

Using the Job Demands-Resources Model to Study Work-Family Conflict in Women

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Abstract

The current study uses the Job Demands-Resources model to study work-family conflict. Data was collected using an online survey of 662 women working in diverse industries. Results support the existence of a dual process whereby job demands affect work-family conflict and job resources, specifically job control and supervisor support, impact job satisfaction, affective commitment, and turnover intentions. Job resources were found to directly impact work-family conflict as well. Findings indicate that work-family conflict mediates the relationships between job demands and job satisfaction, affective commitment, and turnover intentions. In addition to its theoretical contribution, the study also provides practical guidance to organizations by showing that job control and supervisor support can be used to mitigate the negative effects of work-family conflict.

Key words: work-family conflict, job demands-resources model, job satisfaction, affective commitment, turnover

Introduction

Work-family conflict is an ever-increasing concern for organizations. Demographic trends, especially the increase in dual-career couples and single-parent households, have resulted in more and more employees struggling to meet the competing demands of work and family. Technology that makes it harder for employees to disconnect from work and reduced labor forces, as a result of the recession, have only increased the likelihood of work interfering with people's personal lives. Because work-family conflict is related to negative outcomes, such as lower job satisfaction, researchers have sought to identify the factors that influence work-family conflict so that organizations might find ways of reducing it.

Many studies have found that high job demands lead to work-family conflict. Research has also shown that job resources such as supervisor support and autonomy may help to reduce work-family conflict. The purpose of the present study is to increase our understanding of how job demands and resources relate to work-family conflict and employee outcomes. In order to do so, the Job Demands-Resources model is used to investigate work-family conflict, its antecedents, and its consequences. Both job demands and job resources, specifically job control and supervisor support, are examined in order to determine their relationship with work-family conflict and key employee outcomes.

Discussion and Hypotheses

Work-family conflict

The majority of work-family conflict models depict work-family conflict as a mediator variable, proposing that certain antecedent variables influence work-family conflict, which in turn is related to a variety of employee outcomes. A limited number of outcome variables, typically life and job satisfaction, have been studied in relation to work-family conflict (Carr, Boyar, & Gregory, 2008). Thus researchers have called for expanded models that include additional outcome variables (Greenhaus, Parasuraman, & Collins, 2001). Frone, Russell and Cooper (1992) predicted that turnover intentions would be related to work-family conflict. Allen, Herst, Bruck, and Sutton (2000), and Allen (2001) both found the predicted relationship. A number of studies have found a relationship between work-family conflict and organizational commitment as well (Allen, 2001; Carlson, Kacmar, & Williams, 2000; Carr et al., 2008).

A much greater number of antecedents of work-family conflict have been studied. A significant amount of consideration has been given to job demand variables, such as work role conflict or work time demands (Carr et al., 2008). More recently, interest has shifted to include resources that may help individuals meet job demands. Two resources that have received a reasonable amount of attention are job control and supervisor support.

In the area of job control, Moen and her colleagues studied the impact of control over work time and found that giving employees more choice over the timing and location of their work was related to lower levels of work-family conflict (Moen, Kelly, & Huang, 2008). Kossek and her colleagues showed that higher psychological job control was related to lower levels of work-family conflict (Kossek, Lautsch, & Eaton, 2006). In looking at supervisor support, Allen found that supervisor support was related to significantly lower levels of work-family conflict (Allen, 2001). Thomas and Ganster (1995) showed that supervisor support increased employees' perceptions of control, which in turn reduced work-family conflict. Thus, there is mounting evidence from research in work-family conflict that both job demands and resources are important factors that need to be considered going forward.

Job Demands-Resources Model

The Job Demands-Resources model (JD-R) considers the impact of job demands and job resources on employee outcomes (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). In this model, job demands include time pressure and emotional and physical demands associated with workload, while job resources include social support and autonomy or control. The model predicts the existence of two different underlying psychological processes, a strain process related to negative outcomes and a second motivational process impacting positive outcomes. Specifically, it hypothesizes that a greater amount of job demand leads to negative outcomes, like job strain or burnout, while the availability of job resources leads to positive outcomes such as employee engagement. Studies of the JD-R model have found support for a dual pathway of influence from job demands to burnout and from job resources to employee engagement (e.g., Bakker & Demerouti, 2007).

In line with the JD-R model and based on research that has shown work-family conflict to be a negative consequence of job demands, it is hypothesized here that increased job demands will lead to higher levels of work-family conflict:

Hypothesis 1: Job demand is positively related to work-family conflict.

The second psychological process proposed by the JD-R model is that job resources have positive consequences. Two specific job resources that studies have focused on are job control and supervisor support. Job control is the amount of freedom that employees have to decide how to do their work, while supervisor support refers to supportive behaviors by supervisors that help employees meet their family responsibilities. Research has shown positive relationships between these job resources and various employee outcomes.

In a study of the relationship between work-family policies and employee loyalty, Roehling, Roehling and Moen (2001) found that both flexible time policies, which give more control to employees, and support were related to higher levels of commitment. Another study found that women who have control over their work hours reported higher levels of organizational commitment and job satisfaction (Scandura & Lankau, 1997). One study also found that job control was related to lower turnover (Kossek et al., 2006). Burke, Burgess and Fallon (2006) showed that supportive organizational practices were significantly related to job satisfaction and intent to quit. And Allen (2001) found that supervisor support was related to higher levels of job satisfaction and affective commitment and lower levels of intent to turnover.

Thus, based on the JD-R model and research findings, the current study proposes that two job resources, job control and supervisor support, are related to three key employee outcomes: job satisfaction, affective commitment, and turnover intentions. The expected relationships are:

Hypothesis 2a: Job control is positively related to job satisfaction and affective commitment and negatively related to turnover intentions.

Hypothesis 2b: Supervisor support is positively related to job satisfaction and affective commitment and negatively related to turnover intentions.

Several studies have also found a relationship between job resources, or lack thereof, and burnout (Bakker, Demerouti, & Schaufeli 2003; Schaufeli & Bakker, 2004). In fact, given the amount of evidence for a link between job resources and negative outcomes, the latest studies using the JD-R model have tested and found support for an expanded model that includes not only the dual pathway, but also an additional path from job resources to negative outcomes (Crawford, LePine & Rich, 2010; Schaufeli & Bakker, 2004). Extending these findings to the study of work-family conflict, it is also expected that job resources will reduce work-family conflict:

Hypothesis 3a: Job control is negatively related to work-family conflict.

Hypothesis 3b: Supervisor support is negatively related to work-family conflict.

Finally, while the J-DR model does not predict a relationship between job demands and employee outcomes, one study did find that teachers burdened by the demands of students who misbehaved had lower levels of engagement (Bakker, Hakanen, Demerouti, & Xanthopolou, 2007) and another found a relationship between physical workplace demands and employee engagement (Bakker, van Emmerik, & Euwema, 2006).

Many researchers have found support for a model of work-family conflict (Frone et al., 1992) in which work-family conflict mediates the effect of work-related stressors on employee outcomes. For example, Adamset al. (1996) showed that job involvement negatively affected job satisfaction through its impact on work-family conflict. Higginset al. (1992) discovered that higher worker expectations and job involvement led to greater work-family conflict, which, in turn, reduced levels of quality of work life. Another study found that accountants with greater work overload reported more work-family conflict, and this conflict led to greater stress and intentions to

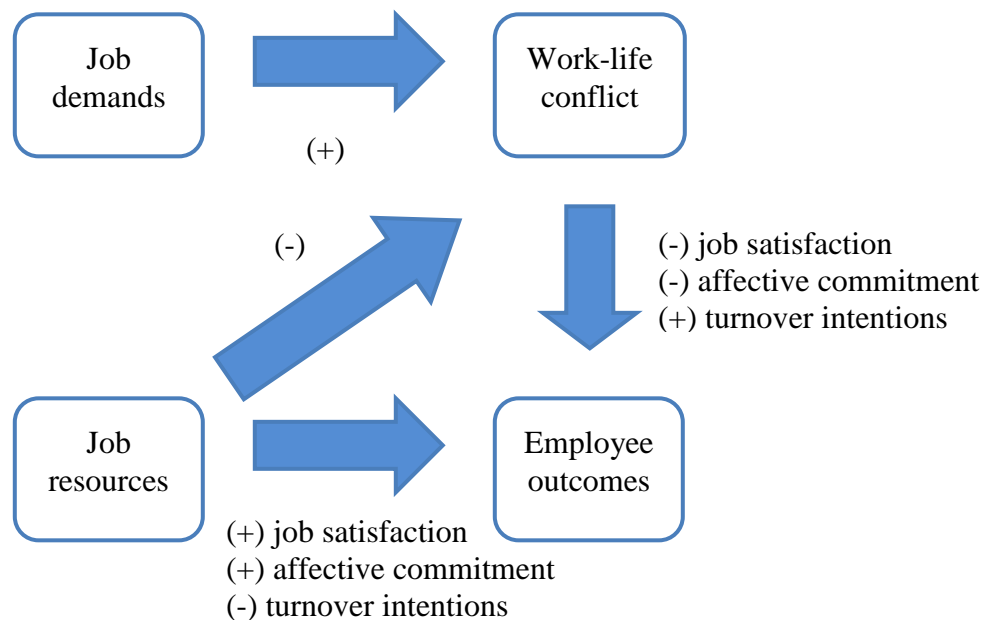
leave (Greenhauset al. 1997). Majoret al. (2002) showed that job demands led to higher work-family conflict, which resulted in greater psychological strain. Finally, a more recent meta-analysis of 178 studies (Ford, Heinen & Langkamer, 2007) concluded that work-family conflict mediates the relationship between work stressors and job satisfaction.

Thus, it is expected that work-family conflict will mediate the relationship between job demands and employee outcomes:

Hypothesis 4: Work-family conflict mediates the relationship between job demand and job satisfaction, affective commitment, and turnover intentions.

In summary, the current study investigates the existence of dual pathways as predicted by the JD-R model. It is expected that job demands will lead to higher levels of work-family conflict and that job resources, specifically job control and supervisor support, will lead to higher levels of job satisfaction and affective commitment and lower levels of turnover intentions. Job control and supervisor support are also expected to lead to lower levels of work-family conflict. Finally, a mediated model whereby job demands have an indirect effect on employee outcome variables through their impact on work-family conflict is examined. Figure 1 shows the predicted relationships among the study variables.

Figure 1. Hypothesized relationships



Legend: Figure 1 shows the hypothesized relationships among study variables

Procedures for Collecting Data

Participants

An online survey was sent to members of an internet staffing service for women interested in flexible job opportunities in 2009. A total of 1,114 women responded to the survey. After excluding the women who had not worked within the past year the final sample was 662.

Participants were asked to respond to all questions with regard to their current or most recent job.

Age ranged from 22 years to 65 years with the average age of respondents being 39 (SD = 7.79). Education level was bimodal with almost half of the women (45.5%) having an associate's or technical degree and another 31% having some graduate schooling. Sixteen percent of the respondents were working full-time, 21% were working part-time, and 62.7% were not currently working but had worked within the past year. Twenty-four percent of the women were hourly employees, 10.3% were first-level supervisors, half of them (50.2%) occupied middle management or professional jobs, and 13.7% were department heads or executives. The average number of hours worked each week was 43. Eighty-four percent of the respondents were married and 88.8% had children currently living with them.

Measures

Job demand. Psychological job demand was measured with the 6-item scale used by Moen et al. (2008). The items were rated on a 5-point response scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. The alpha reliability coefficient was 0.85.

Job control. Job control was measured using Kossek et al.'s (2006) 7-item scale. Responses for the first 4 items ranged from 1 = *very little* to 5 = *very much*. Responses for the last 3 items ranged from 1 = *strongly disagree* to 5 = *strongly agree*. The alpha for this scale was 0.85.

Supervisor support. Allen, Shockley and Poteat's (2008) 8-item, 5-point scale (1 = *strongly disagree* to 5 = *strongly agree*) was used to measure supervisor support. The alpha was 0.92.

Work-family conflict. Work-family conflict was measured using Carlson et al.'s (2000) 9-item subscale for assessing work interference with family. Items were rated on a 5-point response scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. The alpha for the scale was 0.90.

Job satisfaction. Job satisfaction was measured using the 3-item, 5-point subscale (1 = *strongly disagree* to 5 = *strongly agree*) from the Michigan Organizational Assessment Questionnaire developed by Cammann, Fichman, Jenkins, and Klesh (1979). The alpha was 0.87.

Affective commitment. Commitment was measured using the short version of Meyer, Allen, and Smith's (1993) affective commitment scale. Items were rated on a 5-point response scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. The alpha for this scale was 0.82.

Turnover intentions. A 3-item, 5-point scale (1 = *strongly disagree* to 5 = *strongly agree*) developed by Boroff and Lewin (1997) was used to measure turnover intentions. The alpha for this scale was 0.84.

Control variables. Age, marital status, number of children, job level, salary, organizational tenure, and hours worked were included as control variables in the regression equations because of their potential relationships with the dependent variables. Age was reported in years. Marital status was coded as a dummy variable (*not married* = 0 and *married or living with partner* = 1). Respondents were asked to report the number of children living in their home. Job level was measured using one item with four categories ranging from 1 = *hourly worker* to 4 = *department head or executive*. Salary was measured using a single item with six categories ranging from 1 = *under \$25,000* to 6 = *over \$150,000*. One item with six categories ranging from 1 = *less than 1 year*

to 6 = over 20 years was used to measure organizational tenure. For the last control variable respondents were asked to report how many hours they typically worked each week.

Results

Hypotheses 1 through 3b were tested by examining zero-order correlations among the variables. Means, standard deviations, and inter-correlations for all variables in this study are presented in Table 1. Job demand was positively related to work-family conflict ($r = .40, p < .001$). Job control was positively related to job satisfaction and affective commitment ($r = .46, p < .001$; $r = .43, p < .001$, respectively) and negatively related to turnover intentions ($r = -.36, p < .001$). Likewise, supervisor support was positively related to job satisfaction and affective commitment ($r = .55, p < .001$; $r = .41, p < .001$, respectively) and negatively related to turnover intentions ($r = -.43, p < .001$). Finally, job control and supervisor support were both negatively related to work-family conflict ($r = -.39, p < .001$; $r = -.45, p < .001$, respectively).

Table 1. Means, standard deviations, and inter-correlations for all variables

Variable	M	SD	1	2	3	4	5	6
Job demand	3.5	0.87						
Job control	3.0	0.95	-0.08					
Supervisor support	3.3	1.1	-0.20ϕ	0.44ϕ				
Work-family conflict	2.9	0.91	0.40ϕ	-0.39ϕ	-0.45ϕ			
Job satisfaction	3.3	1.1	-0.21ϕ	0.46ϕ	0.55ϕ	-0.50ϕ		
Affective commitment	2.7	1.1	-0.13*	0.43ϕ	0.41ϕ	-0.37ϕ	0.69ϕ	
Turnover intentions	3.4	1.2	0.20ϕ	-0.36ϕ	-0.43ϕ	0.40ϕ	-0.70ϕ	-0.66ϕ
Age	39.3	8.0	0.05	0.06	-0.10*	0.03	-0.01	0.04
Marital status	NA	NA	0.05	-0.06	-0.05	0.01	-0.04	0.04
Number of children	1.7	0.98	-0.01	0.09	0.12*	-0.04	0.11*	0.11*
Job level	NA	NA	0.19ϕ	0.25ϕ	0.02	0.03	0.10*	0.17ϕ
Salary	NA	NA	0.17ϕ	0.13*	0.03	0.01	0.04	0.05
Organizational tenure	NA	NA	0.14ϕ	0.07	0.02	0.05	0.05	0.18ϕ
Hours worked per week	42.7	11.0	0.42ϕ	-0.05	-0.12*	0.29ϕ	-0.11*	-0.03

Note: Ns range from 641 to 662, * $p < .01$, $\phi p < .001$ (bold)

Hypotheses 1, 2a, and 2b were further tested using ordinary least square regression. Table 2 summarizes the regression results. To test Hypothesis 1 work-family conflict was regressed on job demands, together with the control variables (job control and supervisor support were included as additional control variables). As predicted, there was a positive relationship between job demands and work-family conflict. Hypotheses 2a and 2b were tested by regressing job satisfaction, affective commitment, and turnover intentions on job control and supervisor support along with the control

variables. Again, as predicted, both job control and supervisor support were significantly related to higher levels of job satisfaction and affective commitment and were negatively related to turnover intentions. Thus full support was found for Hypotheses 1 through 3b.

Table 1 (continued). Means, standard deviations, and inter-correlations for all variables

Variable	7	8	9	10	11	12	13
Job demand							
Job control							
Supervisor support							
Work-family conflict							
Job satisfaction							
Affective commitment							
Turnover intentions							
Age	0.00						
Marital status	0.02	0.13*					
Number of children	-0.11*	-0.13*	-0.21ϕ				
Job level	-0.11*	0.13*	-0.08	0.05			
Salary	-0.07	0.16ϕ	-0.09*	-0.01	0.57ϕ		
Organizational tenure	-0.05	0.21ϕ	-0.04	0.04	0.20ϕ	0.25ϕ	
Hours worked per week	0.07	0.09*	0.05	-0.14ϕ	0.33ϕ	0.39ϕ	0.12*

Note. *N*s range from 641 to 662, * $p < .01$, $\phi p < .001$

Hypothesis 4 was tested with hierarchical multiple regression. Results are shown in Table 3. James and Brett's (1984) steps for determining if mediation effects exist were followed. First, partial correlations controlling for the effects of the control variables were computed. These results showed that the first two criteria were met. That is, the independent variable, job demand, was significantly correlated with the mediator variable, work-family conflict, and the mediator variable was significantly related to all three dependent variables: job satisfaction, affective commitment, and turnover intentions. To determine whether the third and final criterion for mediation was met, the control variables were entered into a regression equation and, in a second step, job demand was entered into the equation. Finally, work-family conflict, the proposed mediator variable, was added to the equation. The same procedure was followed for each of the dependent variables.

Results from the mediation analyses support Hypothesis 4. When job demand was entered in step 2, it had a significant relationship with job satisfaction ($b = -.11, p < .01$). After entering work-family conflict, the beta weight associated with job demand became non-significant. Likewise, when affective commitment was the dependent variable and job demand was entered in step 2 their relationship was significant ($b = -.11, p < .01$). Yet the relationship was no longer significant after work-family conflict was entered. Lastly, the relationship between job demand and turnover

intentions was significant ($b = .13, p < .01$) until work-family conflict was added to the equation. Then the beta weight associated with job demand, which had been significant at .13, dropped to .07, which was non-significant.

Table 2. Regression results

Variable	Work-family conflict	Job satisfaction	Affective commitment	Turnover intentions
Age	0.00	0.01	0.02	-0.01
Marital status	-0.03	0.02	0.10	-0.05
Number of children	0.06	0.03	0.06	-0.07
Job level	0.04	0.08	0.13**	-0.07
Salary	-0.12**	-0.03	-0.07	-0.04
Organizational tenure	0.02	0.05	0.20 ϕ	-0.07
Hours worked per week	0.18ϕ	-0.03	-0.02	0.04
Job demand	0.27ϕ	-0.11**	-0.11**	0.13**
Job control	-0.21 ϕ	0.23ϕ	0.23ϕ	-0.17ϕ
Supervisor support	-0.29ϕ	0.44ϕ	0.30ϕ	-0.33ϕ
R^2	0.37	0.38	0.31	0.25
F value	33.1ϕ	35.0ϕ	26.2ϕ	19.4ϕ

Values represent standardized regression coefficients, * $p < .05$, ** $p < .01$, $\phi p < .001$

Legend: Table 2 shows the regression results for work-family conflict, job satisfaction, affective commitment, and turnover intentions.

The results of all three of the regression equations support the hypothesis that work-family conflict mediates the relationship between job demand and job satisfaction, affective commitment, and turnover intentions. When work family conflict is entered into the equation the previously significant relationship between job demand and the three outcome variables disappears because job demand only indirectly affects the outcome variables through its impact on work-family conflict.

Conclusions

The results of the current study have both theoretical and practical implications. Theoretically, the findings provide support for dual pathways as proposed by the JD-R model. The hypothesis predicting a positive relationship between job demands and work-family conflict was supported, as was the prediction of a positive relationship between job resources and job satisfaction and affective commitment and a negative relationship between job resources and turnover intentions. In line with more recent studies of the JD-R model, a direct negative relationship was also found between job resources and work-family conflict. And job demands were shown to indirectly relate to employee outcomes through their impact on work-family conflict (See Figure 1).

Table 3. Mediation results

Variable	Job satisfaction			Affective commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Age	0.02	0.02	0.02	0.03	0.03	0.03
Marital status	0.02	0.03	0.02	0.10**	0.11**	0.10
Number of children	0.02	0.02	0.04	0.04	0.05	0.06
Job level	0.06	0.07	0.08	0.13**	0.13**	0.14**
Salary	-0.02	-0.02	-0.05	-0.06	-0.07	-0.09
Organizational tenure	0.04	0.05	0.06	0.19ϕ	0.20ϕ	0.20ϕ
Hours worked per week	-0.08*	-0.04	0.01	-0.08*	-0.03	-0.01
Job control	0.23ϕ	0.23ϕ	0.18ϕ	0.22ϕ	0.22ϕ	0.19ϕ
Supervisor support	0.45ϕ	0.43ϕ	0.35ϕ	0.32ϕ	0.30ϕ	0.25ϕ
Job demand		-0.11**	-0.04		-0.11**	-0.07
Work-family conflict			-0.27ϕ			-0.16ϕ
R ² at each step	0.37	0.38	0.42	0.30	0.31	0.33
R ²		0.01**	0.04ϕ		0.01**	0.02ϕ
Final F value			36.7ϕ			24.4ϕ

Values represent standardized regression coefficients, * $p < .05$, ** $p < .01$, $\phi p < .001$

Legend: Table 3 shows the results of hierarchical regression testing for mediation.

In addition to demonstrating the usefulness of the JD-R model for studying work-family conflict, the current study also answers the call for work-family conflict research to examine a broader set of outcome variables. Results showed that work-family conflict negatively affects not only job satisfaction, but also affective commitment, and it increases turnover intentions as well.

There are several limitations associated with the current study. First, the sample was limited to women. Thus, additional research including male populations is needed in order to determine the generalizability of results across genders. On the other hand, one of the study's strengths is that the sample is quite diverse as far as age, education level, job level, and occupation are concerned. A second limitation is that the study design was cross-sectional, so conclusions regarding causality cannot be made. Third, all of the data included in the study was self-reported data, making common method variance a possible concern. Also, given that data were collected using an online survey, it was not possible to control respondents. The volunteer sample is thus an additional limitation for external validity.

Table 3 (continued). Mediation results

Variable	Turnover intentions		
	Step 1	Step 2	Step 3
Age	-0.02	-0.01	-0.02
Marital status	-0.03	-0.04	-0.04
Number of children	-0.05	-0.06	-0.07
Job level	-0.06	-0.07	-0.08
Salary	-0.06	-0.05	-0.02
Organizational tenure	-0.06	-0.07	-0.07
Hours worked per week	0.10*	0.05	0.00
Job control	-0.17ϕ	-0.17ϕ	-0.12**
Supervisor support	-0.34ϕ	-0.32ϕ	-0.26ϕ
Job demand		0.13**	0.07
Work-family conflict			0.23ϕ
R ² at each step	0.24	0.25	0.28
R ²		0.01**	0.03ϕ
Final F value			19.9ϕ

Values represent standardized regression coefficients, * $p < .05$, ** $p < .01$, $\phi p < .001$

Legend: Table 3 shows the results of hierarchical regression testing for mediation.

Finally, over half of the women were not working at the time of the study, so they had to rely on their memory when responding to the questions. The participants who were not currently working were limited to those who had worked within the last year so that it was more likely that they would accurately recall the requested information. A comparison between respondents who were currently working and those who were not working showed no significant differences in education, number of children, job level, tenure, or salary. Women not currently working were older than the women who were working, 41-years-old versus 38-years-old. With regard to the study variables there was no significant difference in reported job demand, job control, work-family conflict, job satisfaction, or affective commitment between working and non-working women. Not surprisingly, the women who were not currently working reported higher levels of intention to quit and lower levels of supervisor support. So overall there were very few differences between women who were currently working and those who had worked within the past year.

In conclusion, the present study contributes to our knowledge of the relationships among the antecedents and consequences of work-family conflict. Specifically, job demands lead to greater work-family conflict, which negatively affects employee outcomes. Job resources, on the other hand, directly improve job satisfaction, affective commitment, and turnover intentions and indirectly impact these employee outcomes by reducing work-family conflict. According to the current findings, job control and supervisor support are key resources that organizations can employ in order to minimize the negative consequences of work-family conflict.

International and managerial implications

The results of this study provide important insights for business leaders. First is the need to be aware that increasing job demands can negatively impact key employee outcomes including job satisfaction, affective commitment and turnover intentions due to the fact that greater job demands increase work-family conflict. Unfortunately, however, there are times when managers may have no choice but to increase the workload of their employees. This happened in many organizations during the recent recession because companies were forced to reduce their workforce, which often resulted in fewer employees having to perform the same amount of work. The good news for managers is that the negative impact of, at times unavoidable, increases in job demands can be minimized by giving employees more job control and by providing supervisor support. Employees can handle increased job demands much better if they have the autonomy to decide when, where and how to perform their jobs. Having more control over their work lets them organize things in a way that reduces potential work-family conflict. Employees with supervisors who understand and help to accommodate family responsibilities also experience less work-family conflict and fewer of the negative outcomes it causes. So autonomy and supervisor support are powerful tools that managers can use to increase satisfaction and loyalty among their employees.

While the current study was conducted in the United States, research shows that work-family conflict is a problem facing employees around the world. A study of nurses from eight European countries found that job demands led to work-family conflict in all countries and that work-family conflict increased intention to leave the nursing profession in all but one of the countries (Simon, Kümmerling & Hasselhorn, 2004). A study in Taiwan showed that supervisor support moderated the impact of work-family conflict on job satisfaction (Hsu, 2011). Finally, a recent meta-analysis of 219 studies conducted outside of the United States found work demands and resources to be the biggest predictors of work-family conflict, and reduced satisfaction and commitment to be consequences of work-family conflict (Shaffer, Joplin & Hsu, 2011). Thus, managers everywhere should be concerned with the negative impact of work-family conflict on employee outcomes.

Managers of international companies should be especially concerned with work-family conflict, given that the job demands for employees working in these companies are often very high. Managing cultural differences, traveling and working across time zones are just a few of the additional job demands faced by employees who work in international businesses. The results of the current study suggest that managers of international organizations could help to minimize the negative consequences of the demands of international business by offering support and giving their employees greater control over their work.

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English Abstract

Using the Job Demands-Resources Model to Study Work-Family Conflict in Women

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Abstract

The current study uses the Job Demands-Resources model to study work-family conflict. Data was collected using an online survey of 662 women working in diverse industries. Results support the existence of a dual process whereby job demands affect work-family conflict and job resources, specifically job control and supervisor support, impact job satisfaction, affective commitment, and turnover intentions. Job resources were found to directly impact work-family conflict as well. Findings indicate that work-family conflict mediates the relationships between job demands and job satisfaction, affective commitment, and turnover intentions. In addition to its theoretical contribution, the study also provides practical guidance to organizations by showing that job control and supervisor support can be used to mitigate the negative effects of work-family conflict.

Keywords: work-family conflict, job demands-resources model, job satisfaction, affective commitment, turnover

French Abstract*

Using the Job Demands-Resources Model to Study Work-Family Conflict in Women

Utilisation du modèle exigences-ressources de l'emploi pour étudier le conflit travail-famille chez les femmes

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Résumé

La présente étude utilise le modèle "exigences-ressources de l'emploi" pour étudier le conflit travail-famille. Des données ont été recueillies au moyen d'une enquête en ligne auprès de 662 femmes, qui travaillent dans diverses industries. Les résultats confirment l'existence d'un processus dual par lequel les exigences d'un emploi influent sur le conflit travail-famille et sur les ressources d'emploi. Plus précisément, le contrôle sur l'emploi et le soutien de l'encadrement influent sur la satisfaction de l'emploi, l'engagement affectif et les intentions de quitter l'entreprise. Aussi, les ressources d'emploi influent directement sur le conflit travail-famille. Les résultats indiquent que le conflit travail-famille a un effet de médiation entre les exigences d'un emploi et la satisfaction au travail, l'engagement affectif et les intentions quitter l'entreprise. En plus de cette contribution théorique, l'étude fournit également des conseils pratiques aux organisations en montrant que le contrôle de l'emploi et le soutien de l'encadrement peuvent atténuer les effets négatifs du conflit travail-famille.

Mots clés: conflit travail-famille, le modèle exigences-ressources de l'emploi, la satisfaction au travail, l'engagement affectif, l'intention de quitter l'entreprise

* Translated by: Johannes Schaaper, Senior professor in International Management, BEM Bordeaux Management School

German Abstract*

Using the Job Demands-Resources Model to Study Work-Family Conflict in Women

Das Job Demands-Resources-Modell in der Studie des Beruf-Familien-Konfliktes bei Frauen

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Zusammenfassung

Die vorliegende Studie nutzt das Job Demand-Resources-Modell um den Beruf-Familien-Konflikt zu untersuchen. Es wurden Daten über eine Online Umfrage von 662 Frauen, die in verschiedenen Industrien beschäftigt sind, erhoben. Die Ergebnisse unterstützen die Existenz eines dualen Prozesses, indem Arbeitsanforderungen den Beruf-Familien-Konflikt und die Job Ressourcen beeinflussen. Im Speziellen sind das die Job Kontrolle und die Unterstützung des Vorgesetzten, der Einfluss der Arbeitszufriedenheit, der affektive Einsatz und die Umsatz Absichten. Es wurde festgestellt, dass Job Ressourcen den Beruf-Familien-Konflikt ebenfalls beeinflussen. Die Ergebnisse zeigen, dass der Beruf-Familien-Konflikt die Beziehung zwischen Arbeitsanforderungen und Arbeitszufriedenheit, affektivem Einsatz und Umsatz Intentionen vermitteln. Die Studie liefert neben einem theoretischen Beitrag auch eine praktische Anleitung für Organisationen, indem sie aufzeigt dass Job Kontrolle und die Unterstützung durch den Vorgesetzten genutzt werden können um den negativen Effekten des Arbeits-Familien-Konfliktes entgegenzuwirken.

Stichwörter: Beruf-Familien-Konflikt, Job Demands-Resources-Modell, Arbeitszufriedenheit, Affektiver Einsatz, Umsatz

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Spanish Abstract*

Using the Job Demands-Resources Model to Study Work-Family Conflict in Women

Usando el Modelo de Empleo Demandas-Recursos para Estudiar los Conflictos Trabajo-Familia en las Mujeres

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Resumen

El presente estudio utiliza el modelo de empleo Demandas-Recursos para estudiar el conflicto trabajo-familia. Los datos fueron recolectados a través de una encuesta on-line de 662 mujeres que trabajan en diversas industrias. Los resultados apoyan la existencia de un doble proceso mediante el cual las demandas del trabajo afectan al conflicto trabajo-familia y a los recursos de empleo. En concreto, el control en el trabajo y el apoyo del supervisor impactan en la satisfacción laboral, en el compromiso afectivo y en las intenciones de rotación. Igualmente, se encontró que los recursos del trabajo impactan directamente en el conflicto trabajo-familia. Los resultados indican que la díada trabajo-familia media en las relaciones entre las demandas del trabajo y la satisfacción laboral, el compromiso afectivo y las intenciones de rotación. Además de su contribución teórica, el estudio también proporciona una guía práctica para las organizaciones, demostrando que el control sobre el trabajo y el apoyo del supervisor puede ser utilizado para mitigar los efectos negativos del conflicto trabajo-familia.

Palabras clave: conflicto trabajo-familia, modelo de empleo demandas-recursos, satisfacción laboral, compromiso afectivo, rotación

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Arabic Abstract*

Using the Job Demands-Resources Model to Study Work-Family Conflict in Women

استخدام نموذج متطلبات العمل – الموارد العمل عند النساء-لدراسة صراع الأسرة

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ملخص

تستخدم هذه الدراسة نموذج متطلبات العمل, الموارد لدراسة نزاع أولويات العائلية, العمل حيث تم استخدام استبيان الكتروني لجمع معلومات من ستمائة و أثنان و ستون امرأة تعمل في صناعات مختلفة حيث أظهرت النتائج وجود عملية مزدوجة تتأثر من خلالها العائلة و موارد العمل و العمل تبعا لمتطلبات العمل. بشكل خاص السيطرة على العمل و دعم المشرفين و الرضى الوظيفي و الالتزام المؤثر و نوايا ترك العمل, موارد العمل تؤثر بشكل مباشر على الصراع / النزاع ما بين أولويات العائلية حيث أظهرت النتائج أن تزام أولويات العمل و العائلة تتوسط العلاقة بين متطلبات العمل و الرضا الوظيفي و الالتزام المؤثر و نوايا ترك العمل. بالاضافة هنالك اسهام نظري لهذه الورقة حيث توفر العلاقة نصائح عملية للمنظمات لاستخدام السيطرة على العمل و دعم المشرفين لتخفيف الاثار السلبية للنزاع بين أولويات العمل و العائلة.

الكلمات الدالة: النزاع بين اولويات العمل و العائلة, نموذج متطلبات العمل و موارد العمل, الرضا الوظيفي, الالتزام المؤثر, معدل دوران العمل.

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Italian Abstract*

Using the Job Demands-Resources Model to Study Work-Family Conflict in Women

Utilizzo il modello dei carichi lavorativi e risorse per studiare il conflitto lavoro-famiglia delle donne

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Abstract

Questo studio utilizza il modello carichi di lavoro-risorse per analizzare il conflitto lavoro-famiglia. I dati sono stati raccolti utilizzando un sondaggio on-line di 662 donne che lavorano in vari settori. I risultati danno valore alla presenza di un processo di doppia natura in cui i carichi di lavoro hanno un impatto sul conflitto lavoro-famiglia e le risorse lavorative; in modo più specifico: percezione di controllo sul proprio lavoro e supporto del supervisore, attaccamento al lavoro e intenzione di cambiare lavoro. Pure le risorse lavorative sono state identificate dalle studio come aventi un impatto diretto sul conflitto lavoro famiglia. In aggiunta ai contributi teorici, lo studio fornisce anche una guida pratica alle aziende mostrando che il controllo percepito sul lavoro e il supporto del supervisore possono essere utilizzati per mitigare il conflitto lavoro famiglia.

Keywords: conflitto lavoro famiglia, modello carichi di lavoro - risorse, soddisfazione lavorativa, attaccamento al lavoro, cambio di lavoro

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