
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<td>4. I wish I had more time to do things for my family?</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>5. I feel physically drained when I get home from work?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. I feel emotionally drained when I get home from work?</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>7. I feel I have to rush to get everything done each day?</td>
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<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>8. My time off work does not match other family member's schedule well?</td>
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<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>9. I feel I don't have enough time for myself?</td>
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<td>2</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. I worry about whether I should work less and spend more time with my children?</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>11. I find enough time for my family</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12. I have as much patience with my children as I would like?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13. I worry about my children when I am working?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14. Work makes me tired or irritable to participate in or enjoy family life?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>15. The uncertainty of my work schedule interferes with my family?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>16. My preoccupation with my job affects my family?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>17. The amount of travel required by my job interferes with my family life?</td>
<td>1</td>
<td>2</td>
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