

# Conflict and Facilitation between Work and Family: Realizing the Outcomes for Organizations

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Exploration of the work-family interface has resulted in models which focus on conflict between work and family roles rather than work-family and family-work facilitation. The present research was an exploratory study which aimed to examine whether work-family facilitation (WFF), family-work facilitation (FWF), work-family conflict (WFC) and family-work conflict (FWC) were associated with job satisfaction, organisational commitment, organisational citizenship behaviour and intention to leave. A survey was distributed to 75 employees in a New Zealand organisation. Fifty-eight (77%) returned usable data. Levels of work-family and family-work facilitation and conflict were not related to gender, age or number of dependents. With regard to marital status, non-partnered respondents reported higher levels of WFF than partnered respondents. Work-family facilitation and family-work facilitation were significantly related to job satisfaction and affective organisational commitment, and WFF was also related to organisational citizenship behaviour. Both WFF and FWF were negatively related to turnover intention. Descriptive information was collected to identify respondents' experiences of work-family and family-work facilitation. Facilitation between the home and work domains was found with regard to the need to balance time demands, the development of skills in one domain that could be valuable in the other domain, and the availability of work resources such as flexible work practices. The implications for balancing work and family commitments are discussed.

The work patterns that have become apparent in the 21<sup>st</sup> century include increasing numbers of women in the workforce, increasing pervasiveness of work in people's lives, high performance work practices and worker stress, increasing worker dissatisfaction and diminishing social capital. As a result exploration of the interface between work and family has often focused on conflicts between the two domains, yet recent research has suggested that engagement in work roles and family roles can contribute positively to each other by enhancing and enriching people's lives (Grzywacz

& Butler, 2005; Grzywacz & Marks, 2000; Kirchmeyer, 1992, 1993).

The notion of work-family spillover posits that attitudes, emotions, skills and behaviours established in one domain flow into the other (Edwards & Rothbard, 2000; Frone, 2003). Positive spillover or *facilitation* occurs when engagement in job roles and family roles contribute positively to and benefit each other. Negative spillover or *conflict* occurs when engagement in job and family roles contributes harmfully to each other. Facilitation and conflict are orthogonal constructs in that, while they may coexist, each dimension has

common and distinct determinants and consequences (Edwards & Rothbard, 2000; Grzywacz & Marks, 2000; Voydanoff, 2005). There has been much less research into facilitation than into conflict between work and family roles.

The last decade has seen a focus on the impacts of work on family life. A more detailed conceptualization allows for two directions of influence between work and family. *Work-to-family* as well as *family-to-work* effects can be considered, as well as two types of effect: conflict and facilitation (Frone, 2003; Grzywacz & Marks, 2000). This gives rise to four types of effect: work-family conflict (WFC), family-work conflict (FWC), work-family facilitation (WFF) and family-work facilitation (FWF).

A large literature has explored the prevalence, predictors, and outcomes of work-family and family-work conflict. Antecedent variables include supervisor support, co-worker support, work overload, work satisfaction, work hours, work-family initiatives and job involvement (Allen, 2001; Voydanoff, 2005). Also relevant are family-related variables including family involvement, family support, parental overload and family satisfaction (Allen, 2001; Hill, 2005). Demographic antecedents include gender, number of dependents and marital status but findings have been mixed (Kossek & Ozeki, 1998). With regard to gender for example, some studies report no significant difference in levels of WFC

for men and women while others have found that women experience higher levels of WFC and FWC (Brough & Kelling, 2002; Hill, 2005; Kirchmeyer, 1993; Rothbard, 2001). WFC and FWC have also been associated with outcomes such as increased stress, anxiety, depression, absenteeism and turnover, and reduced job satisfaction, organisational commitment and family functioning (Frone, Russell, & Cooper, 1992; Frone, Yardley, & Markel, 1997; O'Driscoll & Beehr, 1994).

The idea of work-family facilitation has existed since Sieber (1974) outlined the notion that experiences and activities in work and family domains may enhance one another and lead to positive outcomes especially if one domain provides resources such as social support and skills that can be used to address demands in the other domain (Sieber, 1974; Tompson & Werner, 1997). Work-to-family facilitation represents the extent to which the experiences, skills and opportunities gained or developed at work enhance home life (Frone, 2003). Family-to-work facilitation represents the extent to which the positive mood, behaviours, sense of accomplishment, support or resources received at home positively affect one's work role. Work-family researchers have pointed out that a work-family/family-work definition is important as it allows a bidirectional conceptualization of facilitation as well as conflict (Frone et al., 1997).

The specific dimensions of work-family and family-work facilitation are not well understood as research has only recently considered both directions of influence (Brough & Kelling, 2002). Work can enhance facilitation by providing skills and opportunities that can be applied in both work and family roles (Voydanoff, 2004). Resources within the workplace such as support and decision latitude are related to work-family facilitation for both men and women (Grzywacz & Butler, 2005). Because so little is known about facilitation, the effect of demographic and other variables needs to be established. The facilitation literature has also suggested that consequences of work-family facilitation could include improved physical health and well-being, better marriages and parent-child interactions and better organisational

outcomes such as job satisfaction, commitment and productivity (Frone, 2003; Grzywacz & Marks, 2000).

An exploratory study was carried out into the organisational outcomes of WFF, FWF, WFC and FWC. The outcomes examined were job satisfaction, organisational commitment, organisational citizenship behaviour and turnover intentions.

Work-family conflict has been found to be associated with less satisfaction with family issues while family-work conflict, also associated with lower family satisfaction, has been primarily associated with lower job satisfaction (Frone et al., 1997; Kossek & Ozeki, 1998). Although family and life satisfaction were not included in the present study, both conflict dimensions were expected to be negatively related to job satisfaction.

**Hypothesis 1:** WFC and FWC will be negatively related to job satisfaction.

Family-supportive work environments and FWF have been associated with greater levels of job satisfaction (Allen, Herst, Bruck, & Sutton, 2000; Hill, 2005; Tompson & Werner, 1997) and so it was expected that facilitation would relate positively to job satisfaction as the ability to integrate work and family roles should positively enhance emotional responses to work roles.

**Hypothesis 2:** WFF and FWF will be positively related to job satisfaction.

Organisational commitment describes the level of loyalty between the person and their employing organisation. Affective commitment refers to employees' emotional attachment to, identification with, and involvement in the organisation (Allen & Meyer, 1990). This is one of three types of organisational commitment, the other two being continuance commitment and normative commitment. Continuance commitment reflects employee perceptions of, for example, the costs associated with leaving the organisation such as loss of working conditions and affiliations, while normative commitment reflects commitment based on a sense of duty or loyalty. The three components of commitment reflect employees' feelings, cognitions and behaviour toward an organisation (Hartman & Bambacas,

2000) but affective commitment is most likely to be related to employees' other emotional attachments. The extent to which an individual is committed to their non-work roles versus their work roles may depend on how the domains facilitate and conflict with each other. Affective commitment is the appropriate form of commitment to examine in the context of conflict and facilitation, as employees make decisions based on their emotional attachment to both work and family. Work-family conflict has been found to be negatively related to affective organisational commitment as employees who experience difficulties integrating their work and family roles feel less committed to the organisation (Allen & Meyer, 1990; Kossek & Ozeki, 1998; Netemeyer, Boles, & McMurrian, 1996). In the present study WFC and FWC were expected to be negatively related to affective organisational commitment.

**Hypothesis 3:** Higher WFC and FWC will be negatively related to organisational commitment.

Based on findings for similar work-related outcomes (e.g. job satisfaction), it was proposed that WFF and FWF would be positively related to organisational commitment.

**Hypothesis 4:** Higher WFF and FWF will be positively related to organisational commitment.

Organisational citizenship behaviour (OCB) encapsulates the notion of employees contributing to organisational effectiveness and the quality of working life of their colleagues through consistently acting in ways that exceed the formal requirements of their role. This may include voluntarily assisting others who have heavy workloads, complying with organisational policies and procedures, respecting the rights of others and actively participating in the life of the organisation (Hui, Lam, & Law, 2000). Findings on WFC have suggested that higher levels of work-family conflict are linked to reduced OCB (Tompson & Werner, 1997).

**Hypothesis 5:** Higher WFC and FWC will be negatively related to OCB.

Because OCB is characterized by positive behaviours such as altruism, helping and conscientiousness, it was

proposed that higher WFF and FWF would be positively related to OCB.

**Hypothesis 6:** Higher WFF and FWF will be positively related to OCB.

Turnover intention encompasses thoughts about, and/or intention of, quitting one's job (Netemeyer, Brashear-Alejandro, & Boles, 2004). This construct is a negative organisational outcome as the organisation may lose the employee as well as incurring the cost of attracting and retaining a new employee (O'Driscoll & Humphries, 1994). Previous research suggests that the family role is more valued than the job role and when the job interferes with the family, turnover intent increases (Frone et al., 1992). The proposition that work-family conflict can encourage employees to consider leaving their organisation is well supported (Haar, 2004). In the present study WFC and FWC were expected to be positively related to turnover intention.

**Hypothesis 7:** Higher WFC and FWC will be positively related to turnover intention.

Although previous research has not investigated the link between work-family facilitation and turnover intention, it was predicted that higher levels of facilitation would be linked with a desire to stay in the job.

**Hypothesis 8:** Higher WFF and FWF will be negatively related to turnover intention.

Because demographic characteristics may put individuals at risk of work-family imbalance, the study also considered the age, gender, number of dependents, marital status and weekly hours worked in relation to work-family conflict and facilitation.

## Method

### Participants

Questionnaires were distributed to all employees in one organisation, a human resource consultancy with offices in Auckland, Wellington and Christchurch. The human resource advisor was contacted initially to gain consent for the research proposal. Once consent was gained, an email was sent to all employees to introduce the research and a questionnaire was sent out five days later, at which time

questions and concerns were dealt with. Participants were provided with pre-paid reply envelopes. To ensure a suitable response rate, a reminder email was sent at two-week intervals for two months to all employees in all three locations. All participants remained anonymous.

### Measures

#### *Work-family and family-work facilitation and conflict*

Items for facilitation and conflict were from a recent measure of work-family spillover (Wayne, Musisca, & Fleeson, 2004). Items were written to symmetrically describe the two directions of influence (family-work and work-family) and two types of effect (conflict and facilitation). Three of the constructs (WFF, WFC, and FWC) were assessed by four items each while FWF was assessed by three items (the item "Your home life helps you relax and feel ready for the next day's work" was dropped to improve scale reliability). The items were amended to include 'friend/flatmate' next to statements that contained 'family' or 'companion' to include those who do not live with their immediate family. Participants indicated how often they had experienced each during the last year on a five-point Likert scale ranging from (1) *never* to (5) *all the time*.

The WFF items ( $\alpha = 0.78$ ) assessed the extent to which the skills, behaviours, or positive mood from work positively influenced one's role in the family. WFF items included "The things you do at work help you deal with personal and practical issues at home".

FWF items ( $\alpha = 0.60$ ) measured the extent to which the positive mood, behaviours, sense of accomplishment, support or resources received at home positively affected one's work role. FWF items included "The love and respect you get at home makes you feel confident about yourself at work".

WFC ( $\alpha = 0.71$ ) and FWC ( $\alpha = 0.62$ ) items assessed the extent to which time pressures and strain in one role interfered with performance in the other role. WFC items included "Your job reduces the effort you can give to activities at home" and FWC items included "Responsibilities at home

reduce the effort you can devote to your job".

### Job Satisfaction

Items for job satisfaction were from Clark's seven-item measure (Clark, 2001) ( $\alpha = .91$ ). Items included "My activities at work are rewarding in and of themselves" and "I am generally satisfied with the kind of work I do in this job". Participants indicated how often they had experienced each during the last year on a five-point scale ranging from (1) *never* to (5) *all the time*. One negatively worded item was recoded so that a higher score indicated more satisfaction.

#### *Affective organisational commitment*

The eight item Affective Commitment Scale (ACS); (Allen & Meyer, 1990) was used ( $\alpha = .79$ ). Items included "I would be very happy to spend the rest of my career with this organisation", and reverse-scored items such as "I do not feel a great sense of belonging to my organisation". Participants indicated how often they had experienced each during the last year on a five-point scale ranging from (1) *never* to (5) *all the time*.

#### *Organisational citizenship behaviour (OCB)*

Three items for OCB were used (Hui et al., 2000) ( $\alpha = .61$ ). The items were "I try to help others who have been absent from work", "I volunteer for things that are not a required part of my job", and "I help others who have heavy work loads". Responses were on a five-point scale ranging from (1) *strongly disagree* (5) *strongly agree*.

#### *Turnover intention*

A three item measure of turnover intention was used (O'Driscoll & Beehr, 1994) ( $\alpha = 0.87$ ). Items were "I have thought about leaving this job", "I plan to look for a new job over the next 12 months" and "I would actively search for a new job outside this firm". Responses were on a five-point scale ranging from (1) *strongly disagree* (5) *strongly agree*.

#### *Demographic variables*

Demographic information was collected on age, gender, marital status, number of dependents, number of years employed by the organisation, and number of hours worked per week. Participants also had the opportunity to express experiences of their own

work-family or family work facilitation and/or conflict experiences in two open-ended questions.

**Qualitative information**

As well as the quantitative scale data, qualitative data was collected by means of the following open-ended questions: "Do you have comments/ examples about your own work-family or family-work facilitations experiences?" and "Do you have comments/ examples about your own work-family or family-work conflict experiences?"

**Results**

Of 75 questionnaires 58 were returned, giving a 77% response rate. Demographic information is presented in Table 1. Three participants did not provide demographic data.

Of the 58 participants, the majority (76.4%) were female, and most were in the younger age groups. The number of dependents was relatively low as more than half (72.2%) of respondents had no dependents. Work hours were on average moderate with the exception of 15.5% of respondents who worked more than 55 hours per week.

Over three-quarters (78%) of respondents had worked at the organisation for less than 4 years. Over half of the sample were either married or in de facto relationships (63.5%) while 34.6% of respondents were single and 1.9% were separated/divorced.

**Demographic differences in work-family variables**

There were no significant differences for gender, age or number of dependents for WFC, FWC, WFF and FWF.

Marital status was recoded into partnered (married or de-facto) or non-partnered (single or separated/divorced). There were no significant differences for marital status for FWF, WFC or FWC. However, non-partnered respondents reported higher levels of WFF than partnered respondents  $t_{47} = 2.42, p < .05$ .

**Descriptive statistics and correlations**

Means, standard deviations and correlations are presented in Table 2.

Reported levels of WFC were relatively high with a mean of 3.30 (out of a maximum of 5) while mean levels of FWC were lower at 2.26. However levels of facilitation were also relatively high, with a mean score for work-family facilitation of 3.47, and the mean score for family-work facilitation slightly higher at 3.77. Job satisfaction, organisational commitment and OCB were also high with mean scores of 3.84, 3.37 and 3.95 respectively. Intentions to turnover were moderate at 2.49 out of a maximum of 5.

WFF and FWF correlated positively. Similarly there was a significant correlation for the two forms of conflict, WFC and FWC. However the conflict variables did not correlate significantly with the facilitation variables suggesting that facilitation and conflict are unrelated processes.

Respondents with higher levels of job satisfaction had higher levels of organisational commitment and OCB and lower intentions to turnover. Organisational commitment was positively related to OCB and negatively to turnover intention.

**Hypothesis testing**

The first set of hypotheses investigated the relationships between the work-family and family-work variables and the outcome variables. Results are presented in Table 2.

Hypothesis 1, which stated that respondents with higher levels of WFC and FWC would have lower levels of job satisfaction was not supported.

Hypothesis 2, which stated that respondents with higher levels of WFF and FWF would have higher levels of job satisfaction was supported.

Hypothesis 3, that higher WFC and FWC would be negatively related to affective organisational commitment was not supported. There was no significant association between levels of conflict and organisational commitment.

Hypothesis 4, which stated that WFF and FWF would be positively related to affective organisational commitment, was supported for both WFF and FWF.

**Table 1: Demographic information**

Variable	N	Percent
Gender		
Male	13	23.6
Female	42	76.4
Age		
20-29	22	40.0
30-49	26	47.3
50-69	7	12.7
Marital status		
Single	18	34.6
De-facto	11	21.2
Married	22	42.3
Separated/divorced	1	1.9
Dependents		
0	39	72.2
1-3	13	24.1
4-6	2	3.7
Years employed		
<1	16	29.1
1-4	27	49.1
5-19	10	18.2
20+	2	3.6
Average hours worked per week		
15-25	5	8.5
26-40	21	36.1
41-55	20	39.9
56-65	9	15.5

Hypothesis 5, which stated that WFC and FWC would be negatively related to OCB was not supported.

Hypothesis 6, which stated that WFF and FWF would be positively related to OCB was partially supported. Respondents with higher levels of WFF had significantly higher levels of OCB but those with higher levels of FWF did not.

Hypothesis 7, which stated that WFC and FWC would be positively related to turnover intention was not supported for WFC but was supported for FWC. Respondents with higher levels of FWC had higher levels of turnover intention but those with higher levels of WFC did not.

Hypothesis 8, which stated that WFF and FWF would be negatively related to turnover intention was supported for both WFF and FWF.

*Qualitative information*

One third of participants (36.2%) gave responses to the open-ended questions.

Time demands were important for many respondents, such as one who reported that "Some weeks I am prepared to put in 80 plus hours but this needs to be balanced with family, health and well being". Reported work-family facilitation experiences were attributed to the ability to work flexible hours that were responsive to family demands. One respondent reported that the organisation "allows me the flexibility that I sometimes require by letting me swap days when needed

or working from home", and that "... being able to work around my family demands makes it that much easier to be able to work and have a family, and my colleagues are supportive of this". It was also reported that having a family at home made respondents work harder during work-hours, and that flexible hours had increased their commitment to the organisation. One respondent said flexible hours motivated "...increased commitment to the organisation, support for others by backing them when they need it, and ensuring that I fulfill (if not exceed) work expectations".

Many respondents reported that the skills they learnt on the job (e.g. dealing with people) had allowed them to develop sensitivity and understanding toward relationships outside of work. One respondent reported that "Having developed skills and expertise reciprocates the skills that family and friends have also developed, thus adding meaning to shared work experiences" and another described that their "skill set and consulting experience facilitate neatly into the reciprocal skills and experience of my wife, oldest daughter and son-in-law". The work skills of communication, negotiation, judging, convincing and patience were linked to family- work and work-family facilitation. One respondent described that "Family experience both in negotiations with my marriage partner and raising my children have helped my negotiation skills at work, and expanded my

understanding of human nature. In turn work has improved my communication skills and patience to use at home". Work-related skills were applied to improving relations with family members. One respondent reported that "My experiences in both environments have helped me cope with work-family conflict better" and another said that "the skills I have learnt at work have helped me to organize my family commitments". This demonstrated that the skills an employee may learn at work can in many cases be applied to improving relations with family members.

Work-family conflict was also an important theme. Experiences included difficulties in finding time to manage non-work responsibilities such as spouse relationships, dependents, home and mortgages. One respondent reported that "Pressure at work at times causes me to create problems at home when I don't handle the stress well enough"; another stated that "Due to workload demands and usually no time at work to think of anything external to work". Un-noticed overworking was also a factor contributing to work-family conflict, as one respondent reported that "Travel and having to do work at night are disruptive and sometimes makes me feel frustrated, especially when it goes unnoticed". Work-related demands were seen as more immediate than family demands. One respondent reported that "It is easier to leave home issues at home, than it is to leave work issues at work".

Table 2: Means, Standard Deviations and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. FWF	3.77	.63									
2. WFF	3.47	.71	.66**								
3. WFC	3.30	.59	.16	.12							
4. FWC	2.26	.53	-.01	-.04	.58**						
5. Job satisfaction	3.84	.70	.43**	.69**	-.13	-.22					
6. Org commitment	3.33	.67	.24*	.55**	-.14	-.16	.71**				
7. OCB	3.95	.49	.05	.23*	-.10	-.05	.23*	.27*			
8. Turnover intention	2.49	1.05	-.25*	-.43**	.12	.25*	-.71**	-.72**	-.22		
9. Dependents	0.63	1.19	.13	.25*	.09	.13	.26*	.14	-.09	-.21	
10. Work hours	44.13	11.18	.04	.04	.01	-.23	.30*	.22	-.02	-.21	-.03

\* p < .05 (1-tailed); \*\* p < .01 (1-tailed)

Family-work conflict was important in the open-ended questions, as respondents reported that family responsibilities and emergency situations negatively impacted on productivity and commitment to the job. One respondent reported that "When there are too many dramas on the personal front it can be distracting and negatively impact on my concentration on and commitment to the job". Although 72% of respondents had no dependents, the other 28% responded to family-work conflict experiences, particularly those who had young children. One respondent reported that "With a baby (13 months) at home, there is always going to be conflict with working and being away from him". Respondents with no dependents highlighted that work was their priority, but that this would change if they were to have dependents. One respondent reported that "I probably allow work to conflict with my family life much more than the reverse as work is strongly my priority at the moment. Were family circumstances different (i.e. I had kids) the opposite could well apply".

## Discussion

This exploratory study aimed to uncover the outcomes associated with work-family and family-work facilitation. By considering the direction of influence (work-family and family-work), and the type of effect (conflict and facilitation), the study investigated how interrole conflict and facilitation influence work and family interactions.

Work-family facilitation was found to be separate from work-family conflict. The two forms of facilitation were related, as were the two forms of conflict. This suggests that facilitation and conflict are distinct processes. Employees whose work provided the skills, behaviours, and positive mood which positively influenced the family (WFF) were also more satisfied with their job, had higher affective commitment to the organisation, were more likely to stay in their job and were more likely to exhibit organisational citizenship behaviour. Employees whose involvement in family resulted in positive mood, support and sense of accomplishment that helped them to cope better, work more efficiently, feel more confident and positive, and

be more energised for one's role at work (FWF) were also more satisfied with their job, had higher affective commitment to the organisation, and were more likely to stay in the job.

Demographic characteristics had less effect on facilitation than expected. Most previous research that has found that women experience higher levels of conflict and facilitation, yet the non-significant gender findings in the present study mean that no conclusions can be drawn. A larger sample may be required to investigate this further. Non-partnered respondents reported higher levels of WFF than partnered respondents. Non-partnered employees are likely to have fewer family-related responsibilities and therefore to be able to put more time and energy into work. It would be easier for work to facilitate family life for these employees, yet there are other variables such as support in work and family roles as moderators of the WFF effect which deserve to be studied. The extent to which individuals in New Zealand society experience WFF and FWF may depend on whether they value family roles or work roles as more important. In a culture where either family or work may dominate, the findings may be dependent on the number of work-related and family-related responsibilities an individual has.

Family-work conflict was positively related to turnover intention but overall, conflict between home and work domains was not related to job satisfaction, organisational commitment or OCB. Employees who had pressures at home which interfered with their work were more likely to consider leaving the job but those whose pressures at work interfered with home life were not more likely to consider leaving. This is consistent with previous findings (Frone et al., 1997), that the domain (work or family) receiving the conflict is also the domain in which adverse outcomes are observed. That is to say, FWC predominantly affects job outcomes while WFC predominantly affects family outcomes (which were not investigated in the present study). Kossek and Ozeki (1998) also found that WFC and FWC were associated with lower job satisfaction, and this demonstrates the importance of considering these

issues although, perhaps because of the relatively small sample size, this effect was not confirmed in the present study. With New Zealand's booming economy and the busy lives of employees (One News, 2005), a certain amount of negative as well as positive spillover is to be expected between work and family. High WFC can be detrimental to family roles, while high FWC can be detrimental to work roles.

The experiences of facilitation collected via open-ended questions revealed that WFF and FWF enabled respondents to function more effectively in both domains. Respondents' comments illustrated that having multiple roles contributed to positive experiences in both work and family domains. The ability to work flexible hours was important as well as flexibility in the work itself and having supportive supervision. Work-related skills could often be applied to improving relations with family members. The extent to which work provides skills and abilities that employees can apply to multiple domains may help build job satisfaction and organisational commitment and reduce turnover intentions. Considering the competitive job market and the need to recruit and retain valued employees developing a work-family culture in which work-related activities facilitate family life and vice versa is a small price to pay for a satisfied, committed workforce.

The work-family conflict experiences illustrated how high work demands were related to work-family conflict. Prioritizing work-related demands may mean that family or personal roles are affected. Although employees who value their work role over their family roles may be able to leave home issues at home, having to adjust to work-related demands is frustrating for employees with family responsibilities. An organisation must be sensitive to family demands that are affected by work demands, and this is where a supportive working environment becomes important. If employees with high levels of work-family and family-work conflict are provided with the resources to ensure they also experience work-family and family-work facilitation, then the findings in the present study suggest

that they may also be more satisfied with their job and less likely to consider leaving.

### Implications for research and practice

There is increasing recognition that conflict and facilitation have separate antecedents and outcomes (Grzywacz & Butler, 2005; Grzywacz & Marks, 2000; Voydanoff, 2005). Because conflict and facilitation are orthogonal, the outcomes they predict are not necessarily opposite but they are different. Future research needs to examine the antecedents and contextual factors of both conflict and facilitation. Such research should also consider work and family factors such as role demands, role overload, work and family support (Frone, 2003). Job-related outcomes should be considered such as satisfaction, commitment, OCB, turnover, productivity, performance and job involvement, as well as family-related outcomes such as family satisfaction and functioning, role conflict and stress. Longitudinal research is needed to identify the causal relationships among conflict, facilitation and outcome variables which cannot be established by cross-sectional research. There is also a need to identify the specific work and family demands and resources that affect conflict and facilitation. Research into more diverse groups is required as the dynamics of work and family, and the way in which facilitation and conflict are experienced, may differ between countries and cultural groups.

The present study suggests that employers should consider work-family and family-work facilitation to help employees achieve balance between their professional and private lives. Valued organisational outcomes may result from workplace cultures and initiatives that openly address and support work and family issues (Brough, O'Driscoll, & Kalliath, 2005; Thompson, Beauvais, & Lyness, 1999). Some of the issues include operational flexibility, supportive supervision, and employee discretion over work and time demands (Clark, 2001). This may require long-term change that may impact on existing organisational structures and practices but with communication and support across the organisation, developing a work-family culture can occur at individual and group/team

levels as well as organisational levels. Due to the demands of work and family roles and the increasing impact of work on people's lives, flexibility is not an option for employers, it is the way good, competitive businesses will operate (Powers, 2004).

### Conclusion

The present study was one of the first to look specifically at the organisational outcomes of facilitation as well as conflict between work and family domains in New Zealand. Limitations included the small sample size, the use of respondents from one organisation and the relatively low reliability of some of the measures. This study should therefore be considered as a pilot for future research, and a starting point for realizing the outcomes for organisations from developing a clearer understanding of facilitation and conflict between work and family roles. Future research should also explore how facilitation can be cultivated and how it operates in conjunction with conflict to shape individual, family, and work-related outcomes. The study confirmed that work and family life can be integrated and harmonious. Employees can gain from being engaged in numerous roles and this can help create a satisfied, committed workforce. It is important that the concept of work-family and family-work facilitation be further researched and understood to help organisations ensure that the balance between work and family commitments is continually improved.

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