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Family-supportive Organisational Perception: A Prediction of Life Satisfaction among Lagos State Employees

Olabimitan Benjamin Adegboyega [*]

Introduction

The quest for productivity is a major concern of modern economies, particularly in the light of the challenges brought about by the financial crisis. In this sense, employers who overlook the role of employees in dealing with this all-important aspect risk losing out in terms of competitiveness, since only satisfied workers can be productive. Over the years, extensive changes have occurred in employees' work and family domains, such as an increasing share of families supported by dual incomes, multiple family care responsibilities, a growing number of single parents in the workplace, and greater gender integration into organisations.[1] This situation has made it necessary to investigate the interplay between work and family and how this could be positively affected by the relationship between family-supportive organisational perceptions and employees life satisfaction. Worldwide, recent issues stemming mainly from demographic changes in the workforce have led to the adoption of organisational policies for work and family—e.g. flexible work schedules and childcare assistance—in an increasing number of

[*] Olabimitan Benjamin Adegboyega is Lecturer II at the Department of Psychology, Faculty of Social Sciences, Lagos State University, Ojo-Lagos, Nigeria.
[1] E. E. Kossek, and S. L. Lambert, *Work-family Scholarship: Voice and Context.*, in E. E. Kossek and S. Lambert (Eds.), *Work and life integration: Organizational, cultural, and individual perspectives.* Mahwah, NJ, Lawrence Erlbaum Associates, 2005. M. B. Neal, and L. B. Hammer, *Working couples caring for children and aging parents: Effects on work and well-being*, Mahwah, NJ: Lawrence Erlbaum Associates, Inc, 2007.

organisations. This has been done in light of a growing commitment of employees to their family responsibilities, and in response by employers to help employees balance work and family demands.[2] Support for these policies has produced higher levels of retention of qualified staff, higher life satisfaction, and increased commitment and reduced turnover intention.[3] Life satisfaction, by and large, refers to the overall assessment—be it positive or negative—of feelings and attitudes about one's life at a particular point in time. It is one of three major indicators of well-being, together with positive effect, and negative effect.[4] Although satisfaction with current life circumstances is often assessed in research studies, Diener, Suh, Lucas, and Smith[5] also include the following under the rubric of life satisfaction: desire to change one's life; satisfaction with past; satisfaction with future; and the views of others about one's life. Related terms in the literature include happiness—sometimes used interchangeably with life satisfaction—quality of life, and subjective or psychological well-being, a broader term than life satisfaction. Life satisfaction is frequently regarded as an outcome or consequence variable in work-family research.[6] Further, it is often classified as a non-work variable, yet having major implications in organisational behaviour and human resource management. Apart from the inherent desirability of life satisfaction, relevant studies have pointed out a close link with work and family variables. The connection between work-family conflict and life satisfaction suggests that organisational interventions aimed at reducing the former—e.g. work-family benefits, flexible scheduling, and supervisory support—may enhance employees life satisfaction. Increased levels of satisfaction may, in turn, cause absenteeism and turnover intention to decrease, while raising work motivation and productivity. Relevant studies have also shown that work-family conflict is one of the

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[2] J. D. Goodstein, *Institutional pressures and strategic responsiveness: Employer involvement in work family issues* in *Academy of Management Journal,* 1994, vol. 37 n. 2, 350-382. P. Osterman, *Work-family Programs and the Employment Relationship,* in *Administrative Science Quarterly,* 1995, n. 40: 681-700.

[3] J. Haar, and C. Spell, *Examining Work-family Conflict within A New Zealand Local Government Organisation* in *The New Zealand Journal of Human Resources Management,* 2001, n. 1, 1-21, 2001.

[4] E. Diener*, Subjective Well-being*, in *Psychological Bulletin,* 1984, n. 95*,* 542-575.

[5] E. Diener, E. M. Suh, R. E. Lucas, H. L. Smith. H.L, *Subjective Well-Being: Three Decades of Progress* in *Psychological Bulletin*, 1999, n. 125, 276-302.

[6] T. D. Allen, D. E. L. Herst, C. S. Bruck, and M. Sutton, *Consequences Associated with Work-to-family Conflict: A Review and Agenda for Future Research*, in *Journal of Occupational Health Psychology,* 2000, n. *5*, 278-308.

main causes of life dissatisfaction experienced by employees. In the UK, a national survey carried out with over 1,540 managers has identified work-family conflict as the second highest stressor affecting physical and mental well-being—thereby having the potential for lower life satisfaction—while longer hours are leading to increased absenteeism, sickness, lower life satisfaction and staff turnover.[7] The reciprocal and likely causal relationship between job satisfaction and life satisfaction points to the need on the part of organisations to take cognisance of the factors that affect them. In effect, a happy worker is a productive worker not only because of job satisfaction[8] but also because he is satisfied with life in general.[9] There is, however, a growing body of literature that questions whether family supportive policies alone facilitate the balancing of work and family commitments.[10] Consequently, critics have argued that devising formal work-family policy is an inadequate condition on which to alleviate work-family conflict.[11] For example, Kossek et al.[12] maintain that there is a difference between the stated policy aim and employee beliefs regarding actual work-family support. Kossek et al.[13] have referred to this as the "underlying message", considering this of relevance in employees' perception of organisational support. Similarly, Haar and Spell[14] and Lambert[15] have focussed on their perception of work-family practices and found these to be useful indicators of job attitudes and experiences with

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[7] L. Worrall, and C. L. Cooper, Quality of Work Life Survey: Managers' Health, Motivation and Productivity. *Chartered Management Survey: London* 2007.

[8] T. A. Judge, C. T. Thoresen, J. E. Bono, G. K. Patton, *The Job Satisfaction-job Performance Relationship: A Qualitative and Quantitative Review Psychological Bulletin*, 2001, n. *127*, 376-407.

[9] T. A. Wright, and R. Cropanzano, *Psychological Well-being and Job Satisfaction as Predictors of Job Performance,* in *Journal of Occupational Health Psychology,* 2000, vol. 5 n. 1, 84-94.

[10] E. E. Kossek, and C. Ozeki, *Bridging the Work-family Policy and Productivity Gap*, in *International Journal of Community, Work, and Family,* 1999, n. 2, 7-32. E. E. Kossek, and C. Ozeki, *Work—family Conflict, Policies, and the Job-life Satisfaction Relationship: A Review and Directions for Organizational Behavior*, Human Resources Research, in *Journal of Applied Psychology,* 1998, n. 83, 139-149. C. A. Thompson, L. L. Beauvais, and K. S. Lyness, *When Work-family Benefits are not Enough: The Influence of Work-family Culture on Benefit Utilization Perceptions, Organizational Attachment, and Work-family Conflict,* in *Journal of Vocational Behavior,* 1999, n. 58, 414-435.

[11] E. E. Kossek, B. A. Lautsch, S. C. Eaton, *Telecommuting, Control and Boundary Management: Correlates of Policy Use and Practice, Job Control, and Work-family Effectiveness,* in *Journal of Vocational Behavior,* 2006, n. 68, 347-367.

[12] E. E. Kossek, B. A. Lautsch, S. C. Eaton, *op. cit.*

[13] Ibid.

[14] J. Haar and C. Spell, *op. cit.*

[15] S. Lambert, *op. cit.*

regard to life satisfaction. Allen[16] has found that family perception of organisational support benefitted availability alone—while having a limited effect on job attitudes—with the global perception employees formed with regard to the workplace environment that was strongly related to employee commitment. Therefore, what may be crucial in balancing work and family conflict and life satisfaction are employees' beliefs as to the perceived organisational climate or "underlying message", regardless of the stated aim of the work-family practice. This aspect is an important one, with Behson[17] that has recently argued that only organisations that spend time and resources to create cultures and management skills that are truly supportive of formal work-family practices would benefit from positive outcomes. Relatively few studies have specifically addressed work-family and gender, and this represents a critical gap in work-family research. Many studies have either been conducted with exclusively female samples[18] or have ignored gender in the analyses.[19] However, a significant number of studies show that significant differences do exist. Duxbury and Higgins[20] have found significant differences between fathers and mothers in predicting the strength of numerous paths under a comprehensive work-family pattern. Ayree[21] has also found relevant differences, maintaining that the role ambiguity seems to intrude more severely from work to family life for men than for women. Scott[22] has reported that men had less difficulty in combining work and family commitments than women. Furthermore, Hammer,

[16] T. Allen, *Family-supportive Work Environments: The Role of Organizational Perceptions,* in *Journal of Vocational Behavior,* 2001, n. 58, 414-435.

[17] S. J. Behson, *Which dominates? The Relative Importance of Work-family Organisational Support and General Organizational Contest in Employee Outcomes*, in *Journal of Vocational Behaviour,* 2002, n. 61*, 53-72*.

[18] E.g. K. H. Bernas, and D. Major, *Contributors to Stress Resistance: Testing a Model of Women's Work-family Conflict,* in *Psychology of Women Quarterly,* 2000, vol. 24 n. 2*, 170-178*.

[19] R. C. Barnett, *Toward a Review and Reconceptualization of the Work/Family Literature*, in *Genetic, Social, and General Psychology Monographs,* 1998, n. 124, 125-182.

[20] L. E., Duxbury, and C. A. Higgins, *Gender Differences in Work-family Conflict,* in *Journal of Applied Psychology,* 1991, n. 76, 60-73.

[21] S. Aryee, *Antecedents and Outcomes of Work-family Conflict among Married Professional Women: Evidence from Singapore*, in *Human Relations,* 1992, n. 45, 813-837.

[22] D. B. Scott, *The Costs and Benefits of Women's Family Ties in Occupational Context: Women in Corporate-government Affair Management*, in *Community, Work and Family,* 2001, vol. *4 n. 1, 5-27*.

Allen, and Grisgby[23] have argued that men report lower levels of work-family conflict—but higher degrees of family involvement—than women. In a similar vein, Hill, Jacob, Shannon, Brennan, Blanchard, and Martinengo[24] have signalled that working fathers are engaged in lower levels of family-work conflict than their female counterparts.

1.   Theoretical Background

The Ecological Systems Theory put forward by Bronfenbrenner[25] posits that the work Microsystem and family Microsystem interact and influence one another through permeable boundaries to create the work-family Mesosystem. This relationship is seen as bidirectional; that is, work affects family and family affects work. The ecological perspective theorises that work, family, and individual characteristics interact in a way that may be facilitative and conflictual at the same time. It also recognises that each pertinent work, family, or individual characteristic may have additive or interactive effects on the work-family Mesosystem. Consistently with Voydanoff's[26] application of the Ecological Systems Theory, work, family, and individual characteristics are seen to have direct effects on the perception of family supportive organisational culture and facilitation of work outcomes, such as life satisfaction. This is the case of social categories such as gender, age, educational qualification, and marital status. Proponents of the *Role Expansion Theory* insist that occupying multiple roles enhances engagement in both work and family life, with some studies that have evidenced a positive impact of multiple roles on self-esteem and life satisfaction among multiple role occupants.[27] An empirical test between the role stress and role expansion theories has

[23] L. B. Hammer, E. Allen, and T. D. Grigsby, *Work-family Conflict in Dual-earner Couples: Within-individual and Crossover Effects of Work and Family*, in *Journal of Vocational Behavior,* 1997, vol. 50, n. 2, 185-203.

[24] J. E. Hill. J. I. Jacob, L. L. Shannon, R. T. Brennan, V. L. Blanchard, and G. Martinengo, *Exploring the Relationship of Workplace Flexibility, Gender, and Life Stage to Family-to-work Conflict, and Stress and Burnout*, in *Community, Work, and Family,* 2003, vol. 11, n. 2, 165-181.

[25] U. Bronfenbrenner, *Ecology of the Family as a Context for Human Development: Research Perspectives*, in *Developmental Psychology*, 1986, n. 22, 723-742.

[26] P. Voydanoff's, Linkages between the Work-family Interface and Work, Family, and Women's Work-family Conflict. *Psychology of Women Quarterly, 2002, vol. 24, n. 2, 170-178*

[27] R. C. Barnett, and J. S. Hyde, *Women, Men, Work, and Family. An Expansionist Theory, American Psychologist,* 2001, n. 56: 781-96.

found greater support for the latter, in such a way that the number of social roles an individual occupies is negatively associated with insomnia and lingering illness.[28] The authors insist that multiple roles may expand individual access to resources, thereby increasing the support in important respects and reducing life dissatisfaction. However, the benefits accrued from multiple roles may be limited, as long as they are not felt as *demands*. Some studies have suggested that the positive effects of multiple roles are greatest when the workload, measured by the number of hours of paid work[29] and responsibility for small children[30] is not excessive. Thus, while multiple roles may be beneficial, if those roles begin to impinge upon each other, then role *overload* and/or role *conflict* are cause of distress, and reduce life satisfaction. In an attempt to verify the relationship between family support perception and life satisfaction, the *Role Stress Theory*, that draws from the classical role theory,[31] states that the experience of ambiguity in role will result in an undesirable state. A central assumption of the role stress theory is that high demand leads to stress, and the stress generated by demand from a number of multiple roles increases the stress with each demanding role one occupies. A variant of the *Role Stress Theory* is the *Scarcity Perspective*, which assumes a finite amount of psychological and physiological resources available to an individual to respond to their role obligations. Multiple roles increase the demand on resources and on individual risks depletion and/or exhaustion of resources. As such, individuals must make trade-offs to reduce *role strain*.[32] Underlying the trading-off of finite resources, particularly in the work-life context, is the notion that work and family roles have distinct responsibilities and obligations in which the satisfaction of those associated with one role entails the sacrifice of another.[33] This leads to a *role conflict*, due to

[28] M. Nordenmark, *Balancing Work and Family Demands: Do Increasing Demands Increase Stress?* in *Scandinavian Journal of Public Health*, 2004, vol. 32, n. 6, 450-455.

[29] S. Aryee, *op. cit.* and A. Scharlach, *Role Strain among Working Parents: Implications for Workplace and Community*, in *Community,* 2001, vol. 4, n. 2, 215-230.

[30] P. Moen, and Y. Yu, *Effective Work/Life Strategies: Working Couples, Work Conditions, Gender, and Life Quality*, in *Social Problems,* 2000, vol. 47, n. 3, 291-326. A. Scharlach, *op. cit.*

[31] R. L. Kahn, D. M. Wolfe, R. P. Quinn, J. D. Snoek, and R. A. Rosenthal, *Organizational stress: Studies in role conflict and ambiguity,* Wiley, New York, 1964.

[32] S. Aryee, E. S. Srinivas, and H. H. Tan, *Rhythms of life: Antecedents and Outcomes of Work-family Balance in Employed Parents*, in *Journal of Applied Psychology,* 2005, n. *90,* 132-146.

[33] S. Zedeck, adn K. L. Mosier, *Work in the Family and Employing Organization*, in *American Psychologist,* 1990, n. *45,* 240–251.

incompatibility between roles,[34] which has been the main subject of much of the *work-life/work-family* literature. Despite acknowledging the fact that the work environment is critical for balancing work and personal life,[35] and because life in Lagos—the commercial nerve centre of Nigeria—is full of stress resulting from long hours spent on the road going and coming from work, with the population density leading to scarcity of limited resources needed for a fulfilled and satisfied life—little empirical research has been directed towards examining employee perceptions regarding the extent to which the work environment is family-supportive in this culture and programmes aimed at reducing work-family induced stress and subsequent life dissatisfaction. It is this observed gap that motivated an interest in this study, which intends to provide answers to some identified employees' problems arising from inter-role conflicts which are a major source of low life satisfaction. In this connection, the following questions are addressed: Why is productivity low in our organisations, particularly public organisations despite awareness of work-family conflict? Why are employees of these organisations experiencing low life satisfaction due to inter-roles conflict? Are there any differences in the perception of organisational social supports in terms of gender?

2. Research Hypothesis

1. There will be a significant positive relationship between family supportive organisational perception and life satisfaction.
2. Gender will significantly influence family-supportive organisational perception.

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[34] J. H. Greenhaus and N. J. Beutell, *Sources of Conflict between Work and Family Roles*, in *Academy of Management Review,* 1985, n. 10, 76-88. R. L. Kahn, D. M. Wolfe, R. P. Quinn, J. D. Snoek, and R. A. Rosenthal, *op. cit.*

[35] D. E. Friedman, and A. A. Johnson, Moving from Programs to Culture Change: The Next Stage for the Corporate Work–family Agenda, in S. Parasuraman and J. H. Greenhaus (Eds.), *Integrating Work and Family: Challenges and Choices for a Changing World* Qurom Books, Westport, CT, 1997. 192-208.

3. Methodology

3.1. Research Design

This study is of a quantitative nature, and involves collecting information in numeric form. In this respect, the study made use of survey research methods to gather the necessary data. The independent variable adopted is family supportive organisational perception, while life satisfaction functions as a dependent variable. Also, variables such as age, sex, educational qualification, tribe, organisational tenure, and status serve as control variables.

3.2. Population / Study Sample and Sample Technique

The target population for this study was mainly composed of public servants at the time in office at the Lagos State Government. Participants consisted of 200 civil servants randomly drawn from ten ministries[36] which are all based in the Alausa Secretariat of the Lagos State Government. The stratified sampling technique was adopted so that all strata of workers would be represented in the study. Alausa was chosen because this is where all ministries are based and employees here cut across the different cadres.

3.3. Measuring Criteria

Family supportive organisation perceptions is measured with 14 items drawing on Allen's[37] family supportive organisational perception, ranging from 1=strongly disagree, to 5=strongly agree. Respondents were asked to reflect on the extent to which each item represented the beliefs or assumptions held by their organisation. Most of the items were worded negatively (e.g. "It is considered taboo to talk about life outside of work"); these negative items were reverse-scored so that a higher score indicated a

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[36] The ministries involved in the study are those of Women Affairs and Poverty Alleviation; Youth, Sport and Social Development; Agriculture and Cooperative; Land and Housing; Budget and Economic Planning; Water Resources; Finance; Local government and Chieftaincy affairs ; Environment; and Education.
[37] T. Allen, *op. cit.*

perception of the organisation as being more family-supportive. This measure has a Cronbach's alpha of .67. Life satisfaction was measured using the 5-item measure by Diener, Emmons, Larsen, and Griffin,[38] also resorting to a 5–point Likert scale. This scale has a Cronbach's alpha of .84 and has been used in a number of organisational work-family studies.[39] Sex, age, ethnicity, religion, education, marital status, organisational tenure, and organisational position were included as control variables because of their potential relationship with the dependent variables.

3.4. Statistics

Hypotheses 1 and 2 were tested using Pearson Product Moment Correlation T-Test for independent groups.

4. Findings

Hypothesis 1 states that there will be a significant positive relationship between the family supportive organisational perception and life satisfaction was tested using Pearson r.

Table No. 1: Summary table of Pearson Product Moment Correlation showing the relationship between the family supportive organisational perception and life satisfaction.

Variable	N	X	SD	R	DF	P
FSOP	200	79.2	6.14	0.18	199	<.05
Life Satisfaction	200	68.7	17.41			

Source: 2011's research data on FSOP and life satisfaction, Alausa-Lagos.

Table No.1 shows that there is a significant positive relationship between

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[38] E. Diener, R. A. Emmons, R. J. Larsen, and S. Griffin, *The Satisfaction with Life Scale*, in *Journal of Personality Assessment*, 1985, n. 49, 71-75.
[39] T. A. Judge, J. W. Boudreau, and R. D. Bretz, *Job and Life Attitudes of Male Executives*, in *Journal of Applied Psychology,* 1994, n. 79, 767-782.

the family supportive organisation perception and life satisfaction among Lagos State civil servants, r = 0.18, df = 199, P <.05. Thus our hypothesis which stated that there would be a significant positive relationship between family supportive organisational perception and life satisfaction was supported by the result.

Hypothesis 2 states that gender will significantly influence family supportive organisational perception was tested using the t-test for independent group. The result is presented in Table No. 2.

Table No. 2—T-test summary table showing the difference between female and male participants on family supportive organisational perception among Lagos state civil servants.

Variable	N	X	SD	DF	DF	P
Male	126	47.84	12.15	199	-13.28	<.05
Female	74	34.67	7.87			

Source: 2011's research data on FSOP and life satisfaction, Alausa-Lagos.

The result in Table No. 2 shows that there is a significant difference between male and female on family supportive organisational perception, t = - 13.28, df = 199, P>.05.
Accordingly, our hypothesis which stated that gender would significantly influence family supportive organisational perception is upheld by an analysis of the results that is provided in Table No. 2.

5. Discussion

This study was conducted to assess the influence of family supportive organisational perception on life satisfaction among Lagos State employees. The results obtained at the end of the study supported the hypotheses put forward. The first hypothesis that there will be a significant positive relationship between the family supportive organisational perception and life satisfaction was upheld by the results. This means that family supportive organisational perception has a significant statistical influence on employees life satisfaction. The results

are consistent with the previous findings. In their investigation, Haar and Spell[40] and Lambert[41] have focussed on the employees' perception of work-family practices and found these to be a useful predictor of job attitudes which are strongly influenced by employees life satisfaction. Allen[42] has found that global perception employees formed had a greater effect on job attitude and employees life satisfaction than benefit availability alone. Worrall and Cooper's[43] studies have identified work family conflict as the major cause of life dissatisfaction among employees. Therefore, what may be crucial in striking a balance between work and family conflicts and life satisfaction are employee beliefs as to the perceived family supportive organisational climate, regardless of the stated aim of the work-family practice. This belief was supported by Behson's[44] assertion that only organisations that spend time and resources to create cultures and management skills that are truly supportive of formal work-family practices would benefit from positive outcomes of family supportive organisational culture. The second hypothesis that gender will significantly influence family supportive organisational perception was also statistically relevant. This means that males and females differ in how they understand organisational family supportive policy. These results are supported by Duxbury and Higgins,[45] Aryee,[46] Scott,[47] Hammer, Allen, and Grisgby,[48] and Hill *et al.*.[49] Duxbury and Higgins[50] have found a significant difference between fathers and mothers in predicting the strength of numerous paths in a comprehensive work-family model, while, Ayree[51] has reported differences between women and men, suggesting that role ambiguity seems to intrude more severely from work to family life for men than for women. Scott[52] has further revealed that men have less difficulty in combining work and family commitments than

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[40] J. Haar and C. Spell, *op. cit.*

[41] S. Lambert, *op. cit.*

[42] T. Allen, *op. cit.*

[43] L. Worrall, and C. L. Cooper, *op. cit.*

[44] S. J. Behson, *op. cit.*

[45] L. E. Duxbury and C. A. Higgins, *op. cit.*

[46] S. Aryee, *op. cit.*

[47] D. B. Scott, *op. cit.*

[48] L. B. Hammer, E. Allen, and T. D. Grigsby, *op. cit.*

[49] J. E. Hill. J. I. Jacob, L. L. Shannon, R. T. Brennan, V. L. Blanchard, and G. Martinengo, *op. cit.*

[50] L. E. Duxbury and C. A. Higgins, *op. cit.*

[51] S. Aryee, *op. cit.*

[52] D. B. Scott, *op. cit.*

women. Furthermore, Hammer, Allen, and Grisgby[53] have pointed out that men report lower levels of work-family conflict but higher degrees of family involvement than women. Similarly, Hill *et al.*[54] have demonstrated that working fathers reported lower levels of work-family conflict than working mothers. This finding is also consistent with Voydanoff's[55] application of the Ecological Systems Theory, according to which family—along with individual characteristics—have direct effects on the perception of family supportive organisation culture and facilitation of work outcomes. Even studies that report positive effects of multiple roles on self-esteem and life satisfaction emphasised that such effects are greater when the workload, as measured by the number of hours of paid work[56] and responsibility for small children[57] is not excessive. Reasons why women may be reporting higher levels of conflict may not be far from the traditional role of combining work, housekeeping, taking care of the children and the elderly, which working men do only rarely.

6. Implications and Recommendations

This study will help management (job analysts) in the redesign of work in such a way that it will be perceived by employees as being family supportive. In doing so, workers can experience higher life satisfaction and a fulfilling career which, in turn, will lead to increased productivity, committed employees with low willingness to turnover, among other positive job attitudes. In organisational terms, findings will also educate supervisors and managers that introducing work-family supportive policies alone might not be enough. However, education of employees on the purposes and ways to make effective use of such policies will contribute in shaping employees perception of such policies and their impact on life satisfaction and work attitudes in general. Although men and women's perception of work-family supportive programmes influences employees life satisfaction, women should be given special consideration at the time of devising work-family policies. This is because working women are on the receiving end of work-family conflict. Indeed,

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[53] L. B. Hammer, E. Allen, and T. D. Grigsby, *op. cit.*

[54] Hill J. E. Hill. J. I. Jacob, L. L. Shannon, R. T. Brennan, V. L. Blanchard, and G. Martinengo, *op. cit.*

[55] P. Voydanoff's, *op. cit.*

[56] S. Aryee, *op. cit.* and A. Scharlach, *op. cit.*

[57] P. Moen, and Y. Yu, *op. cit.* and A. Scharlach, *op. cit.*

responsibilities such as child-care, home-help for the elderly, and other domestic works are mainly seen as being the task of women. For this reason, work-family policies such as company crèches and flexible work arrangements will be more appreciated by this category of workers than some other instruments that may not directly impact on their activities, that they perform in addition to their normal work. In conclusion, some recommendations for future research could be made from this study. First, the use of larger samples across the country, within and outside public organisations would allow for generalisations of the findings. Further, some other organisational factors that influence employees life satisfaction might be taken into consideration, such as age, tenure, position, political views, and income.

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