

IMPACT OF WORK-FAMILY CONFLICT ON JOB PERFORMANCE OF NURSES WORKING FOR HOPITALS IN HO CHI MINH CITY

Nguyen Minh Ha¹, Nguyen Thai An²

^{1,2}Ho Chi Minh City Open University

Email: ha.nm@ou.edu.vn

(Received: 26/10/2015; Revised: 09/11/2015; Accepted: 07/12/2015)

ABSTRACT

The purpose of this study is to analyze the impact of Work-Family Conflict on job performance of nurses working for hospitals in Ho Chi Minh City (HCMC). The study conducts survey with 221 nurses working for hospitals in HCMC by questionnaires. The data was analyzed by techniques: Descriptive statistics, Exploratory Factor Analysis (EFA) and regression analysis. The findings indicate that four factors driving job performance (from strongest to weakest) are Strain-based Family Interference with Work (SFIW), Strain-based Work Interference with Family (SWIF), Time-based Work Interference with Family (TWIF), Time-based Family Interference with Work (TFIW).

Keywords: Work Family Conflict, Job Performance, Nurses.

1. Introduction

In an increasing condition of the fact that both husbands and wives of households are busy with their job, the employees must simultaneously perform roles and duties to their work and family. With responsibility for multiple roles, the inter-conflict may occur when the demands regarding work and family are not compatible (Boyar, Maertz, & Pearson, 2005). The job performance is one of the direct consequences of work-family conflict surveyed by some researchers such as Aryee (1992); Frone, Yardley and Markel (1997); Karatepe and Sokmen (2006); Netemeyer, Maxham, and Pullig (2005).

In the study of Hanif and Naqvi (2014) applied for the nursing staff in the Health Sector of Pakistan, the work-family conflict between the nurses occurred because nursing

profession requires the nurses to be ready in hospitals in case the patient is in a critical condition. According to Wang and Tsai (2014), the work-family conflict is an important and remarkable issue for nursing staff.

Studying the effect of the work-family conflict on Job performance of nurses working for hospitals in Ho Chi Minh City will provide the hospital's administrators with a viewpoint towards job performance through the work-family conflict. The measure for work-family conflict, therefore, is pointed out to reduce conflict and to increase the job performance of employees.

The rest of this paper are section 2 of literature review and suggested research model, section 3 of methodology and research data, section 4 of research result and section 5 of Conclusion and managerial implications.

2. Literature review and suggested research model

2.1. Work-Family Conflict

According to Kahn et al. (1964), role conflicts occur when there are two or more types of pressure simultaneously which are difficult to fulfill both roles in stimulation (quoted in Greenhaus & Beutell, 1985). Inter-role conflict is a type of role conflict in which the contrarious pressures is arisen from participation in a different role (Greenhaus & Beutell, 1985).

Greenhaus and Beutell (1985) has defined that the work-family conflict (WFC) is a form of inter-role conflict in which the pressures in work and family does not match each other in some aspects. Specifically, participating in work will cause difficulties for the participation in family and in return. Also, Greenhaus and Beutell (1985) mentions three major forms of work-family conflict: time-based conflict, strain-based conflict and behavior-based conflict. And according to Greenhaus, Tammy, and Spector (2006), the work-family conflict is maintained when the expectations regarding a certain role does not correspond to the requirements of the different roles and reduce efficiency in that role.

In summary, the work-family conflict is a form of inter-role conflict in which the pressures in work and family does not match each other in some aspects. The work-family conflict is maintained when the expectations regarding a certain role does not correspond to the requirements of the different roles and reduce efficiency in that role.

Two directions of Work - Family Conflict

Foley, Hang-Yue, and Lui (2005) has distinguished the work-family conflict in two types depending on: work and family as the source of the conflict. There are two conflict ways between work and family is Work Interference with Family (WIF) and Family Interference with Work (FIW) (Boyar et al, 2008; Netemeyer et al., 1996; Carlson,

Kacmar & Williams, 2000). Work Interference with Family (WIF) refers to a type of inter-role conflict in which the general needs of the time and strain are founded by work interfering in the implementation of the responsibilities to Family. Family Interference with Work (FIW) refers to a type of inter-role conflict in which the general needs of the time and strain are founded by family interfering in the implementation of the responsibilities to work (Netemeyer et al., 1996).

Some researches show that work and family are not two separate domains but have a relationship of interdependence. Family life is affected by the work and in return (Trachtenberg, Anderson, & Sabatelli, 2009; Namasivayam & Zhao, 2007). For example, the nursing staff has to work extra hours during the week. It will shorten their time and effort to help their children with homework. That is Work Interference with Family (WIF). If the staff members do not complete their work because of caring for their children, it is Family Interference with Work (FIW).

According to Aryee et al. (1999), for understanding of work-family conflict, both the direction of work-family conflict (FIW and WIF) should be considered.

Three forms of Work-Family Conflict

Greenhaus and Beutell (1985) identified three forms of work-family conflict is a time-based conflict, strain-based conflict, and behavior-based conflict. The authors believe that any feature of role affecting the time, strain or behavior of a person can lead to an increase in conflicts and pressure between the roles as the work or family hold a central role in his concept.

Time-based conflict: Duration of a person to fulfill his role will interface to perform another roles, time pressure of this role will not assure for other roles. Time-based conflict occurs when the amount of time for many roles beyond the capacity of individuals to be able to complete all of the

roles in work and family.

Strain-based conflict: mentions to the feeling of strain in a role will make inhibitory activity in other roles (Greenhaus & Beutell, 1985).

Behavior-based conflict occurs when some types of behavior developed for a role (such as work) is not suitable for other roles such as

family (Greenhaus & Beutell, 1985). Behavior-based conflict occurs when the individual style might not satisfy his family's wishes.

When the two directions and three forms of work-family conflict are combined, there will be six dimensions of the work-family conflict (Gutek et al., 1991; Carlson et al., 2000) presented in Table 1.

Table 1. Dimensions of the work-family conflict

		Directions of Work-Family Conflict	
		Work Interference with Family	Family Interference with Work
Forms of Work-Family Conflict	Time	Time-based Work Interference with Family	Time-based Family Interference with Work
	Strain	Strain-based Work Interference with Family	Strain-based Family Interference with Work
	Behavior	Behavior-based Work Interference with Family	Behavior-based Family Interference with Work

Source: Carson et al., 2000.

2.2. Job performance

Job performance is understood to include the behavior of a person in their work related to the organization's objectives (Campbell, McHenry, & Wise, 1990). There is a viewpoint to show that the assessment of job performance should focus on working behavior rather than working efficiency (Murphy, 1989). If we focus on results, it would lead that the employees might find the easiest way to achieve that result but potentially damaging other important objectives of the organization when any other critical behavior could not be fully filled. Campbell et al. (1993) believe that job performance is not the consequence of the act, but it is the behavior itself. In summary, job performance includes acts which employee actually performs and can be observed.

2.3. Work-Family Conflict and Job Performance

Recent studies show that work - family conflict may result in psychological strain and

decreasing job satisfaction, reducing commitment to the organization, and raising the idea of work change (Adams, King, & King, 1996; Aryee, Luk, & Stone, 1998; Boles, Howard, & Donofrio, 2001; Netemeyer et al., 1996). And, many studies have also found a remarkable relationship between work-family conflict and job performance. According to Karatepe and Bekteshi (2008), spending time more than estimation for work or family for performance of role as desired or necessary also reduces the job performance and creates a negative impact on life satisfaction. Frone et al. (1997) also stated that work-family conflict reduces the job performance. The study of Karatepe and Kilic (2007) surveyed with the hotel staff in Turkey also illustrates that work-family conflict negatively affects job performance. In their research, Ashfaq et al. (2013) also showed that job performance is affected by work-life conflict and work overload in the developing countries. Yavas, Babakus, and Karatepe (2008) believe that

three possible consequences of work-family conflict which might be occurred are exhaustion, defective job performance and high demand in job change.

In many previous researches studying of work-family conflict, the authors only focused on two forms of conflict were time and strain but less evaluation of conflict aspects based on behavior. They argued that research results based on behavioral aspects provide less empirical evidence (Rotondo, Carlson, & Kincaid, 2003; Carlson et al., 2000; Netemeyer et al., 1996).

Family Interference with Work and Job Performance

In their research, Boyar et al. (2003) concluded that children, the elder and family members have the right for good care. Satisfying their needs may affect work and diminish job performance of employees. As a result, it creates a conflict between roles (Family Interference with Work). It occurs because the time and people energy are limited. When they spend time and energy for family, their work will not be optimal.

In Research of Wang and Tsai (2014), the authors had applied for nursing staff working for 5 Taiwan hospitals. The result shows that Family Interference with Work (FIW) negatively and remarkably affects their job performance.

From above theoretical basic and conclusion in combination with the job's nature of nursing staff with working overtime, high pressure and strain, two hypotheses are given as follows:

Hypothesis H1: Time-based Family Interference with Work (TFIW) has negative impact on job performance of nursing staff working for hospitals in Ho Chi Minh City.

Hypothesis H2: Strain-based Family Interference with Work (SFIW) has negative impact on job performance of nursing staff working for hospitals in Ho Chi Minh City.

Work Interference with Family and Job

performance

Work Interference with Family (WIF) occurs when the high needs in works have to be full filled leading difficulties in performance of family role (Netemeyer et al., 1996). Employees who do not have sufficient time for family because of work will have feeling guilty leading strain, depression, anger and defective health (Allen et al., 2000). From that, it will defect to job performance.

According to Choi and Kim (2012), Work Interference with Family (WIF) will defect to job performance of employee. In the study of Hanif and Naqvi (2014) surveyed nursing staff working in the Health sector of Pakistan, work-family conflict occurs to nursing staff because the nature of this profession requires the employee to be ready in hospitals in case of the patient in critical condition.

From above theoretical basic and conclusion in combination with job's nature of nursing staff with working overtime, high pressure and strain, two hypotheses are suggested asfollowing:

Hypothesis H3: Time-based Work Interference with Family (TWIF) has negative impact on job performance of nursing staff working for hospitals in Ho Chi Minh City.

Hypothesis H4: Strain-based Work Interference with Family (SWIF) has negative impact on job performance of nursing staff working for hospitals in Ho Chi Minh City.

2.4. Suggested Research Model

From above research results, it is shown that work-family conflict affects job performance. However, this margin and impact level of work-family conflict on job performance are difference because of work nature or different culture of each country. Based on the theoretical basic and previous researches, the factor of work - family conflict mentioned in this Research will be applied to model of research with two groups: Family Interference with Work and Work Interference with Family.

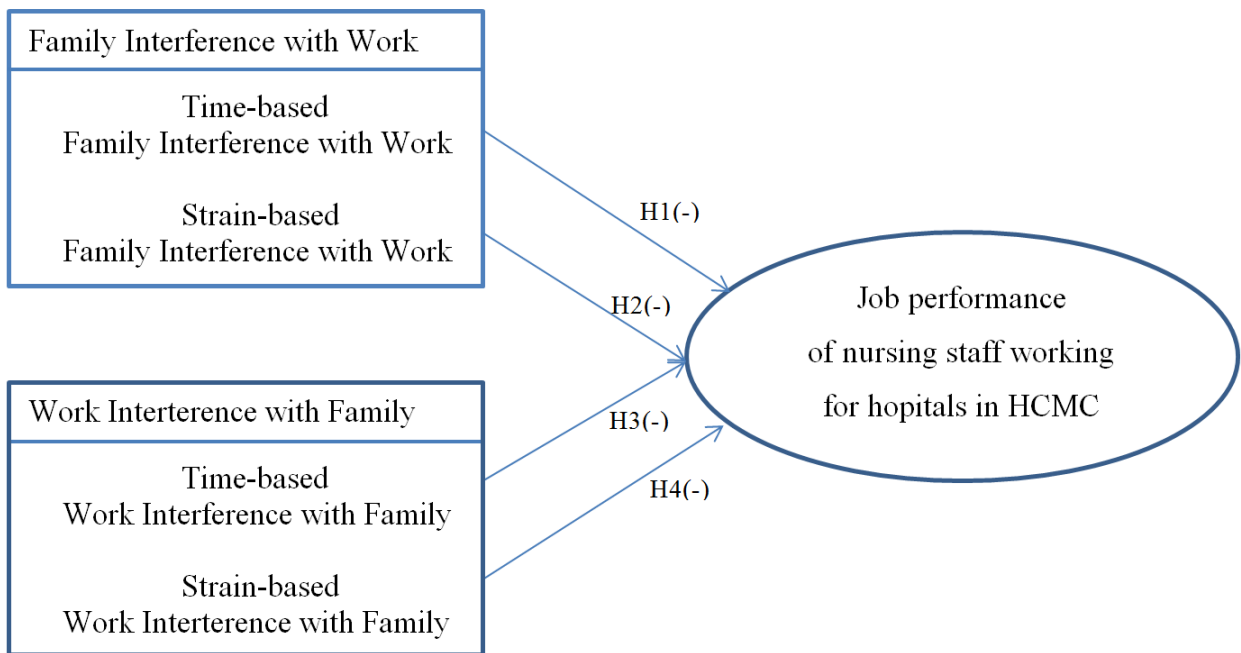


Figure 1. Suggested Research model

3. Methodology and research data

Qualitative and quantitative methods were used in this research. Based on the scale of Carsol et al. (2000), O'Driscoll, Ilgen and Hildreth (1992), Kopelman, Greenhaus and Connolly (1983), the scale independent variables were adjusted including 4 factors: Time-based Family Interference with Work (TFIW), Strain-based Family Interference with Work (SFIW), Time-based Work Interference with Family (TWIF) and Strain-based Work Interference with Family (SWIF) with total 25 observed variables. The scale of job performance was developed based on the scale of Yang and Hwang (2014), Rego and Cunha (2008). After combining with qualitative research results, the scale had been updated in consists of 12 observed variables.

Research data is from conducting the survey of nurses working for hospitals in Ho Chi Minh City. 300 questionnaires were delivered, 228 questionnaires were re-collected including 221 valid answers which is encoded and proceed for analysis making up 73.7%.

4. Research results

Descriptive statistics of sample: For the gender, the sample is 24.4% for male and 75.6% for female. For working experience, the nursing staff less than 5 experienced years makes up 53.8%, 29.5% for employee with experience from 3-5 years and 16.7% for employees with experience less than 2 years. For age, most of the research subject are from 31-40 years old making up 40.3%, 27.6% for age level from 26-30, 25.8% for employees less than 25 years old and 6.3% for age of 40 onward. For marital status, there are 92 single (41.6%), 129 married people (58.4%). For number of children in a family, there are 48% non-kid employees, 46.1% of employees having 1-2 kids and 5.9% employees having more than 3 kids. There are 99 employees living with their parent (including parent in law) with 44.8% and 122 employees staying separately with 55.2%. For educational level, there are 67 employees graduating from university with 30.3%, 33 employees from colleges with 14.9% and at least 2 employees from post-graduate with 0.9%. There are 160 people working for state hospital in Ho Chi Minh City with 72.4% and another 61 people working for private hospitals in Ho Chi Minh

City with 27.6%. For income, the people having income from 5-10 million VND is 61.5%, meanwhile there are 26.7% for employees having income less than 5-10 million VND and 1.4% of employees having income more than 15 million VND.

4.1. Reliability

After elimination of observed variables having total correlation coefficient less than 0.3, all 4 factors in scale have high confidence. All Cronbach's Alpha coefficient which is higher 0.8.

Table 2. Scale reliability

Component			Number of variables		Cronbach's Alpha	Minimum corrected item – total correlation
			Before	After		
Independent variables	TFIW	Time-based Family Interference with Work	6	5	0.888	.633
	SFIW	Strain-based Family Interference with Work	8	6	0.871	.598
	TWIF	Time-based Work Interference with Family	6	6	0.893	.629
	SWIF	Strain-based Work Interference with Family	5	5	0.850	.536
Dependent variables	JP	Job performance of nursing staff working for hospitals in HCMC	12	8	0.894	.564

4.2. Explanatory Factor Analysis (EFA)

Based on the scale reliability result, there

are 22 observed variables of independent variables are applied into EFA.

Table 3. Rotated Component Matrix

	Component			
	1	2	3	4
TWIF2	.833			
TWIF5	.820			
TWIF6	.817			
TWIF4	.786			
TWIF3	.778			
TWIF1	.717			
SFIW6		.834		
SFIW7		.804		
SFIW8		.792		

	Component			
	1	2	3	4
SFIW4		.755		
SFIW2		.713		
SFIW1		.703		
TFIW6			.897	
TFIW5			.826	
TFIW1			.818	
TFIW3			.792	
TFIW2			.719	
SWIF5				.861
SWIF2				.844
SWIF4				.835
SWIF3				.694
SWIF1				.679

Based on the EFA result, there are 4 factors is shown as table 3. All demand factors are higher than 0.5, $KMO = 0.834 > 0.5$, $Sig. = 0.000 < 0.05$, Eigenvalues > 1 and total variance of 65.473%.

Table 4. The result of EFA

		Number of variables	Cronbach's Alpha	Eigenvalues	% of Variance
TFIW	Time-based Family Interference with Work	5	0.888	5.865	26.660
SFIW	Strain-based Family Interference with Work	6	0.871	3.385	15.385
TWIF	Time-based Work Interference with Family	6	0.893	2.889	13.131
SWIF	Strain-based Work Interference with Family	5	0.850	2.265	10.297
KMO			0,834		
Sig.			0,000		

4.3. Regression analysis

Result in Table 5 shows that adjusted R Square is 0.561. It means that this model is able to correspond to 56.1% of dependent variables' change. In other words, 56.1% of job performance variance of nurses working

for hospitals in Ho Chi Minh City is explained by independent variables in this model. The test result of suitability of this model shows the F value is 71,332 with significance level is 0.000. Therefore the regression model is considered to correspond to overall. VIF

coefficients of the variables is small so the multi-collinearity between the independent

variables in the models are small and do not affect the regression results.

Table 5. Regression Results

		Standardized Beta	T value	Sig	VIF
TFIW	Time-based	-.229	-4.700	.000	1.188
	Family Interference with Work				
SFIW	Strain-based	-.385	-8.182	.000	1.109
	Family Interference with Work				
TWIF	Time-based	-.279	-5.787	.000	1.163
	Work Interference with Family				
SWIF	Strain-based	-.306	-6.631	.000	1.068
	Work Interference with Family				
R Square			.569		
Adjusted R Square			.561		
Sig in Anova			0,000		
F value in Anova			71.332		

4.4. Result discussion

As in the regression analysis result, all four factors (Time-based Family Interference with Work, Strain-based Family Interference with Work, Time-based Work Interference with Family and Strain-based Work Interference with Family) have their significances in statistics. The standardized beta coefficient of factors in turn is -0.229, -0.385, -0.279, -0.306. Gained regression equation of Work Family Conflict factors affecting the efficiency of nurse working in HCM City's hospitals is

$$JP = -0.229 * TFIW - 0.385 * SFIW - 0.279 * TWIF - 0.306 * SWIF$$

The impact level of independent variables on dependent variables presents by standardized beta coefficient. According to the above equation, Strain - based Family Interference with Work (SFIW) brings the strongest impact on job performance of nurses working in Ho Chi Minh City's hospitals with standardized beta coefficient of -0.385, the next is Strain-based Work Interference with

Family (SWIF) with standardized beta coefficient of -0.306. The following is Time-based Work Interference with Family (TWIF) with standardized beta coefficient of -0.279; the last is Time-based Family Interference with Work (TFIW) with standardized beta coefficient of -0.229.

Based on the regression results, the result discussion is given as below

Family Interference with Work

The regression analysis result shows the result supporting for hypotheses H1 and H2. The standardized beta coefficient of TFIW factor is -0.229 with the significant level of

0.000 meaning that when Time-based Family Interference with Work increases and other factors do not change, this will reduce job performance of nursing staff working for hospitals in HCMC. Familiarly, the standardized beta coefficient of SFIW is -0.385; it means that when Strain-based Family Interference with Work increases and other factors do not change, the Job Performance of nursing staff working for hospitals in HCMC

will reduce. This results is suitable with the original hypothesis and the research result of Frone, Yardley and Markel (1997); Lim, Song and Choi (2012); Wang and Tsai (2014) when asserting that Family Interference with Work has negative impact on Job Performance of employees.

For Asian people in general and Vietnamese people in particular, the connection among family members is very important. The majority of the Vietnamese people appreciate the family values highly, they consider the respect with parents, and care for their children is their duty and Vietnamese ethical standard. Nowadays, some basic family culture values change but family has been considering as growth motivation of society. Family lifestyle has been keeping and developing: parents spend time on caring and educating their children, children respects their grandparents, parents, etc. Therefore, Vietnamese people will never reduce time for family. Beside of being nurses in hospital, the other roles that nurses must undertake are the role with family. Children must take care of their old parents; wife (husband) must take care of husband (wife); mother (father) must take care for her/his child. Every day, they have to pick their children up, care for old parent, clean their house, prepare for a warm family meal ... This can reduce the time that they can spend for their work leading to the decrease of job performance. Moreover, when anything goes wrong with their family such as their family members do not get along with each other or get troubles in life, they will be in a stressful situation and they always think about their family issues; hence they cannot implement their jobs with their optimal job performance.

Work Interference with Family

The regression analysis result shows the result supporting for hypotheses H3 and H4. The standardized beta coefficient of TWIF factor is -0.209 with the significant level of 0.000

meaning that when Time-based Family Interference with Work increases and other factors do not change, this will reduce job performance of nursing staff working in HCM's hospitals. Familiarly, the standardized beta coefficient of SFIW is -0.306; it means that when Strain-based Family Interference with Work increases and other factors do not change, the job performance of nursing staff working for hospitals in HCMC will reduce. This result is suitable with the original hypothesis of research and the research result of Choi and Kim (2012) when showing the increase of Work Interference with Family can reduce employee's Job Performance.

Currently, there are several work issues creating tension for nursing employees. For example, they have to work regularly in environment containing harmful croorganism, noise and high pressure from hospital leaders, patients and family members of patients. For patient with severe diseases, nursing employees have to contact with disease body, whine, blame, secretion, blood, bacteria and harmful virus whereas in the leading HCM's hospitals like Tu Du Hospital and Cho Ray Hospital, the high work pressure is due to the urgent and constant requirement of work. Nurses have to check patient situation regularly and work overtime ... Because of career's characteristics; nurses cannot fulfill their role with family. For instance, even in Tet - Vietnamese traditional holiday and other vacations, nurses must go to hospital for caring patients because the number of emergency cases increases sharply in these times. Therefore, they have only a few chances to get together g or travel with their families. Sometimes, they have to rush back to hospital to deal with urgent cases despite their vacations. In case their family members get sick, nursing employees cannot be at home, they must take care of patients in hospital as usual. It can be seen that tension and the amount of time for working prevent

nurses from carrying out their roles with their families. This leads to bad mood in working, lack of concentration, decrease of interest and enthusiasm in work. And it also affects the health and job performance of the nursing staff.

5. Conclusion and managerial implications

Conclusion

The proposed research model includes 4 factors affecting to job performance of nursing staff working for hospitals in HCMC: Time-based Work Interference with Family, Strain-based Family Interference with Work, Time-based Work Interference with Family and Strain-based Work Interference with Family. The independent variables of model are measured with 25 observed variables. After assessing the reliability of scale and implement exploratory factor analysis for observed variables measuring factors affecting to Job Performance of nurse in HCM's hospitals, we gain 22 suitable observed variables and these variables will be divided into 4 factor groups at the beginning plan.

The regression analysis result shows that all 4 factors of work-family conflict bring negative impact on Job Performance of the nursing employees working in HCM City's hospitals. The main factor is Strain-based Family Interference with Work, next is Strain-based Work Interference with Family, following is Time-based Work Interference with Family and the last is Time-based Family Interference with Work.

Managerial implications

Based on finding results, some managerial implications are suggested as follows.

Administrators need to give tasks that suit the real ability of each nurse in order to reduce nurse's tension at work. Administrators should describe detailed work plan for each position such as consultant, receptionist, supporter, employees in X-ray room and lab...A clear and particular work

design table is necessary for ensuring that nurses have a clear idea of what they need to do, can do and the way to carry out. Hence, it helps nurses reduce job tension, reduce time, power and finish their works fast and accurately.

Administrators should design training programs to enhance knowledge and professional skill that suit the ability and capacity of nurses once/year or depending on the hospital condition. Moreover, they can organize training program about time management for nurses to help nurses use and manage time effectively to enhance productivity in both work and family role. Meanwhile, Administrators should provide training programs about how to balance family responsibility and work responsibility to help nurses know the way to arrange their house chores, share work with husband/ wife/ children/ relatives as well as identify the border of work and family for not letting job issues into family and vice versa.

Administrators should provide power source for nurses, encourage and support for colleagues and superiority to fulfill work. At the same time, the support of supervisors and other departments is needed to orient nurses in doing their job well and to deal with complex work to reduce tensions for employees.

Administrators should fulfill work procedure to help nurses finish their jobs well and have rest time to reduce tensions. They should have appropriate HR policy for ensuring the rest time in week, month for nurses in order that they can spend time with family and carry out their roles in family.

It necessary to provide reward policies that suit the level of task performance, design efficient and accurate programs for employees' assessment, and design reward mechanism that matches the position and capacity of each employee.

It is also advisable to build a friendly working environment because a good

environment will prevent nurses from unnecessary tensions and conflicts and enhance the support among nurses to reduce tension at work.

Activities for employees' family members to join in such as travelling, camping, year-end party, family holiday give a chance to employees to join in activities of their family and hospitals. Attention should be paid to the birthday of employees and their parents, children (International Children's Day, mid - autumn festival... for employee's children).

Team-building activities for employees

such as football, badminton, swimming competition are also needed to improve employee's health, and this is a solution to reduce employee's tension in work and family.

Administrators can coordinate to build daycare centers near hospitals or coordinate with daycare centers near hospitals to improve the facility, support the food cost for children, support healthy issues...for reducing the tension of employees in performing their duty as a father/ mother in sending and collecting their children to and from school, and taking care of their children.

REFERENCES

- Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of applied psychology*, 81(4), 411.
- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of occupational health psychology*, 5(2), 278.
- Aryee, S. (1992). Antecedents and outcomes of work-family conflict among married professional women: Evidence from Singapore. *Human relations*, 45(8), 813-837.
- Aryee, S., Luk, V., & Stone, R. (1998). Family-responsive variables and retention-relevant outcomes among employed parents. *Human Relations*, 51(1), 73-87.
- Aryee, S., Luk, V., Leung, A., & Lo, S. (1999). Role Stressors, interrole conflict, and well-being: The Moderating influence of spousal support and coping behaviors among employed parents in Hong Kong. *Journal of Vocational Behavior*, 54(2), 259-278.
- Ashfaq, S., Mahmood, Z., & Ahmad, M. (2013). Impact of Work-Life Conflict and Work over Load on Employee Performance in Banking Sector of Pakistan. *Middle-East Journal of Scientific Research*, 14(5), 688-695.
- Boles, J. S., Howard, W. G., & Donofrio, H. H. (2001). An investigation into the inter-relationships of work-family conflict, family-work conflict and work satisfaction. *Journal of Managerial Issues*, 376-390.
- Boyar, S. L., Maertz Jr, C. P., Mosley Jr, D. C., & Carr, J. C. (2008). The impact of work/family demand on work-family conflict. *Journal of Managerial Psychology*, 23(3), 215-235.
- Boyar, S. L., Maertz Jr, C. P., Pearson, A. W., & Keough, S. (2003). Work-family conflict: A model of linkages between work and family domain variables and turnover intentions. *Journal of managerial Issues*, 175-190.

- Boyar, S. L., Maertz, C. P., & Pearson, A. W. (2005). The effects of work–family conflict and family–work conflict on nonattendance behaviors. *Journal of business Research*, 58(7), 919-925.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. *Personnel selection in organizations*, 3570.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990). Modeling job performance in a population of jobs. *Personnel Psychology*, 43(2), 313-575.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work–family conflict. *Journal of Vocational behavior*, 56(2), 249-276.
- Choi, H. J., & Kim, Y. T. (2012). Work-family conflict, work-family facilitation, and job outcomes in the Korean hotel industry. *International Journal of Contemporary Hospitality Management*, 24(7), 1011-1028.
- Foley, S., Hang-Yue, N., & Lui, S. (2005). The effects of work stressors, perceived organizational support, and gender on work-family conflict in Hong Kong. *Asia Pacific Journal of Management*, 22(3), 237-256.
- Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work–family interface. *Journal of vocational behavior*, 50(2), 145-167.
- Greenhaus, H.J., Tammy, D.A., & Spector, P.E. (2006). Health consequences of work-family: the dark side of the work-family interface. *Research in Occupational Stress and Well-Being*, 5, 61-98.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.
- Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of applied psychology*, 76(4), 560.
- Hanif, F., & Naqvi, S. R. (2014). Analysis of Work Family Conflict in View of Nurses, in Health Sector of Pakistan. *International Journal of Gender and Women's Studies*, 2(4), 103-116.
- Kahn, R. L., Wolfe, D. M., Quinn, R., Snoek, J. D., & Rosenthal, R. A. (1964). *Organization stress. Studies in Role Conflict and Ambiguity*, Wiley, New York.
- Karatepe, O. M., & Bekteshi, L. (2008). Antecedents and outcomes of work–family facilitation and family–work facilitation among frontline hotel employees. *International Journal of Hospitality Management*, 27(4), 517-528.
- Karatepe, O. M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the work–family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28(1), 238-252.
- Karatepe, O. M., & Sokmen, A. (2006). The effects of work role and family role variables on psychological and behavioral outcomes of frontline employees. *Tourism Management*, 27(2), 255-268.

- Kopelman, R. E., Greenhaus, J. H., & Connolly, T. F. (1983). A model of work, family, and interrole conflict: A construct validation study. *Organizational behavior and human performance*, 32(2), 198-215.
- Murphy, K. R. (1989). Is the relationship between cognitive ability and job performance stable over time?. *Human Performance*, 2(3), 183-200.
- Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work–family conflict and job satisfaction among hospitality employees in India. *Tourism Management*, 28(5), 1212-1223.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of applied psychology*, 81(4), 400.
- Netemeyer, R. G., Maxham, J. G. & Pullig, C. (2005). Conflicts in the work-family interface: Links to job stress, customer service, employee performance, and customer purchase intent. *Journal of Marketing*, 69, 130-143.
- O'Driscoll, M. P., Ilgen, D. R., & Hildreth, K. (1992). Time devoted to job and off-job activities, interrole conflict, and affective experiences. *Journal of applied psychology*, 77(3), 272.
- Rego, A., & e Cunha, M. P. (2008). Authentizotic climates and employee happiness: Pathways to individual performance?. *Journal of Business Research*, 61(7), 739-752.
- Rotondo, D. M., Carlson, D. S., & Kincaid, J. F. (2003). Coping with multiple dimensions of work-family conflict. *Personnel Review*, 32(3), 275-296.
- Trachtenberg, J. V., Anderson, S. A., & Sabatelli, R. M. (2009). Work-home conflict and domestic violence: A test of a conceptual Model. *Journal of family violence*, 24(7), 471-483.
- Wang, M. L., & Tsai, L. J. (2014). Work–Family Conflict and Job Performance in Nurses: The Moderating Effects of Social Support. *Journal of Nursing Research*, 22(3), 200-207.
- Yang, C. L., & Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, 8(1), 6-26.
- Yavas, U., Babakus, E., & Karatepe, O. M. (2008). Attitudinal and behavioral consequences of work-family conflict and family-work conflict: does gender matter?. *International Journal of Service Industry Management*, 19(1), 7-31.