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Effects of work-family and family-work conflict and guilt on job and life satisfaction

Abstract: *The boundary between work and family life is now almost invisible, making the search for a balance between both spheres a dilemma and challenge. These concerns have led to a growing increase in studies on work-family and family-work conflict, their predictors, and their effects. This study aims to: 1) observe the predictive effect of work-family conflict (WFC) and family-work conflict (FWC) on work-family guilt (WFG) and family-work guilt (FWG), respectively; and 2) to observe the effect of WFC, FWC, WFG and FWG on satisfaction with life and job satisfaction. In a sample of 213 participants aged between 22 and 64 years (M = 41.77; SD = 6.63), the results show that, in contrast with expectations, WFG and FWG did not prove to be predictors; only WFC and FWC had a negative effect on both guilt and satisfaction with life and job satisfaction. The family work interface is a topic that is extremely important, not only for organizations but also for society. Therefore, the study of its implications on variables is considered essential for the promotion of positive functioning of individuals.*

Keywords: *work-family and family-work conflict, work-family and family-work guilt, life satisfaction, job satisfaction*

INTRODUCTION

> *'The happiest moments of my life were those few that I could spend at home with my family.'*
> (Thomas Jefferson)

Managing work family balance is not easy, especially when both spheres share a primacy of values and centrality in the individual's identity (e.g., Carr, Boyar, & Gregory, 2008). The presence of an event or commitment in the family may make it impossible to attend an event or appointment at work and vice versa. This form of inter-role conflict in which the demands of the performance of the work and family roles 'are mutually incompatible, so that participation in one role makes it more difficult to participate in the other' (Greenhaus & Beutell, 1985, p. 77) was conceptualized as work-family conflict and family-work conflict (Greenhaus & Beutell, 1985; Netemeyer, Boles, & McMurrian, 1996). The work-family conflict occurs when professional activity interferes with family activities (e.g. having to work over hours) and the family-work conflict occurs when family activities interfere in

professional life (e.g., taking care of children, housework). A large amount of research has been accumulated in the last few years about the negative effects of work-family conflict (WFC) and family-work conflict (FWC) in terms of well-being (e.g., Frone, 2000; Kinnunen, Vermulst, Gerris, & Mäkikangas, 2003; Oshio, Inoue, & Tsutsumi, 2017; Winefield, Boud, & Winefield, 2014), stress (e.g., Allen, Herst, Bruck, & Sutton, 2000; Frone, 2003), performance, among others (see Eby, Casper, Lockwood, Bordeaux, & Brinley 2005, for a review). More recently, given the increasing interest in emotions in the workplace, attention has been focused on the emotions associated with this process; namely, the feeling of guilt (e.g., Martínez, Carrasco, Aza, Blanco, & Espinar, 2011; Korabik, 2015; Sousa, Gonçalves, Sousa, Silva, & Santos, 2016). WFC and FWC imply a one-sided decision to the detriment of the other; this choice means that one side wins in the fulfilment of their obligations/commitments and another loses. In any situation, the individual feels guilty. Although the literature on WFC and FWC is profuse (e.g., see Barnett, 1998; Byron, 2005; Mihelič & Tekavčič, 2014, for

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a review), studies covering the variable feelings of guilt are still at an early stage (e.g., Cho & Allen, 2011; Gonçalves, Sousa, Silva, Santos, & Korabik, 2018; Korabik, 2015), and little is known about the Portuguese reality and about how parents emotionally generate work-family interaction and its effects.

Adding to this situation is the fact that the Portuguese reality has strong collectivist values of family tradition (Hofstede, Hofstede, & Minkov, 2010), which entails greater pressure on the family to fulfill and, therefore, feelings of guilt in the sense of work-family. On the other hand, the increasing importance of the career in the individual's own identity may be changing in Portugal, which may make the absence in work for family reasons present as an aggravating of feelings of guilt. That is, cultural values create normative pressures that influence individuals' choices to have a family or a specific work ethic (Schwartz, 2006), which can influence conflict and guilt work-family and family-work (Masudaa, Sortheixa, Beham, & Naidoo, 2019).

Given the impact that conflict and guilt associated with professional and family spheres (e.g., Korabik, 2015) have on individuals and organizations, it is our goal to confirm a model of analysis where higher levels of WFC increase the feeling of work-family guilt (WFG) and, consequently, negatively affect satisfaction with life; and where higher levels of FWC increase family-work guilt (FWG), negatively affecting job satisfaction. In sum, we predict that individuals with higher levels of conflict feel greater levels of guilt and this, in turn, negatively affects satisfaction with life and job satisfaction. We first present a brief overview of theory and research on WFC and FWC, with a focus on antecedents and effects. Next, we describe the approach we have taken to develop a framework for discussing the relationship of WFG, FWG, and satisfaction with life and job satisfaction. We then provide specific hypotheses, which are detailed in the sections that follow.

Work-family conflict and family-work conflict

The socioeconomic changes experienced in recent decades have contributed to the redesign of gender roles (e.g., Donnelly, Twenge, Clark, Shaikh, Beiler-May, & Carter, 2016) and to the development of career and family centrality in personal identity in both genres. The traditional concept of family in which individuals share a home and are linked together by biological ties, social customs, adoption or marriage (Bourdieu, 1996; Rothausen, 1999; Santos, 2011) is being extinguished and quickly replaced by new types of family structure: common law marriage, single parent families, recomposed families, etc. (Santos, 2011). Also, the traditional model in which the man is considered the 'breadwinner' and the woman is responsible for the house and the children, has begun to decline, and the man now equally experiences a tension between work and family (Gonçalves et al., 2018). On the other hand, men – who are pressured not only by society and organizations (e.g., the children's school), but also by themselves (depending on the value that each one attributes to their professional and family goals) – want to participate on equal terms in the education of children. In this regard, a set of policies expresses the current change in the social paradigm in many countries; men can adopt a child, can have custody of children in the case of divorce, etc.

On the other hand, the expectations of organizations and people with regard to work have changed. Organizations are looking for highly motivated and committed people. In addition, people (of both genders) want to see that commitment rewarded (Santos, 2011) in ways other than just by salary. In this context, facilitated by several technological and societal metamorphoses, the number of hours spent working in some professions (e.g., the liberal professions) in which work is often taken home, far exceeds the number of hours devoted to family and personal life, thereby blurring the boundary between work and family life as there is clearly an interdependence between work and family (e.g., Santos, 2011). These transformations inevitably lead to a change in the workforce in organizations (e.g., Mortazavi, Pedhiwala, Shafiro, & Hammer, 2009) and to new problems.

In this context, the interface between family and professional life presents itself as a challenge in today's societies, which has been extensively studied over the last few years (e.g., Eby et al., 2005; Gronlund, 2007; Netemeyer et al., 1996). In Portugal, for example, since the 60s and 70s there has been a massive entry of women into spheres previously considered to be typically male (e.g., education and the labour market), an increase in the social role of women, an increase in double-employment couples, and an increasing number of single-parent families (e.g., Wall, Aboim, & Cunha 2010). On the other hand, couples choose to have fewer children and to have them later in life (in their thirties; Barnett, 2004; Grzywacz & Marks, 2000) due to the increased time and effort spent in the workplace (Frone & Rice, 1987; Greenhaus & Beutell, 1985; Major, Klein, & Ehrhart, 2002) and because of the precariousness and uncertainty that characterize the Portuguese labour market (e.g., atypical employment; employment with fixed-term contracts; temporary, unsafe employment; and the loss of certain rights or benefits) which leads to the impossibility of scheduling the future, dealing with 'social risks', and covering the economic expenses of daily life (Gonçalves et al., 2018; Sá, 2010).

Instead, of the European countries, Portugal has one of the highest rates of female activity (around 60%; EUROSTAT, 2015), contributing to the recognition of the need for men to enter the family sphere and participate in household chores and child care (e.g., Gonçalves et al., 2018; Tennant & Sperry, 2003). This social and labour scenario has contributed to the increasing importance given to professional and family dimensions for both genders. Both imply the need for involvement of time and resources, which can lead to an imbalance and to work-family conflict (WFC) and family-work conflict (FWC). In this respect, Greenhaus and Beutell report that the WFC and FWC can be defined as a 'a form of interrole conflict in which the role pressures from the work and family

domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role' (1985, p. 77). Although it was initially considered that conflict in the work-family interface would be unidirectional (i.e., only in the work-family sense), this conflict can occur in two directions: when the professional sphere interferes in the family sphere (WFC) and when the family sphere interferes with the professional sphere (FWC; Frone, Russell, & Cooper, 1992; Netemeyer et al., 1996). According to Greenhaus and Beutell (1985), this conflict of roles (professional and family) can be characterized according to the nature of its source, highlighting three types: 1) time-based conflict – i.e., the time required to perform one role affects the time available for the execution of another, reducing it (e.g., breastfeeding duration; Johnson & Salpini, 2017; Mirkovic, Perrine, Scanlon, & Grummer-Strawn, 2014); 2) strain-based conflict, which occurs from pressure that is experienced in certain tasks (e.g., tiredness, irritability) and affecting the fulfilment of the requirements of the other role; and 3) behaviour-based conflict, which refers to the incompatibility of expected behaviours in each role (Boyd, Sliter, & Chatfield, 2016; Chambel & Ribeiro, 2014; Greenhaus & Beutell, 1985).

Regarding WFC predictors, some studies have pointed to the pressure generated by work, lack of forms of support in the workplace, little autonomy for decision-making (e.g., Grzywacz & Marks, 2000), extraordinary hours of work, job insecurity, and the existence of an organizational culture that is not very 'friendly' to the relationship between work and family (e.g., Voydanoff, 2005). As for the predictors of FWC, we can highlight the existence of children, number of minor children/family dependents, unequal distribution of household tasks, lack of family support, family climate (Frone et al., 1992; Grzywacz & Marks, 2000; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). As for the consequences of conflict, these may be work-related, family-related, or non--specific; (e.g., stress-related; Allen et al., 2000). Some studies have shown that higher levels of work-family conflict have negative effects on life satisfaction, well-being (e.g., Boyar & Mosley, 2007; Diener & Ryan, 2009; Qu & Zhao, 2012), productivity, absenteeism (e.g., Santos & Gonçalves, 2014), the intention of abandoning the employment, reducing marital and family satisfaction, physical illness, depression, burnout (Allen et al., 2000; Frone et al., 1992; Mumu, Tahnid, & Azad, 2020), alcohol and/or drugs use (e.g., Kuntshe & Kuntsche, 2021) among others (see Eby et al., 2005; Kengatharan, 2015, for a review). In addition to these effects – and since both domains require resources such as time, energy, dedication or effort – the choice between a domain in favour of another, as well as generating negative effects and interpersonal conflict, also causes negative emotions such as frustration, shame, anger or guilt (Ilies, De Pater, Lim, & Binnewies, 2012). However, these consequences can vary according to several elements, such as conjugality and/or parenthood, interest/centrality of the job, career goals and, above all,

the identity of individuals (i.e., the perception of conflict between work and family is dependent on the value and meanings attributed to each sphere; Greenhaus & Powell, 2006; Guest, 2002). As individuals' identities change over time and are enriched by new roles, it is important for organizations to be aware of this, seeking to understand how the relationship between professional and family spheres is vital for organizational behaviour and for human resources (Lee, MacDermid, Dohring, & Kossek, 2005; Santos, 2011).

Guilt, satisfaction with life, and job satisfaction

Although some authors point to the positive influence of work in the family (e.g., through work-family enrichment; Greenhaus & Powell, 2006), their conceptualization will tend more towards the 'failed side'; i.e., a successive process that reflects success vs. failure in trying to balance both roles. Since both domains require resources such as time, energy, dedication or effort, the choice between one domain in favour of others – in addition to generating interpersonal conflicts – also leads to intrapersonal conflicts and negative emotions, such as frustration, shame, anger or guilt (Ilies et al., 2012). Guilt can be defined as 'an unpleasant emotion that is experienced when an individual acknowledges responsibility for a perceived failure to meet norms or fulfill personal goals' (Cho & Allen, 2011, p. 278). Although there is a close relationship between guilt trait and guilt state (e.g., Leith & Baumeister, 1998), this study focuses on guilt as an emotional state rather than as a personality trait.

The guilt associated with the work-family interface results from the need to make a choice between work and family (Conlin, 2000; Pollock, 1997). That is, when professional and family demands are incompatible, individuals must make decisions that result in choosing work instead of family or family rather than work (Greenhaus & Powell, 2003). As a result, this decision may result in feelings of guilt (Cho & Allen, 2011), since there is a divergence between the level of participation in relation to a subject preference activity performed at home or at work (Hochwarter, Perrewé, Meurs, & Kacmar, 2007). Thus, it seems to be expected that higher levels of work-family and family-work conflict aggravate feelings of guilt.

Some studies have corroborated the interrelation between work-family conflict and guilt (Korabik, 2015; Sousa et al., 2016; Gonçalves et al., 2018). In this regard, we highlight the study of Aycan and Eskin (2005), who used a sample of 434 participants and showed that work-family interference is positively related to job-related guilt. This type of guilt was associated with several negative consequences such as hourly inflexibility, depression, as well as less satisfaction with life, with organizational policies, with parenting, and with time spent with children (Aycan & Eskin, 2005). This study focused on the effects of WFC on well-being and it did not analyse the effects of FWC or job satisfaction. Hence, our study presents added value, since it focuses on both directions: both on conflict and guilt. Thus, we propose the following hypotheses:

H1: Work-family conflict is a negative predictor of work-family guilt.

H2: Family-work conflict is a negative predictor of family-work guilt.

With increasing interest and research into the potentially healthy aspects of humans (positive psychology; see Pawelski, 2016; Seligman & Csikszentmihalyi, 2000), variables such as life satisfaction (defined as the cognitive judgment of some specific domains of life such as health, work, social relations, autonomy and reflecting individual well-being – that is, the motives that lead people to live their life experiences in a positive way; Diener, Emmons, Larsen, & Griffin, 1985) and job satisfaction (pleasurable or positive emotional state that results from the pleasure inherent in professional activities; Locke, 1976) are given a new prominence as they are essential for promoting the positive functioning of individuals. Several studies have demonstrated the negative effects of WFC and FWC, not only on individual variables (e.g., well-being, life satisfaction), but also on organizational variables (e.g., burnout, job satisfaction). Thus, situations such as conflict and guilt associated with work and family, which arise from the need to make a choice, are likely to interfere negatively with satisfaction with life and with job satisfaction (e.g., Ergeneli, Ilsev, & Karapınar, 2009; Zhag, Zhao, & Korabik, 2019). Considering the evidence shown in the literature, we propose the following hypotheses:

H3: Conflict and work-family guilt are negatively associated with satisfaction with life.

H4: Family-work conflict and guilt are negatively associated with job satisfaction.

METHOD

Participants

The sample for this study was non-probabilistic; composed of 213 participants of which 49% (*N* = 104) were females and 51% (*N* = 109) were males; recruited by convenience; and participants obeyed the following inclusion criteria: actively employed, more than 18 years of age, and were a parent or a legal guardian caring for children. Participants were aged between 22 and 64 (*M* = 41.77; *SD* = 6.63) and most of them (79.8%) were married or living in common-law situations. Households consisted most frequently of families with three or four members (39% and 31.9%, respectively), with 56% of all households including one child, 39% including two children, and 5% including three children. About 48% of the participants (N = 102) had a university degree, 94% (N = 200) worked full-time, and 9% (N = 19) had two jobs. No outliers were found in any of the variables related to the socio-demographic characteristics of the sample.

Measures

Work-Family Guilt Scale (WFGS). Developed by McElwain, Korabik, and Chappell (2005), this seven-item tool was originally rated using a Likert-type scale ranging from 1 (Strongly Disagree) to 6 (Strongly Agree). However, a scale with an odd number of points is easier to answer, due to it having an intermediate point. On the one hand, this acts as a neutral level of agreement and disagreement, which is a more viable option for respondents who do not have an opinion on the item (de Vaus, 1990; Weems & Onwuegbuzie, 2001). On the other hand, it increases reliability (e.g., Courtney & Weidemman, 1985; Madden & Klopfer, 1978). We opted for a seven point Likert scale (1 - Strongly Disagree to 7 - Strongly Agree) because higher scores indicate a higher level of work-family guilt and family-work guilt. The WFGS is a bidirectional measure that includes two dimensions: work interference with family guilt (four items; e.g., Item 1: '*I regret not being around for my family as much as I would like to be*') and family interference with work guilt (three items; e.g., Item 7: '*I feel bad because I frequently have to take time away from work to deal with issues happening at home*'). The WFGS demonstrated high internal consistency at the construct level (α = 0.77), as well as for both the WFG (α = 0.86) and FWG (α = 0.74).

Work-family conflict (WFC) and family-work conflict (FWC). The WFC and FWC scales, adapted to the Portuguese population by Santos and Gonçalves (2014), were originally developed in English by Netemeyer et al. (1996). This 10-item tool, rated by a Likert-type scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree), is a bidimensional measure assessing the two dimensions of conflict: work-family conflict (five items; e.g., Item 1: '*The demands of my work interfere with my home and family life*'; Item 4: '*My job produces strain that makes it difficult to fulfil family duties*') and family-work conflict (five items; e.g., Item 7: '*I have to put off doing things at work because of demands on my time at home*'; Item 9: '*My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime*'). In the Portuguese scale adaptation, the reliability coefficient of the scale was 0.87 and the alpha for the two dimensions ranged between 0.88 (WFC) and 0.80 (FWC).

Satisfaction with life. We used the adaptation of the SWLS to the Portuguese population by Simões (1992), originally developed by Diener et al., (1985). This five-item tool (e.g., Item 1: '*In most ways my life is close to my ideal*'; Item 4: '*So far I have gotten the important things I want in life*') is rated by a Likert-type scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree) and the results range from a minimum of 7 and a maximum of 35, in that the higher the score, the higher the satisfaction with life. In the Portuguese scale adaptation, the reliability coefficient of the scale was 0.77.

Job Satisfaction Scale. This scale was originally developed in English by Warr, Cook, and Wall (1979) and adapted for the Portuguese population by Gonçalves, Santos, Orgambídez-Ramos, Nené and Sousa (2016). The scale contained sixteen statements about fifteen different aspects of the job (e.g., Item 2: '*Freedom of working method*'; Item 14: '*Amount of variety in job*') with a seven-point scale, ranging from 1 (Extremely Dissatisfied) to 7 (Extremely Satisfied), in which higher scores represent higher satisfaction.

Demographics. To characterize the sample, participants were asked to provide basic demographic information, including gender, age, number of children, marital status, educational level, type of work schedule, and number of jobs.

Procedures of data collection

Upon approval of the Scientific Committee (entity responsible for monitoring the procedures and ethical safeguards of research) and assurance of ethical criteria (e.g., information about the voluntary and anonymous nature of the study), participants were asked to answer a self-report questionnaire with an average completion time of 15 minutes. The questionnaire was completed in a single time period. Data collection was performed at several places; namely, in university classes, public and private companies, and other public places. No compensation was offered to participants. The study subject was blinded and after the collection a debriefing was carried out. Only the questionnaires completed correctly were considered.

Procedures of data analysis

Data were analysed using IBM-SPSS software version 24.0 (SPSS Inc., Chicago, IL, USA). Mean values and standard deviations (SD) were used to present the results of the scales and hierarchical multiple regression was used to analyse the relationships between the variables. In the linear regression models for predictors, bias corrected confidence intervals and standard errors were computed with a bootstrapping procedure using 1000 bootstrap samples. Statistical significance in all procedures was determined by two-tailed analysis and set at 0.05.

RESULTS

Correlations between variables

Table 1 shows the Pearson correlation coefficient for the intercorrelation between the scales used in this work.

Our data show a significant correlation between WFC and WFG (r= 0.541 IC95% BCa [0.432; 0.642];

$p < 0.001$), suggesting that a higher score in the WFC scale indicates a higher score in the WFG scale. WFC is responsible for 29.2% of the variance in WFG ($R^2 = 0.292$). Interpretation of the F statistic in a linear regression analysis also shows that WFC is a significant predictor of WFG (F = 87.193; $p < 0.001$).

We identified a negative correlation between satisfaction with life and both WFC (r = -0.244 IC95% BCa [-0,394; -0,093]; $p < 0,001$) and WFG (r = -0.175 IC95% BCa [-0.311; -0.037]; $p = 0.010$), indicating that higher work-family conflict and guilt are associated with less satisfaction with life.

Regarding conflict and guilt related to family-work, we found a positive correlation between FWC and FWG (r = 0.455 IC95% BCa [0.306; 0.585]; $p < 0.001$). Linear regression analysis considering FWG as a dependent variable shows that 20.7% of the variance in FWG can be attributed to FWC ($R^2 = 0.207$) and that FWC is a statistically significant predictor of FWG (F = 55.08; $p < 0.001$).

Our data show that job satisfaction and FWC are negatively correlated (r = -0.205 IC95% BCa [-0.344; -0.071]; $p = 0.003$), but we did not find a statistically significant correlation between job satisfaction and FWG (r = -0.008 IC95% BCa [-0.153; 0.127]; $p = 0.904$). Our data also show that job satisfaction and satisfaction with life are positively correlated (r = -0.302 IC95% BCa [0.173; 0.427]; $p < 0.001$). This bilateral correlation implies that the independent variable in a linear regression analysis would be responsible for 9.1% of the variance in the dependent variable. A linear regression, using satisfaction with life as a dependent variable and job satisfaction as an independent variable, results in a statistically significant predictive model (F = 21.14; $p < 0.001$).

Satisfaction with life as predicted by work-family conflict and guilt

To further analyse the intercorrelations between variables, and considering the associations proposed in the literature for WFC, WFG, and satisfaction with life, we conducted a partial correlation analysis, also using a bias-

Table 1. Correlation matrix

Scale	Mean	SD	Correlation				
			WFC	FWC	WFG	FWG	Satisfaction with life
WFC	3.74	1.50					
FWC	2.84	1.52	0.583**				
WFG	3.77	1.56	0.541**	0.413**			
FWG	2.89	1.51	0.205**	0.455**	0.378**		
Satisfaction with Life	4.33	1.25	-0.244**	-0.109	-0.175*	-0.100	
Job Satisfaction	4.32	1.07	-0.334**	-0.205**	-0.154*	-0.008	0.302**

* Statistical significant correlation at the $p < 0.05$ level

** Statistical significant correlation at the $p < 0.01$ level

corrected bootstrapping procedure. The results show that the correlation between WFG and satisfaction with life that was previously identified (r = -0.175 IC95% BCa [-0.311; -0.037]; p = 0.010) is not maintained when we control for the WFC. This partial correlation procedure shows that WFG and satisfaction with life are, in fact, not correlated (r = -0.053 IC95% BCa [-0.193; 0.098]; p = 0.441). Also, WFG cannot be considered to be a moderator between WFC and satisfaction with life. Although the inclusion of WFG and the interaction between WFG and WFC in a multiple regression model suggest an increase in R^2 for each step of the model, their inclusion does not significantly contribute to the predictive power (Table 2).

These results suggest that although WFG is associated with WFC, it should not be used to predict satisfaction with life.

Job satisfaction as predicted by family-work conflict and guilt

As previously stated, job satisfaction and FWC are negatively correlated (r = -0.205 IC95% BCa [-0.344; -0.071]; p = 0.003), whereas job satisfaction and FWG are not (r = -0.008 IC95% BCa [-0.153; 0.127]; p = 0.904). We also found a positive correlation between FWC and FWG (r = 0.455 IC95% BCa [0.306; 0.585]; p < 0.001). These correlations, together with the results of a stepwise multiple regression model for predicting job satisfaction using FWG and FWC (Table 3), show that FWG and FWC are positively correlated, but that FWG should not be included in predictive models for job satisfaction.
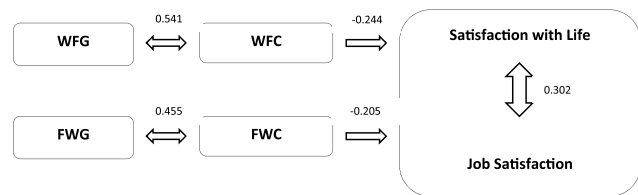
Job satisfaction and satisfaction with life

As job satisfaction and satisfaction with life are positively correlated (r = 0.302 IC95% BCa [0.173; 0.427]; p < 0.001), further studies should address and

confirm the nature of this correlation. Conflict and guilt can constitute important covariates of the association between job satisfaction and satisfaction with life, but their in-depth analysis can prove difficult due to the number of statistically significant intercorrelations observed between the different directions of guilt and conflict, resulting in multicollinearity which, in turn, can limit the statistical procedures that can be computed in the analysis. Nevertheless, our results suggest that a statistical model – which can be the basis for the analysis of the associations between job satisfaction, satisfaction with life, and the guilt and conflict that arise from family and work – can be illustrated as in Figure 1.

Model evaluation and measurement invariace

The final model was evaluated through an analysis of structural equations, showing a good fit: χ^2 = 2.695; NFI = .944; IFI = .964; CFI = .962; RMSEA = .089. To assess the model's gender invariance, a multigroup confirmatory factorial analysis (MCFA) was performed. According to the data in table 4, the configural model presented a favorable adjustment. The comparison of this model with the metric model, and the comparison of the metric model with the scalar model, showed statistically significant differences $\Delta\chi2$ = 6.38; Δdf = 8; p < 0.005 and $\Delta\chi2$ =

Figure 1. Satisfaction, conflict and guilt. Multiple regression analysis. Standardized regression weights shown

Table 2. Multiple regression model. Bias corrected and accelerated confidence intervals reported in parentheses

Regression model	B	Standard error	β	p	R^2
Step 1					
Constant	5.09 IC95% BCa [4.56; 5.63]	0.22		< 0.001	0.060
WFC	-0.20 IC95% BCa [-0.33; -0.07]	0.06	-0.24	< 0.001	
Step 2					
Constant	5.18 IC95% BCa [4.60; 5.63]	0.25		< 0.001	
WFC	-0.18 IC95% BCa [-0.33; -0.02]	0.07	-0.21	0.009	0.062
WFG	-0.05 IC95% BCa [-0.19; -0.09]	0.07	-0.06	0.441	
Step 3					
Constant	5.97 IC95% BCa [4.99; 6.95]	0.50			
WFC	-0.42 IC95% BCa [-0.72; -0.13]	0.15	-0.51	0.005	0.077
WFG	-0.28 IC95% BCa [-0.57; -0.004]	0.14	-0.36	0.047	
WFC x WFG	0.07 IC95% BCa [-0.005; 0.136]		0.04	0.53	0.067

Table 3. Multiple regression model for job satisfaction. Bias corrected and accelerated confidence intervals reported in parentheses

Regression model		B	Standard error	β	p	R²
Step 1						
	Constant	4.73 IC95% BCa [4.37; 5.07]	0.17		< 0.001	
	FWC	-0.15 IC95% BCa [-0.24; -0.04]	0.05	-0.21	0.003	0.042
Step 2						
	Constant	4.60 IC95% BCa [4.21; 4.99]	0.19		< 0.001	
	WFC	-0.18 IC95% BCa [-0.31; -0.07]	0.06	-0.26	0.001	0.052
	FWG	0.08 IC95% BCa [-0.03; 0.20]	0.06	0.11	0.141	

11.12; Δdf = 4; p < 0.001 respectively, and the change in CFI and RMSEA values, did not provide adequate statistical support for the invariance between groups (e.g., Chen, 2007).

DISCUSSION AND CONCLUSION

This study aimed to analyse a model where higher levels of WFC and FWC were expected to negatively affect WFG and FWG respectively and, consequently, these variables would reduce satisfaction with life and job satisfaction. The results obtained allowed us to confirm Hypotheses 1 and 2; that is, WFC negatively affects WFG and FWC negatively affects FWG. In sum, higher levels of conflict in both spheres increase the feeling of guilt. On the other hand, contrary to what was expected, WFG and FWG had no direct or mediating effects on satisfaction with life and job satisfaction. Only WFC and FWC were shown to be significant predictors of satisfaction with life and job satisfaction, respectively, partially confirming Hypotheses 3 and 4. It was also possible to observe a positive correlation between life satisfaction and job satisfaction. The final model showed good adjustment indices, however it was not possible to achieve the invariance measurement between genders, which refers to the possibility of gender differences that should be further investigated in future studies.

As work is a significant and important part of life and its reconciliation with the family sphere is an impetus in today's societies, it is important for organizations to realize that the conflict arising from the attempt to combine both spheres has negative implications not only for satisfaction with life, but also for job satisfaction. These results lead us to another question, related to the priorities and values of individuals (e.g., Cohen, 2009; Masuda & Sortheix, 2012). Based on the concern of Ilies and colleagues (2012), and on the principle of reducing cognitive dissonance (Festinger, 1957) in decision-making on family-work balance management, we consider that to understand the variables that affect the decision-making process and the consequent effects, we must also consider the importance (valorization) that individuals attribute to each factor underlying the decision and how they adjust for dissonant cognitions. Although relatively stable, individuals' values and identities change over time (Greenhaus & Powell, 2003; Guest, 2002) and are activated by the context, so that the cognitions associated with decision processes, which are different at each moment (e.g., illness in the family vs. company meetings, career goals vs. having children), can create dissonance and, consequently, states of tension between the Self's 'want', expressed by a visceral reaction, and the Self's 'duty', relative to long-term interests (Bazerman, Tenbrunsel, & Wade-Benzoni, 1998). Thus, it is expected that in certain moments of life, work is a priority to the detriment of the family, and vice versa. Although the feeling of guilt can play an adaptive role (George & Brief, 1996), over-exposure to the feeling of guilt may involve anxiety and depression (e.g., Kim, Thibodeau, & Jorgensen, 2011).

Given the impact that conflict and guilt have on job satisfaction and life satisfaction (e.g., Masuda & Sortheix, 2012), it would be pertinent to study the motivations,

Table 4. Measurement invariance tests across gender

Model	χ2	df	Δχ2	Δdf	CFI	RMSEA [90% CI]	AIC	ΔCFI	ΔRMSEA
Gender Invariance									
Configural	33.64	12			.922	.092 [.056-.130]	177.64		
Metric	40.03	20	6.38	8	.928	.069[.069-.100]	108.03	.006	-.023
Scalar	51.15	24	11.12	4	.902	.073 [.045-.101]	111.15	-.026	.004

priorities, and strategies that individuals use to reduce cognitive dissonance in the decision-making process for the emotional and behavioural outcomes relative to WFC and FWC. The results obtained also allow us to presume that individuals with higher levels of satisfaction with life, can adopt strategies to minimize conflicts between both spheres of life (work and family), thus decreasing the susceptibility to feel guilt. Likewise, less interference from family life in the workplace can lead to increased job satisfaction. On the other hand, individuals who feel satisfied at work can adopt mechanisms leading to conscious or unconscious coping mechanisms that help to minimize the potential for conflict between work and family, or a sense of guilt that does not arise due to clear priorities.

Limitations of this study, apart from the sample size and homogeneity (workers with children), include the cross-sectional nature of the study, as the data were collected at a single moment in time. Future studies may contemplate further analyses including individuals without children and look at gender differences in conflict and guilt. Other studies may include the topic of sense of loss; that is, trying to perceive what individuals feel they have lost because they are too involved in work or family (e.g., missing a child's birthday party, missing an important meeting) and how that feeling of loss affects them. It is also important to study other levels of analysis, in addition to the individual; for example, couples, co-workers, close family (e.g., grandparents), and community.

Culture also presents itself as a very important variable that should be considered in future studies, since it influences not only the centrality of work but also the importance of family in the life of individuals. Although some cross-cultural studies have already been developed (e.g., Korabik, 2015; 2017), as well as studies that analyse the JD-R model (e.g., Glavin & Schieman, 2012; Rubio, Osca, Recio, Urien, & Peiró 2015), others could be considered, focusing on guilt trait rather than on guilt state. In addition, the changes that have occurred in the last few months, both professionally and in family dynamics, due to the COVID-19 pandemic (for example, confinement, home office, kindergartens and closed schools, lay-offs) would be very interesting topics for follow-up studies.

This research supports previous investigations which have identified that conflict is an important variable which explains the well-being of workers, since it presents itself as a negative predictor of guilt, satisfaction with life and job satisfaction. These results contribute to the need for organizations to promote reconciliation between both spheres of human resource life by facilitating decision-making without feelings of guilt. The promotion of both satisfaction with life and job satisfaction are extremely important for human resources management. This should be strengthened, for example, through the adoption of family-friendly policies that allow employees to reconcile the professional and family spheres in order to achieve a balance between the two roles without fearing consequences in terms of career (Amah, 2010). A culture that is supportive of the implementation of reconciliation practices, both at an organizational and social level, must be fostered, since organizations cannot support this process of social change alone (Santos, 2011). State intervention is required for the implementation of legislation and other mechanisms aimed at the implementation of policies that reconcile professional and personal life (Santos, 2011).

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