

**ANALYSIS OF THE CORRELATION BETWEEN WORK-FAMILY CONFLICT AND QUALITY OF LIFE
(CASE STUDY: FEMALE EMPLOYEES IN RAYAN SAIPA COMPANIES, PCK COMPANY
AND MADKUSH FIRM)**

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ABSTRACT

Due to the complexity and multifaceted nature of the issue of balance between work and life, there often appear some difficulties in the understanding and interpretation of it and, in this regard, quality of life will have an essential role in the balance between work and life. The objective of this research is to enhance quality of life and decrease conflict between work and family and the correlation between these two substantial structures among 217 female employees of Rayan Saipa companies, PCK Company and Madkush firm. The present research is functional according to the objective and descriptive and correlational in terms of the method of data collection. Moreover, the method of gathering information is a field method and the sampling method is simple random sampling. In this study, the standard questionnaire is utilized for data collection in order to test the hypotheses. To assess individual quality of life, the questionnaire of quality of life (QOL) with life quality questionnaire containing 4 subscales: field of somatic (physical) health, field of psychology, field of social relations and field of living environment. For the evaluation of work-family conflict, the course cult 24-item questionnaire (2007) is used. The results indicate that there is a correlation between job involvement and quality of life and the intensity of this correlation equals 0.122, which signifies the direct relationship of job involvement and quality of life. Furthermore, job involvement, work stress and management support are correlated with quality of life. Quality of life is one of the crucial problems in individual lives, the improvement of which will lead to the reduction of work-family conflict.

KEYWORDS: Work-Family Conflict, Quality of Life, Job Involvement

INTRODUCTION

With the emergence of new technologies, experts and employees of most organizations encountered phenomena such as more working hours and more diverse skills (Aldoory et al., 2008). In postmodern society, work stress causes the reduction of employee morale and efficiency and also employee complaints due to more health problems and creates expenses of more than 80 billion dollars (Aldoory et al., 1999). Employees try to offer their best performance and this effort is accompanied by long working hours, inflexible work plans, overload and low wages, along with rigorous and demanding customers (Karatepe and Aleshinloye, 2009; Olugbade, 2009; Wong and ko, 2009). This is an accepted fact that, today, work-life quality is seen as a significant aspect of life and the guarantee of work-life high quality is crucial in attracting and retaining employees (Boonrod, 2009). Various factors are effective on work-life quality, some of which include: fair and proportional payment, healthy and safe work conditions of the organization, etc. All of these factors lead individuals to be able to better utilize their capabilities in work environment and develop those capabilities (Gupta and Sharma, 2012). Work-life quality is the subjective understanding of employees from work physical and psychological desirability, which is influenced by both the work and the work environment and factors outside of the work such as family, friends, recreations and social issues (Emadzadeh, 2012). Rice et al (1985) define quality of life (QOL) as a set of guided emotional believes compared with the totality of life (overall quality of life perception) and or towards specific areas of life (e.g., quality perceived from work life and quality perceived from family life). According to Greenhaus, Allen and Spector's definition (2006), conflict occurs when an individual's role interferes with their other roles.

Theories of role stress (Judge et al., 1994; Katz and Kahn, 1978), role enhancement (Crouter et al., 1984; Kinnunen et al., 2006), spillover (Staines, 1980), compensation (Staines, 1980), gender-role expectation theory (Galinsky et al, 1991; Higgins and Duxbury, 1994) and identity theory (Schlenker, 1987) have investigated the impact of work-family on individuals. The spillover theory indicates that there is a similarity between what occurs in work environment and what occurs in family (Staines, 1980). This theory signifies employees' tendency to bring emotions, attitudes, skills and behaviors formed in work environment into their family life and vice versa (Crouter, 1984; Piotrkowski, 1978). Spillover may be positive or negative. Negative spillover induces stress in individuals and positive spillover can lead to a high level of satisfaction. Kinnunen et al. (2006) state that individuals somewhat experience both types of spillover simultaneously.

On the other hand, the concept of work-life quality was first introduced by Davis at the fourth gathering in the United States of America for alteration in the world of work, which was held in Arden Hall, Columbia University. The participants portrayed work-life quality in the final statement as thus: enhancing quality of work location, organization and environment which can lead to a better work performance and higher quality of life in society (Tabassum, 2011). Since the beginning of 1970s, investments have been made to eradicate inequalities in health and illness and death rate and various studies demonstrated that numerous factors can speed up efficiency growth through removing limitations which cause the dynamism of companies to encounter difficulties (Nicoletti and Scarpetta, 2009), such as the removal of restrictive employment regulations (Bassanini, 2001). Today, the important issue in work-life quality is the increasing entry of women into the labor market and the rise in the number of families with both partners being employed; this situation has led to the development of double needs for both. Physical and mental health, high stress, burnout at work and problems in married life force individuals to alter their life philosophy for creating balance between work and personal life outside of work; the complexities of maintaining a satisfactory personal life have growingly and dramatically increased (Ma Li and Yinjie – Lin, 2012).

For the past half century, participation of women with children under 4 years old in the US labor force has approximately doubled. By mid decade, with the presence of mothers in the labor force rising, the probability of work-family imbalance occurring will also enhance. Although both life partners are influenced by work-family needs, women generally bear more responsibility, especially after childbirth (Hofferth, 2002). Statistics indicate that notwithstanding the availability of equal opportunities for women to achieve leadership positions, they use these equal opportunities less. Many women, interviewed in Austria, stated that they were still dealing with challenges to choose between family life and work and pointed out that the tendency to obtain higher job levels did not exist in them at the beginning and they were more inclined to maximize professional skills (Claudia and Alexandra, 2012). All in all, it can be concluded that, in today's world, not only is it unfeasible to hope for productivity and enhancement of efficiency with previous methods, but also past policies result in the decline and loss of efficiency. Therefore, the need exists to evaluate problems and offer solutions to create work and family balance, particularly for women so that they can do their responsibilities as wives, mothers and also children in the family and that they have the potential to grow in their working environment. Thus, the main question of this research can be noted as: what is the correlation between work-family conflict and quality of life?

Research Concepts and Literature Review: Quality of Life

Life satisfaction or quality of life contains cognitive and emotional aspects which involve all levels of life including satisfaction from family, job satisfaction and leisure satisfaction (Near, Smith, Rice & Hunt, 1984). The emotional aspect of life refers to the degree of sensing pleasant experiences by individuals and the cognitive aspect signifies the degree of individual understanding of obtained goals (Diener, 1994). The sense of satisfaction is intangible and signifies happiness, quality of life and satisfaction from life (Gilbert and Abdollah, 2004) and satisfaction is an integrated and positive reflection of individual life (Diener, 1994). Physical and mental health is an essential aspect forming personal satisfaction and helps define an individual's quality of life (Iso-Ahola & Wessinger, 1984). Since the early 1970s, numerous viewpoints regarding quality of life have been shaped; although, with the expansion of the concept of life quality, providing a single and commonly accepted definition of this notion is difficult and or even impossible (Sirgy, 2010). This notion is currently applied with different interpretations in different scientific areas. Here, a number of these definitions are cited:

Feldman summarizes quality of life as quality of relationships between individuals and environment and reminds that in the format of programmes and activities in line with improving quality of life, alongside and parallel to the attention to technical and economic aspects, which are more appealing to organizations, human aspects must also be considered (Pardakhtchi et al, 2009). Quality of life also evaluates the ability of members of a working organization in estimating essential individual needs through experiences (Lee, 2009).

defines quality of life as extension and expansion of hopes and wishes resulting from life experiences (Bohnke, 2010).

The majority of specialists and experts of this area believe that quality of life contains 6 aspects (Dehdari, 2002):

- 1 – Physical aspect
- 2 – Social aspect
- 3 – Mental aspect
- 4 – Somatic aspect
- 5 – Psychological aspect
- 6 – Environmental aspect

Physical aspect: this aspect shows measuring criteria of the results more than interpretation of aspects. Questions related to the physical aspect include: questions about power, energy and ability to do everyday and self-care activities. These questions are generally correlated with evaluation of doctors of functional status and feeling better (Lynda, L., Diana, 2005).

Social aspect: feeling socially better refers to the quality of individuals' relationships with family, friends, co-workers and society.

Psychological aspect: feeling psychologically better often has considerable significance in relation to health care. The most common mental symptoms which are investigated include: anxiety, depression and fear. **Physical aspect:** this aspect refers to symptoms of disease and side effects of treatment such as pain. **Psychological aspect:** feeling psychologically better refers to this notion that each person's life has a purpose and meaning. **Environmental aspect:** this aspect refers to this topic of how is quality of the environment surrounding human life for living? Do individuals have positive outside effects on their environment and other people's. And or to what extent do they attempt to reduce their negative outside effects of their interactions?

Work and Family Conflict

Researches surrounding work-family correlations have attracted the attention of organizational psychologists for the last 20 years. Among them, the main emphasis has been on work-family conflict, since it has an expansive effect on society, organizations, families and individuals (Hassan et al., 2010). Problems of work and family are intricately correlated with cultural beliefs, values and norms .argued that many national differences in work-related values, beliefs, norms, and also many social variables can greatly be explained with the four main aspects of national culture (individualism/collectivism, masculinity and femininity, avoidance of uncertainty and power distance) (Minkov 2011).

Work-family conflict is a notion in which an individual's time demands, energy and attention to their job creates a tension that interferes with their familial duties and responsibilities (Aslam, Shumiala, Azhar, & Sadaqat, 2011). Work-family conflict represents a complex interplay of factors at the individual, working team and organizational level. Research on work-family conflict has been conducted primarily in western industrialized countries, especially the United States. With the increasing globalization of economy and business, work and family issues became important in developing countries as well (Yang et al., 2000). Factors related to work-family conflict include: work role stressors (job stressors, role conflict, role ambiguity, role overload, time demands), involvement of labor role (job involvement, work centrality/interest, work social support), job characteristics (task variety, job autonomy, family friendly organization), and personality (internal locus of control, neuroticism); these factors are preliminaries forming work-family conflict .Consequently, work-family conflict is created by factors associated with work and factors associated with family (Ford, Heinen, & Langkamer, 2007; Nicole, 2003). Factors related to work include job involvement, working hours and type of job (Aslam et al, 2011; Nicole, 2003). On the other hand, some factors related to family include life cycle, spouse support, family demands and child care (Ahmad, 2003; Ahmad, 2008).

The notion of the theory of work-family conflict was presented by Kahn, Wolfe, Quinn, and Snoek (1964), which states that the major factor determining individual behavior is behavioral expectations of others for the individual. Therefore, role theory predicts that expectations surrounding different roles performed by the individual can produce conflict between roles. Using this framework, Kahn et al. (1964) regard work-family conflict as a form of conflict between roles, in which role strains from work and family are two reciprocal and incompatible areas. Thus, work-family conflict is described as incompatibility between working and familial roles, which are created by incompatible strains of familial and occupational roles. In other words, when a person observes that they have the responsibility of playing two or more roles simultaneously and these roles contain incompatible expectations with one another, this person experiences role conflict (Tavangar, 2012). Many employees find that most of the requirements of their work are incompatible with obligations of their personal lives and, consequently, they encounter some degree of family conflict (Reynolds, 2005). In general, work-family conflict is time-based, strain-based and based on behavioral features.

Work-family time-based conflict refers to a situation where commitment to perform tasks within a specified time, physically, interferes with the individual's activities unrelated to their work roles (Pleck, Staines, & Lang, 1980). In other words, the amount of time devoted to one role makes participating in other roles difficult and limits the individual's ability to aptly act

in that role, for instance, when a planned business meeting interferes with the child's school meeting (Grant-Vallonea & Ensherb, 2001).

Strain-based conflict signifies a state where employees are mentally involved with working and cannot fully realize their obligations in their non-work roles (Netenmeyer, Boles & McMurrian, 1996). In other words, strain-based conflict occurs when the increase of stress or tension in one role is imposed on other roles and prevents an individual's performance. For example, when a social worker cannot save an abused wife from her dangerous marriage, they might encounter stress and despair (Lambert et al, 2006). Behavior-based conflict occurs when specific behaviors required in a role are inappropriate and or inefficient and or inconsistent with behavioral expectations in other roles.

Jiang (2013) propounded that the degree of employees' understanding of time-based work-life conflict significantly predicts employees' understanding of organizational relationships and quality of life. When supervisors treat their subordinate employees respectfully and fairly, as individuals with unique personalities and different needs, employees comprehend high levels of trust, commitment, satisfaction, and mutual control. Conflict between work and family is innately reciprocal, i.e. not only does work bring conflict, but also tension can be created due to familial responsibilities which interferes with the individual's occupational performance (Choi and Kim, 2012; Karatepe & Magaji, 2008); (Poelmans and Chinchilla, 2003). In other words, there is both the likelihood of potential impact of work on the area of family which, in this case, is called conflict of work with family and also the possibility of family impact on the area of work, which in this case, is called conflict of family with work (Tavangar, 2012). In conflict of work and family, strains caused by occupational and familial roles are imposed on the individual from both sides or from some directions, such as to make participating in job or family roles difficult; since individuals have limited amount of psychological resources, time and physical energy at their disposal and each role of the individual's life demands employing these limited resources (Kossek, 2000).

Work-family conflict has negative impact on quality of occupational life and familial life, and, by decreasing job satisfaction and family satisfaction, ultimately reduces the level of individual's satisfaction from life (Tavangar, 2012). Generally speaking, work-family conflict occurs when interference arises between an individual's attempts to perform occupational roles and their attempts in conducting familial roles (GholiPoor, 2010). Researchers have realized that the number of working hours per week, the amount and frequency of overtime required, inflexible work schedule, non-supportive superintendent and unfavorable organizational culture play a role in creating balance between work and family for the enhancement of work-family conflict (Hammed, 2008).

According to studies, 40% to 78% of employees experience work-family conflict (GholiPoor, 2011). Demographic changes in the workforce, such as marriage, birth of children, couples working together and issues as such, have turned work-family conflict among employees of organizations into a prevalent problem (Shockley, 2007) so that, today, many of employees are facing the stress of work and family responsibilities overlapping (van Daalen, 2009). This problem, in addition to inducing individual effects, leaves a negative effect on organizational efficiency as well. Many employees struggle to fully perform work and family responsibilities, and this is caused by long working hours, inflexible and irregular working schedule, heavy work load and low wages and the demands and problems of customers (Qu H, Zhao, 2011).

Work-family conflict is among the substantial conflicts which put activity in organizations under their direct influence and are followed by numerous negative consequences, including absenteeism, job mobility increase, performance reduction, mental and physical health reduction (Shockley, 2007). The problem of work-family conflict has been expansively investigated by different researchers; and even though many of these studies have been conducted in the west, it should be noted that work and family matters are correlated with norms, beliefs and cultural values and especially gender roles in each society and, overall, culture of a society has an increasing role in the degree of work-family conflict occurrence in that society (Yildirim, 2008).

In Iran, since it is considered a society in transition and in such societies, due to strains caused by hardships of multiple roles especially in families where the working couples encounter some tensions and strains to comply with their expanded role system despite equal and identical job status, and also due to the existing normative difference and contrast in defining social situations and roles led by cultural recency phenomenon, this type of role conflict has become inevitable. In contemporary societies, management of occupational and familial responsibilities have encountered increasing difficulties and of its major factors are tremendous changes in the nature of work environment and families including the increase of women participation

in working environments and multiplicity of households where both partners work. Although employees are expected to create a balance between job and family expectations, participating in both areas will cause the occurrence of various problems.

Work-family balance has always been a challenge in adult life. Historically, women are primary caregivers of families and, by increasing their number in work force, the metaphor of work-family conflict has emerged as an increasing strain in professional life (Greenhaus and Parasuraman, 2000).

Critical Study of Research Background

The objective of this research is to evaluate the correlation between work-family conflict and quality of life in Rayan Saipa companies, PCK Company and Madkush firm. Research background confirms the findings of this research as well. The findings of Jeffrey and Greenhaus (2013), Yin Jie (2012) revealed that there is a correlation between work-family conflict and quality of life. Normala (2010) stated that the mission of quality of life is, indeed, creating job satisfaction, organizational commitment, high performance and, ultimately, increment in production and productivity of the organization. Sabokroo (2011) demonstrated that organizational supports adjust conflicts of nurses and reduce employees' intention of desertion and Hashemi (2011) indicated that work-family conflict affects employee job satisfaction and mental health by full mediation of job stress.

Job satisfaction is a result of numerous studies concerning quality of life (Kossek & Ozeki, 1998). A number of studies have demonstrated the correlation between work-family conflict and job satisfaction. The main findings of Ismail's research (2008) showed that work-family conflict is correlated with quality of life. Quality of work life and non-work life is a "partial" medium between work-family conflict and quality of life; and, among various roles, social support produces the best results as an independent variable from quality of life.

Namasivayam and Mount (2004) stated the direct correlation of work-life conflict with employee job satisfaction and they realized that work-life conflict is correlated with low level of job satisfaction. Moreover, it became clear that the interference of family-related roles with work also has a negative correlation with employee job satisfaction (Karatepe & Sokmen, 2006; Namasivayam & Zhao, 2007). Supportive work-family culture in organizations may help to ease the work-family conflict. Similar to job satisfaction, satisfaction with leisure time is also a component of quality of life. Leisure activities and holidays could also have an impact on quality of life. (Gilbert and Abdollah 2004) demonstrated that a group holiday provides greater happy feeling for employees. The significance of vacations and recreation on quality of life has been ascertained (Sirgy, Kruger, Lee & Yu, 2011).

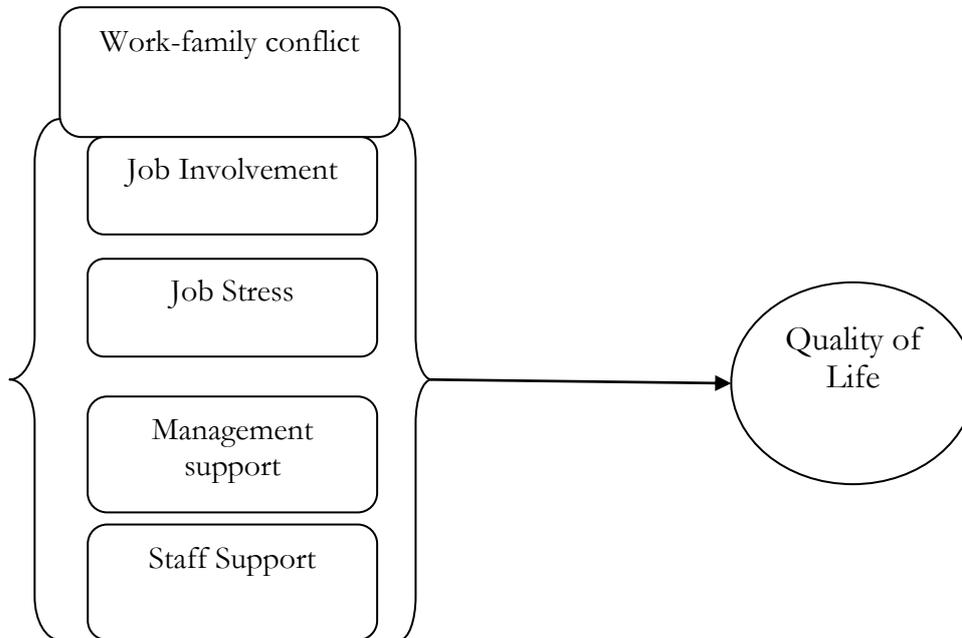
Organizational behavior studies revealed that work-family conflict or work-to-leisure conflict might have an impact on overall satisfaction with life (Rice, Frone, McFarlin, 1992). Lin, Wong & Ho (2013) suggested that work-to-leisure conflict is negatively correlated with quality of life and a positive correlation exists between leisure satisfaction and quality of life. Previous studies indicated that work-family conflict may reduce job satisfaction and performance and or lower the incentive for individuals to acquire higher job levels (Karatepe & Baddar, 2006; Karatpe and Sickman, 2006; Zhao, Qu, 2012). Thus, most results indicate that there is a significant correlation between work-family conflict and quality of life.

Nevertheless, a few researches have also been found which indicate that the correlation surrounding these two structures is not significant; among them, studies conducted by Shabani Bahar can be cited. In this study, it is demonstrated that there is no significant correlation between work-family conflict and quality of life of this statistical population. However, there is a significant and inverse correlation between the physical aspect of quality of life and work-family conflict among the male chairmen.

Another important point was that the statistical population of this study is women and the survey will be conducted only in women's sector; however, in Hatem's research the subject was performed in men and women. Hatem's research (2013) demonstrated that work-family conflict perceived among employees of various hospital sectors was significantly different. Furthermore, the rate of work-family conflict is higher in women than men.

Research conceptual model

The research conceptual model is as follows:



The main objective of this study is to assess the correlation between work-family conflict and quality of life in Rayan Saipa companies, PCK Company and Madkush firm. Thus, this model indicates that there is a significant and negative correlation between work-family conflict and quality of life. Moreover, there is correlation between job involvement, job stress, management support and contrast between work and family and quality of life.

MATERIALS AND METHOD

The current study is functional based on objective and a descriptive research and correlational in terms of the method of data collection. The method of gathering information is also a field method. To assess this correlation and measure its rate, a questionnaire was designed and after confirming its validity through content validity, it was distributed among employees of Welfare and Rehabilitation Sciences University of Tehran so as to answer the questions by selecting a suitable option from 5-choice Likert spectrum.

The statistical population of the current research is 500 women employees in Rayan Saipa companies, PCK Company and Madkush firm. The following equation was used to calculate the statistical sample size and the statistical sample size was estimated 217 people. The sampling method is simple random.

$$n = \frac{\frac{t^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{t^2 pq}{d^2} - 1 \right)}$$

In this equation, we have:
Statistical population size

N = 610

P = likelihood ratio of acquiring a desired trait

P = 0.5

q = likelihood ratio of lack of acquiring a desired trait

q = 0.5

d = optimal probable accuracy (half of confidence interval)

d = 0.05

t = 1.96

$$n = \frac{\frac{3/84 \times 0/5 \times 0/5}{0/0025}}{1 + 0/002 \left(\frac{0/96}{0/0025} - 1 \right)} \cong 217.49$$

In this study, a standard questionnaire is utilized for data collection in order to test the hypotheses. Below, each of the research questionnaires is interpreted:

Quality of life questionnaire

The quality of life questionnaire (QOL), this questionnaire is used to evaluate the individual quality of life in the last two weeks. Its manufacturer is the World Health Organization (WHOQOL- BREF) in collaboration with 15 international centers for the year 1989. There are 24 questions in 4 areas, and the first two questions do not belong to any of the areas and the general forms of health status and quality of life are examined; consequently, the questionnaire comprises 26 questions in total.

Work-family conflict questionnaire

In order to assess work-family conflict, the cult course 24-item questionnaire (2007) is applied, which is extracted from Moqimi Journal of Management. This questionnaire contains 5 aspects of job involvement, job stress, management support, staff support and contrast between work and family.

1. Job Involvement Questions 1 to 6
2. Job Stress Questions 7 to 12
3. Management Support Questions 13 to 17
4. Staff Support Questions 18 to 20
5. Conflict between Work and Family Questions 21 to 24

Validity

By validity it is meant that the measurement device should be able to accurately measure the intended characteristic and feature. The subject of validity is of importance since inappropriate measurements can devalue and discredit any scientific research (Khaki, 2011). In this research, in order for the questionnaire to have the necessary validity, the study of theoretical principles, conducted researches and specialized books on research and also comments of supervisor professors and advisors and, to some extent, expert opinions have been used. In this study, using content validity and face validity and, also, based on ordinary individual understanding in a primary test, the original questionnaire was modified.

RESULTS

In this research, the Cronbach alpha is utilized to evaluate stability of the questionnaire. The Cronbach alpha is calculated based on average internal solidarity among questions assessing a notion. If the Cronbach alpha is closer to the number 1, the internal consistency reliability of items will be higher. In this method, if the alpha coefficient is less than 0.60, its reliability is normally considered weak, 0.70 domain is acceptable and more than 0.80 is considered good (Sakaran, 2009). The table below examines the Cronbach alpha rate of the research variables:

Table 1: Cronbach alpha Rate of research variables

Cronbach alpha	Number of questions	Questions	Variables
0.803	6	1 to 6	Job Involvement
0.801	6	7 to 12	Job Stress
0.782	5	13 to 17	Management support
0.798	3	18 to 20	Staff Support
0.875	5	21 to 24	Conflict between work and family
0.802	26	1 to 26	Quality of Life

The obtained Cronbach alpha coefficient represents optimal validity of the research questionnaires.

Research Hypotheses

Main hypothesis:

There is significant and negative correlation between work-family conflict and quality of life.
Work-family contrast predicts quality of life.

Secondary hypotheses:

There is a correlation between job involvement and quality of life.
There is a correlation between job stress and quality of life.
There is a correlation between management support and quality of life.
There is a correlation between work and family and quality of life.

Method of Implementing Research

This research evaluates the correlation between work-family conflict and quality of life. In order to do this, a questionnaire is utilized. The said questionnaire consists of three parts of demographic questions, quality of life and work-family conflict. After calculating the statistical sample, the questionnaire is distributed among the population under study and the respondents answer questions based on a five-point scale of Likert-type. In some cases, to further evaluation, the respondents are asked questions verbally and, in the end, the questionnaires are gathered so that statistical analyses are performed on the questionnaires.

In this study, descriptive and inferential statistical methods are applied to analyze data obtained from the sample. In fact, using SPSS 20 software, each variable is described in the format of statistical indexes and tables. Afterwards, hypotheses test is used for the analysis of data, and, overall, regression and Pearson correlation coefficient are utilized to generalize the results of the sample to the statistical population.

DISCUSSION

Check Normality of Variables

In order to check the normality of variables, the Kolmogorov and Smirnov test is used. Test results for each variable are as follows:

Table 2: Kolmogorov-Smirnov (K-S) Test Results

Level of significance	Aspects
0.445	Job Involvement
0.648	Job Stress
0.467	Management Support
0.237	Staff Support
0.296	Conflict between Work and Family
0.718	Quality of Life

*Error level is 0.05.

As observed in table 2, in the error level of 0.05, the research variables are higher than 0.05 which indicate the fact that they follow normal distribution (level of significance > 0.05). Therefore, parametric tests and Pearson correlation coefficient can be utilized for inferential statistics.

Hypothesis 1 Review

There is a correlation between job involvement and quality of life.
H0: there is no correlation between job involvement and quality of life.
H1: there is a correlation between job involvement and quality of life.

Table 3: correlation coefficient of job involvement and quality of life

Test result	coefficient of determination	correlation coefficient	Level of significance	Number of sample	Type of test	Variables
Hypothesis Confirmation	0.014	0.122	0.000	217	Pearson	Job Involvement & Quality of Life

To evaluate this hypothesis, Pearson correlation coefficient test is used due to the normality of variables. As is seen, in the error level of 0.01, the level of significance is less than 0.01 thus H₀ is rejected and H₁ is accepted. Consequently, job involvement affects quality of life (level of significance < 0.01) and the intensity of this correlation equals 0.122 which indicates the direct correlation of job involvement and quality of life. Coefficient of determination equals 0.014 between job involvement and quality of life, signifying the rate of clarification and effectiveness of job involvement on quality of life.

Hypothesis 2 Review

There is a correlation between job stress and quality of life.

H₀: There is no correlation between job stress and quality of life.

H₁: There is a correlation between job stress and quality of life.

Table 4: correlation coefficient between job stress and quality of life

Test result	coefficient of determination	correlation coefficient	Level of significance	Number of samples	Type of test	Variables
Hypothesis Confirmation	0.167	-0.409	0.000	217	Pearson	Job Stress & Quality of Life

For the assessment of this hypothesis, the Pearson correlation coefficient test is used due to the normality of the variables. As is observed, at the error level of 0.01, the level of significance is less than 0.01 thus H₀ is rejected and H₁ is accepted. Therefore, job stress affects quality of life (level of significance < 0.01) and the intensity of this correlation equals -0.409 which is indicative of the inverse correlation of job stress and quality of life. The coefficient of determination equals 0.167 between job stress and quality of life, signifying the rate of clarification and effectiveness of job stress on quality of life.

Hypothesis 3 Review

There is a correlation between management support and quality of life.

H₀: There is no correlation between management support and quality of life.

H₁: There is a correlation between management support and quality of life.

Table 5: correlation coefficient between management support and quality of life

Test result	coefficient of determination	correlation coefficient	Level of significance	Number of samples	Type of test	Variables
Hypothesis Confirmation	0.380	0.617	0.000	217	Pearson	Management support & quality of life

For the assessment of this hypothesis, the Pearson correlation coefficient test is used due to the normality of the variables. As is observed, at the error level of 0.01, the level of significance is less than 0.01 thus H₀ is rejected and H₁ is accepted. Therefore, management support affects quality of life (level of significance < 0.01) and the intensity of this correlation equals 0.617 which is indicative of the direct correlation of management support and quality of life. The coefficient of determination

equals 0.167 between management support and quality of life, signifying the rate of clarification and effectiveness of management support on quality of life.

Hypothesis 4 Review

There is a correlation between staff support and quality of life.

H0: There is no correlation between staff support and quality of life.

H1: There is a correlation between staff support and quality of life.

Table 6: correlation coefficient between staff support and quality of life

Test result	coefficient of determination	correlation coefficient	Level of significance	Number of samples	Type of test	Variables
Hypothesis Confirmation:	0.253	0.503	0.000	217	Pearson	staff support & quality of life

For the assessment of this hypothesis, the Pearson correlation coefficient test is used due to the normality of the variables. As is observed, at the error level of 0.01, the level of significance is less than 0.01 thus H0 is rejected and H1 is accepted. Therefore, staff support affects quality of life (level of significance < 0.01) and the intensity of this correlation equals 0.617 which is indicative of the direct correlation of staff support and quality of life. The coefficient of determination equals 0.253 between staff support and quality of life, signifying the rate of clarification and effectiveness of staff support on quality of life.

Hypothesis 5 Review

There is a correlation between work-family contrast and quality of life.

H0: There is no correlation between work-family contrast and quality of life.

H1: There is a correlation between work-family contrast and quality of life.

Table 7: correlation coefficient between work-family contrast and quality of life

Test result	coefficient of determination	correlation coefficient	Level of significance	Number of samples	Type of test	Variables
Hypothesis Confirmation	0.494	-0.703	0.000	217	Pearson	Work-family contrast & quality of life

Stepwise multiple regression results

Table 8: Stepwise multiple regression results

Coefficients Regression								Dependent variable	Independent variable
Level of significance	Statistic	Standardized regression coefficient	Regression coefficient	Deviation of the error	Adjusted R ²	Coefficient of determination	R		
0.000	6.066	.104	.137	.41114	.427	.438	.662	Quality of Life	Job Involvement
0.000	3.810	.133	.213					Quality of Life	Job Stress
0.000	6.310	.490	.384					Quality of Life	Management support
0.000	4.583	.291	.218					Quality of Life	Staff Support

For the assessment of this hypothesis, the Pearson correlation coefficient test is used due to the normality of the variables. As is observed, at the error level of 0.01, the level of significance is less than 0.01 thus H₀ is rejected and H₁ is accepted. Therefore, work-family contrast affects quality of life (level of significance < 0.01) and the intensity of this correlation equals -0.703 which is indicative of the negative correlation of work-family contrast and quality of life. The coefficient of determination equals 0.494 between work-family contrast and quality of life, signifying the rate of clarification and effectiveness of work-family contrast on quality of life.

For the evaluation and effectiveness of each of the independent variables on quality of life, the stepwise multiple regression is utilized. As is observed, at the error level of 0.01, the level of significance is less than 0.01. Thus, H₀ is rejected and H₁ is accepted. Therefore, aspects of work-family contrast (job involvement, job stress, management support, staff support) affect quality of life (level of significance < 0.01) and the regression coefficients of each indicates the direct correlation of aspects of work-family contrast (job involvement, job stress, management support, staff support) and quality of life. The coefficient of determination equals 0.438 between aspects of work-family contrast and quality of life, signifying the rate of clarification and effectiveness of aspects of work-family contrast on quality of life. The regression coefficients indicate that management support will have the most effect (0.490) and job involvement the least effect (0.104) on quality of life.

CONCLUSION

This research demonstrates that there is a correlation between work-life contrast and quality of life. And the intensity of this correlation equals 0.703, which is indicative of a direct correlation of work and family contrast and quality of life. The coefficient of determination between work-life contrast and quality of life equals 0.494, signifying the rate of clarification and effectiveness of work-family contrast on quality of life. The findings of this research are consistent with the results of Jeffrey et al. (2013), Hossenabadi (2013), MA Li, Yin Jie – Lin (2012), Shabani Bahar et al. (2012), Tavangar et al. (2012). Today's emphasis on quality of life is a reflection of economic and non-economic needs of employees so that their shortage in the organization clarifies part of recession, productivity and reduction of product quality and organizational services. Employees' inclination for respect, the opportunity to express ideas and participation in decision-making ensures appropriate and favorable response from them. When employees enjoy their work, their life improves outside work environment as well. Ultimately, the benefits resulted from improvement of quality of life has, at once, personal and social consequences (Lewis et al., 2003).

Regarding the correlation between work-family conflict and quality of life, it can be said that work and family comprise two essential aspects of each individual. The comprehensive health of a person is influenced by harmony and balance of these two areas. The presence of inconsistency and conflict between these two areas often has adverse consequences upon the individual, family, organization and society. Today, most experts of organizational behavior believe that effects of overwork and lack of proper balance between work and personal and family life of individuals and its adverse effects on quality of life create a set of factors that aggravate each other mutually or innumerable and, as a result, seriously endanger life conditions and health of individuals, families and societies such that imbalance between work and life has become one of the largest challenges of the current century (Claudia and Alexandra, 2012). Greenhous jh, beutell defines work-family conflict (WFC) as a form of conflict between roles in which the strain of roles in various areas of work and family induces mutual conflict between work and family. This phenomenon is a kind of conflict between roles in which the individual feels discrepancy between the demands of their work and the demands of their family, which, in turn, leads to the experience of mental strain and, ultimately, induces a dramatic drop in individual and organizational health criteria. Therefore, conflict between work and family occurs when employees perceive that their roles in workplace and family interfere with each other and cause inconvenience to one another (Wei, Ying & Wu, 2009).

The first hypothesis of this study revealed that there is a correlation between job involvement and quality of life and the intensity of this correlation equals 0.122, which is indicative of direct correlation of job involvement and quality of life. The coefficient of determination between job involvement and quality of life equals 0.014, signifying the rate of clarification and effectiveness of job involvement on quality of life. The second hypothesis of the research showed that there is a correlation between job stress and quality of life and the intensity of this correlation equals 0.409 which is indicative of direct correlation of job stress and quality of life. The coefficient of determination between job stress and quality of life equals 0.167, signifying the rate clarification and effectiveness of job stress on quality of life. According to the third hypothesis of the

research, there is a correlation between management support and quality of life and the intensity of this correlation equals 0.617 which is indicative of the direct correlation of management support and quality of life. The coefficient of determination between management support and quality of life equals 0.380, signifying the rate of clarification and effectiveness of management support on quality of life.

According to the results, the following suggestions are offered:

1. In this study, it is demonstrated that there is a significant and negative correlation between work-family conflict and quality of life. Thus, it is suggested that by creating and organizing travel and mass camps of employees and their families with their colleagues, work-family conflict will be reduced and, this way, employees' quality of life will improve.
2. In this research it is demonstrated that there is a correlation between job involvement and quality of life. Thus, it is suggested that by evaluating and identifying employees' interests in their field of work, their attachment to their tasks will increase so as to enhance their quality of life.
3. In this research, it is demonstrated that there is a correlation between job stress and quality of life. Thus, it is suggested that by assessing the stressors and reducing the existing tensions in organizations, their quality of life will increase.
4. In this research, it is demonstrated that there is a correlation between management support and quality of life. Thus, it is suggested that authorities provide more support to their employees so as to increase their quality of life.

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