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Multiwork, work-family/family-work conflict and satisfaction with life

Abstract

The aim of my study was to determine what relations exist between work and family demands, W-F/F-W conflict and job satisfaction, satisfaction with marriage, and life satisfaction among multiworkers and monoworkers. Research involved 218 multiworkers and 218 employees with single employment, who filled out a survey, the Organizational Climate Questionnaire, the W-F/F-W Conflict Technique, the Job Description Questionnaire, the Marital Communication Questionnaire, and Satisfaction with Life Scale. From the data obtained referring to multiworkers, it is shown that W-F conflict is directly affected by the number of working hours, commuting time, job demands, rewards, and leave control. F-W conflict is directly affected by number of children aged up to six years, partner engagement, and the number of children aged 12–15 years. Satisfaction with life results from satisfaction with marriage and job satisfaction (stronger relationship). Considering the monoworkers, W-F conflict is directly affected by the number of working hours, commuting time, and the rewards at work. F-W conflict is directly affected by engagement of the partner and the depreciation in the relationship. Satisfaction with life results from satisfaction with marriage (stronger relation) and job satisfaction. These results contribute to deeper knowledge on the multiwork phenomenon.

Keywords

multiwork, W-F/F-W conflict, satisfaction with job, marriage, life

Streszczenie

Celem badań było sprawdzenie, jakie zależności zachodzą pomiędzy wymaganiami w pracy i wymaganiami w rodzinie, konfliktem P-R/R-P a satysfakcją z pracy, małżeństwa i życia wielopracowników i monopracowników. W badaniach uczestniczyło 218 wielopracowników oraz 218 pracowników z pojedynczym zatrudnieniem, którzy wypełniali: ankietę, Kwestionariusz Klimatu Organizacyjnego, Konflikty: Praca-Rodzina i Rodzina-Praca, Arkusz Opisu Pracy, Kwestionariusz Komunikacji Małżeńskiej, Skalę Satysfakcji z Życia. Z otrzymanych danych, odnoszących się do wielopracowników wynika, że na konflikt P-R bezpośredni wpływ wywierają liczba godzin pracy, czas dojazdu, wymagania i nagrody w pracy, oraz kontrola czasu wolnego. Na konflikt R-P bezpośrednio wpływają liczba dzieci w wieku do 6 lat, zaangażowanie partnera oraz liczba dzieci w wieku 12–15 lat. Satysfakcja

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z życia jest wypadkową satysfakcji z małżeństwa oraz satysfakcji z pracy (silniejszy związek). W przypadku monopracowników na konflikt P-R bezpośredni wpływ wywierają liczba godzin pracy, czas dojazdu, nagrody w pracy. Konflikt R-P podlega bezpośrednim oddziaływaniom: zaangażowanie partnera oraz deprecjacja w związku. Satysfakcja z życia jest wypadkową satysfakcji z małżeństwa (silniejszy związek) oraz satysfakcji z pracy. Powyższe rezultaty przyczyniają się do pogłębienia wiedzy na temat samego zjawiska wielopracy.

Słowa kluczowe

wielopraca, konflikt praca-rodzina/rodzina-praca, satysfakcja z pracy, małżeństwa, życia

Introduction

Contemporary changes that occur in the socio-economic area pertain mainly to the labour market and employment. While fordism-taylorism adhered to regular working hours, distinct separation of working time and spare time, and long-lasting employment in the same company at the same or similar post (Inagami 1998/1999), in the 1980s there appeared some innovative solutions both in employment forms and in working time schedules. The work world entered the period of flexible working hours, flexible employment forms, and protean careers, or multiwork. The latter phenomenon has been functioning in Poland for more than 80 years (as early as the 1930s over half of the professionally active population worked additionally in farming), yet the character of multiwork has been subjected to a significant transformation in the labour market.

Multiwork is defined as providing work or performing tasks for at least two independent subjects, within a regular job and/or flexible employment forms (Lipińska-Grobelny, 2014). It should be noted that multiwork is broader than multi-job and is not identical with so-called hybrid employment, which means accumulating self-employment by one staff worker or non-staff employee, but all forms taking place at the same workplace (Cudowski, 2007).

A contemporary multiworker relies on his/her knowledge, improves qualifications permanently, and he/she is ready to undertake numerous jobs not because it is necessary but most often because it is a way to confirm one's own professional value. Analysing the character of multiwork renders it possible to indicate two independent approaches to performing work for more than one employer: the specialization approach and the diversification approach. The former one pertains to persons who realise their extra employment within some definite specialist qualifications (e.g. an academic teacher holds classes at various universities). Whereas the diversification approach describes those workers who use their numerous professional experiences and qualifications (e.g. the

already mentioned academic teacher is at the same time the owner of a personal guidance company).

In the current article multiwork has been limited to a number of employers and due to its co-occurrence with a high working-hours burden, which affects various areas of functioning (Lipińska-Grobelny, 2014), it has been decided to present what relations exist between work and family demands, W-F/F-W conflict and job satisfaction, satisfaction with marriage, and life satisfaction.

The research issues

The starting point for the research was provided by the integrated model by A. McElwain, K. Korabik, and H.M. Rosin (2005), which includes all the variables applied in the current article. The model's authors have assumed that family demands (e.g. having children, their number, and age) intensify the family-work conflict (F-W), which affects job satisfaction, while job demands (working hours, number of jobs, and worktime demands) influence work-family conflicts (W-F) and satisfaction with family. Life satisfaction presents a function of job satisfaction and family satisfaction (see Figure 1).

Figure 1.

The integrity model by A. McElwain, K. Korabik & H.M. Rosin (2005)

WORK DEMANDS

(number of working hours, job positions) ---> W-F conflict ---> satisfaction with family



LIFE SATISFACTION



FAMILY DEMANDS

(children – age, safekeeping) -----> F-W conflict ----> job satisfaction

Źródło: Zalewska, A. (2008). Konflikt praca-rodzina – ich uwarunkowania i konsekwencje. Pomiar konfliktów. [Work-family conflict – their determinants and consequences. The measurement of conflict], (w:) L. Golińska i B. Dudek (red.). Rodzina i praca z perspektywy wyzwań i zagrożeń. [Family and work from the perspective of threats and challenges]. Łódź: Wydawnictwo UŁ, s. 412.

In 2000 J.G. Grzywacz and N.F. Marks carried out tests in a group of 948 women and 1038 men, aged 25–62. Conclusions drawn by the authors have great significance for the issues presented. Among family demands the major source of conflict is assigned to the following: a) having a partner (it intensifies the W-F conflict in men), b) having

children (it intensifies the F-W conflict in women and men), c) support from husband or wife, which lowers the F-W conflict in both genders, but W-F conflicts this support is significant for men only. Moreover, family discord (d) and criticism (e) heighten the W-F and F-W conflicts among both women and men. As far as job demands are concerned, it is observed that conflict experience is strictly related to working hours (this variable heightens the W-F conflict in women and men and the F-W conflict in women only). Additionally, the W-F and F-W conflicts become more intense with pressure and weak support from co-workers and little freedom in decision making (low autonomy).

Studies conducted by S. Geurts, D. Beckers, T. Taris, M. Kompier, and P. Smulders (2009) indicate that while contract hours and overtime contribute to growing work-family conflicts, commuting time does not influence conflict intensity. Furthermore, leave control directly lowers the intensity of the W-F conflict, whereas flextime control does not exert a direct impact upon conflict intensity, yet it presents a mediating variable between working hours and the W-F conflict.

A relation between work and family demands, W-F/F-W conflict and job satisfaction and marital satisfaction is also indicated by Ł. Baka (2012), who confirms that job demands in the form of interpersonal conflict, organizational limitations, and work burden, intensify the W-F conflict and affect low job satisfaction. Whereas, family demands in the number of children, family duties burden, do not influence the F-W conflict, yet they directly weaken satisfaction with marriage. B. Lachowska (2012) also confirms a relation between job demands and the W-F conflict and between family demands and the F-W conflict. Moreover, the author mentions a role played by the organizational climate which helps to realise job duties and thus weakens the work's negative influence upon functioning in family roles.

Considering the research results, job demands have been limited in this article to the following variables that characterise work conditions: autonomy, control, namely, leave control (having influence upon holiday dates, days-off) and flextime control (possibilities of deciding about when to start and finish work), satisfaction with working time division, support at work, work demands, motivational system evaluation, evaluating the organization and its management, working hours, and commuting time (to work and home). Whereas family demands pertained to the following variables that describe a family: number of children, children's ages, working spouse, support, engagement, and depreciation in the relationship.

Other variables from the integrated model by A. McElwain, K. Korabik, and H.M. Rosin – the W-F and F-W conflict – were defined according to the approach by R.G. Netemeyer, J.S. Boles, and R. McMurrian (1996). They claim that the W-F and F-W conflict presents role disharmonies, where general demands, devoted time, and tension that are related to performing one role (e.g. the professional role) make it more difficult

to perform another role (e.g. the family role). As for satisfaction with varied spheres, focus was put on cognitively evaluating life satisfaction as understood by E. Diener, R.A. Emmons, R.J. Larsen, and S. Griffin (1985). According to these authors, life satisfaction pertains to a general satisfaction with one's achievements and living conditions. In job satisfaction, its evaluation was also limited to the cognitive dimension, according to O. Neuberger and M. Allerbeck, that is, to a general satisfaction with work (Zalewska, 2003). The third examined area pertained to marital satisfaction evaluated cognitively concerning what a person thought about his/her marriage, and how he/she perceived relations with the partner (Liberska & Matuszewska, 2001).

A survey concerning multiworkers shows their convictions about higher work diversity levels, a stronger sense of freedom (becoming independent from one employer), and work-life balance with a support from family members (Lipińska-Grobelny, 2014). Pointing to survey results, A. Sołtys (2008, p.464) writes that multiworkers treat multiwork as *'a possibility, an option, a fortunate twist of fate, and (...) they will not give up multiwork until they have enough strength or until 'occasions' appear'*.

With consideration given to the model by A. McElwain, K. Korabik, and H.M. Rosin (2005) and the previously discussed research results, it has been decided to formulate the research hypotheses as follows:

H1. Job demands intensify the W-F conflict and affect satisfaction with marriage and life satisfaction among:

- a. multiworkers,
- b. monoworkers.

H2. Family demands intensify the F-W conflict and affect job satisfaction and life satisfaction among:

- a. multiworkers,
- b. monoworkers.

Method

Participants

The research procedure involved 218 multiworkers (109 women, 109 men) and 218 workers employed at one workplace (109 women, 109 men). Comparing the two groups required similar conditions and selected demographical variables (the only difference cannon). The examined groups were not different as for age, total work experience, work experience at a given post, motives for starting a job, leave control, flextime control, and commuting time. Due to the major objective of the research – defining the relations

among the variables for multiworkers and monoworkers, the study included only those persons who were married and had at least one child (these are heightened risk factors for the occurrence of the W-F/F-W conflict, thus it was decided to control them).

The multiworkers' age ranged from 21 to 63 ($M = 41.79$; $SD = 9.59$), while age of workers with single employment ranged from 24 to 64 ($M = 42.42$; $SD = 9.23$; difference between the means was -0.63). The average work experience among multiworkers and monoworkers equalled 19 years, and the average work experience at a given post was about nine years in both groups. A marked majority of the participants represented double-income couples, where both spouses worked (88% multiworkers and almost 93% workers employed at a single workplace). Persons providing work for more than one employer most often had two children, while monoworkers had one child (the difference was not significant – $Chi^2/df = 3/ = 5.48$ $p > 0.1$).

Measurement tools

In order to verify the research hypotheses, six measurement tools were used. Job and family demands were measured with using a survey elaborated by myself, the Organizational Climate Questionnaire by D.A. Kolb, and the Marital Communication Questionnaire – evaluating the partner's behaviours by M. Kaźmierczak and M. Plopa.

The survey was the data source regarding the examinees' socio-demographic characteristics, their working hours per week, commuting time to work and home, leave control, starting time and finishing work controls, number and age of children, and the working spouse. The Organizational Climate Questionnaire (KKO) described the workplace's general characteristics such as support at work, demands, rewards at work, organization, management, and responsibility levels (a substitute for autonomy). An examinee assessed the particular work intensity using a ten-point scale. KKO reliability, computed according to the $KR\ 20$ formula adapted by Ferguson, was sufficient ($r_{tt} = 0.61$), (Chełpa, 1993). The Marital Communication Questionnaire (KKM) was used to get data regarding support in the relationship, partner engagement, and depreciation in the relationship. The KKM questionnaire has two versions: the first one deals with self-evaluating ones' conversational style, the second one evaluates the partner's communication style (used in the current study). An examinee uses a five-point scale to assess which behaviours and to what extent they pertain to himself/herself (the first version) and to the partner (the second version). Technique reliability was calculated in a group of 906 participants using Cronbach's α coefficient (for the second version of the partner's behaviours the coefficient equalled 0.91 for support, 0.80 for engagement, and 0.89 for depreciation), (Kaźmierczak & Plopa, 2005).

Work-life conflicts were measured with the W-F/F-W Conflict Technique by R.G. Netemeyer, J.S. Boles, and R. McMurrian. To assess satisfaction with varied spheres,

there were used the Job Description Questionnaire (AOP) by O. Neuberger and A. Allerbeck (general indication of job satisfaction and marital satisfaction) and the Satisfaction with Life Scale (SWLS) by E. Diener, R.A. Emmons, R.J. Larsen and S. Griffin. The Work-Family and Family-Work (W-F/F-W) Conflict Technique in its Polish adaptation by A. Zalewska measured the conflict's two directions, that is, the W-F and F-W conflict. The tool consists of a written instruction and ten statements that regard relations between family life and professional life. An examinee is asked to define his/her attitude to each statement using a seven-point scale. Research results for the tool's Polish version have confirmed its factor validity and external validity, as well as high measurement reliability (Cronbach's *alpha* was 0.94 for the W-F conflict and 0.80 for the F-W conflict), (Zalewska, 2008). The Job Description Questionnaire (AOP) allows for estimating satisfaction with job components, including satisfaction with working time, on a four-point scale, and general job satisfaction (applied in the current study), general satisfaction with marriage (another variable in the model), and life satisfaction, on a seven-point scale. Scale reliability for six components was high (Cronbach's *alpha* ranged from 0.84 to 0.92), and for the component Colleagues it was satisfactory (0.69), (Zalewska, 2001). Concerning general job and marital satisfaction measurements, differential validity was assessed (very strong correlations for five job categories – labourers, office workers, teachers, uniformed workers, artists), and theoretical validity (satisfaction with marriage was highly correlated with engaged communication assessed from one's own perspective and from the partner's perspective), (Lipińska-Grobelny, 2014; Zalewska, 2001). The final measurement was made with the five-item Satisfaction with Life Scale (SWLS) in the Polish adaptation by Z. Juczyński (2001). Cronbach's *alpha* coefficient was satisfactory ($r = 0.81$). A repeated examination after two months made it possible to achieve an equally high absolute stability ($r = 0.86$), (Juczyński, 2001).

Results

In order to analyse relations between job and family demands, the W-F/F-W conflict and satisfaction with job, marriage, and life, structural modelling was used. The analyses were made for raw scores using the Amos 20.0 programme. Estimating the structural model parameters was based on the maximum likelihood method, since the difference between distribution of the analysed variables and the normal distribution was small, that is, skewness and kurtosis were contained in the range $[-1;1]$. Matching the path models was based on a few indicators: the χ^2/df value (less susceptible to sample size and deviation from the normal distribution as compared to the χ^2 statistics), 2) goodness of fit index CFI, 3) the mean square root of the approximation error, and 4) the *PClose* level.

In searching for a well-fitted model, job demands (i.e. the autonomy level, control level, namely leave and flextime control; satisfaction with working time; support at work; work demands; evaluating the motivational system, organization and management; number of working hours; and commuting time) and family demands (namely, number of children, their ages: up to six years, 7–11, 12–15, 16–18, and 19 and more, working spouse, support, depreciation in the relationship, and also partner engagement) were treated as exogenous variables. The W-F/F-W conflicts, which constitute characteristics resulting from interactions between job and family demands, were given treated as endogenous variables. The same status was also owned by satisfaction with job, marriage, and life, as their variability was explained by an influence of both exogenous and endogenous variables (Gaul & Machowski, 2011). With consideration given to theoretical premises that result from the integrated approach by A. McElwain, K. Korabik, and H.M. Rosin, some variables were introduced that might affect levels of conflicts, satisfaction with job, marriage, and life among both multiworkers and workers with single employment. Next, paths were eliminated for which the coefficient of causal effect was nonsignificant (Gaul & Machowski, 2011).

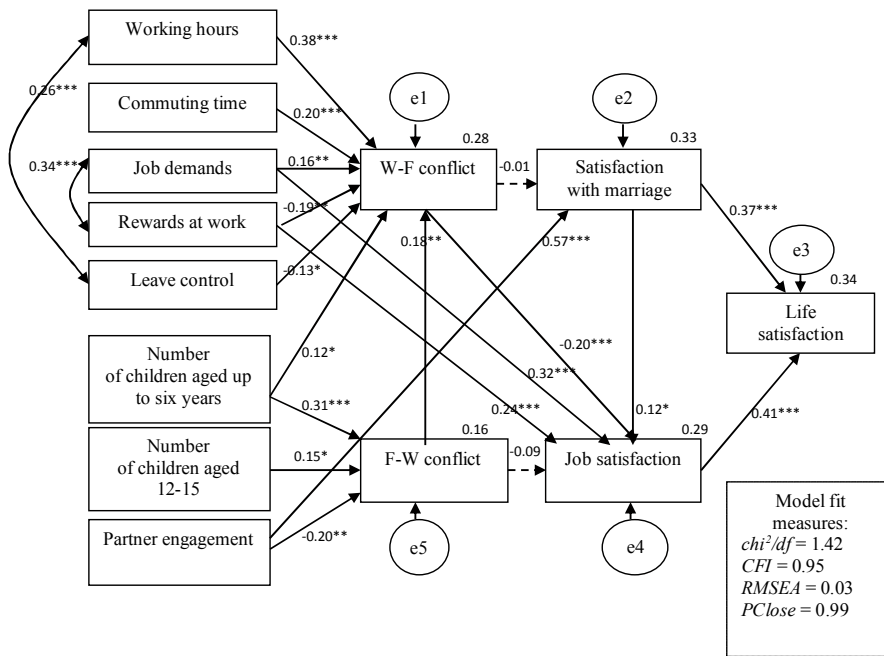
Below are presented the models that were characterized by the best fit indexes toward the empirical data. The arrows show the assumed causal relations among the variables. Next to the arrows coefficients of causal effect are placed for the standardized variables. Broken lines have been used to mark the relations that have appeared statistically nonsignificant. The arrows with two heads present correlations between variables, while values situated in an ellipse with the letter *e* represent hidden variables which mean the rest in the analysed model.

Job and family demands as related to the work-family/family-work conflict and satisfaction with varied spheres of life among multiworkers

In the Figure 2, structural equation modelling results are presented for multiworkers. The job demands that directly affect W-F conflict levels in this group are as follows: working hours (the most important variable), commuting time, demands, rewards, and leave control. The family demands that affect the F-W conflict are the following: number of children aged up to six years (the most important variable), partner engagement, and number of children aged 12–15. The number of children aged up to six years also contributes to a direct increase in W-F conflict intensity. For multiworkers, the W-F conflict affects job satisfaction, which significantly influences life satisfaction, whereas the F-W conflict affects job satisfaction indirectly by means of the W-F conflict. Satisfaction with marriage is directly influenced only by the partner engagement variable. Job satisfaction is also subjected to marital satisfaction influences, job demands, and rewards.

Figure 2.

Work and family demands, W-F/F-W conflicts and satisfaction with various life domains among multiworkers (standardized coefficients), (N = 218)



* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

While estimating the total impact exerted by particular factors upon satisfaction with life, it appears that the most important variables include satisfaction with marriage ($beta = 0.42$, direct effect $beta = 0.37$ and indirect effect $beta = 0.05$), job satisfaction (direct effect only, $beta = 0.41$), partner engagement (indirect effect only, $beta = 0.25$), demands and rewards (each variable with indirect effect only, $beta = 0.12$). The obtained model is well fitted to the data ($\chi^2/df = 1.42$, $RMSEA = 0.03$, $PClose = 0.99$, $CFI = 0.95$), and the paths contained in it are statistically significant. The variables included in the model render it possible to explain the 28% W-F conflict variability, 16% F-W conflict variability, 33% marital satisfaction variability, 29% job satisfaction variability, and 34% satisfaction with life variability.

Job and family demands as related to the work-family/family-work conflict and satisfaction with varied spheres of life among monoworkers

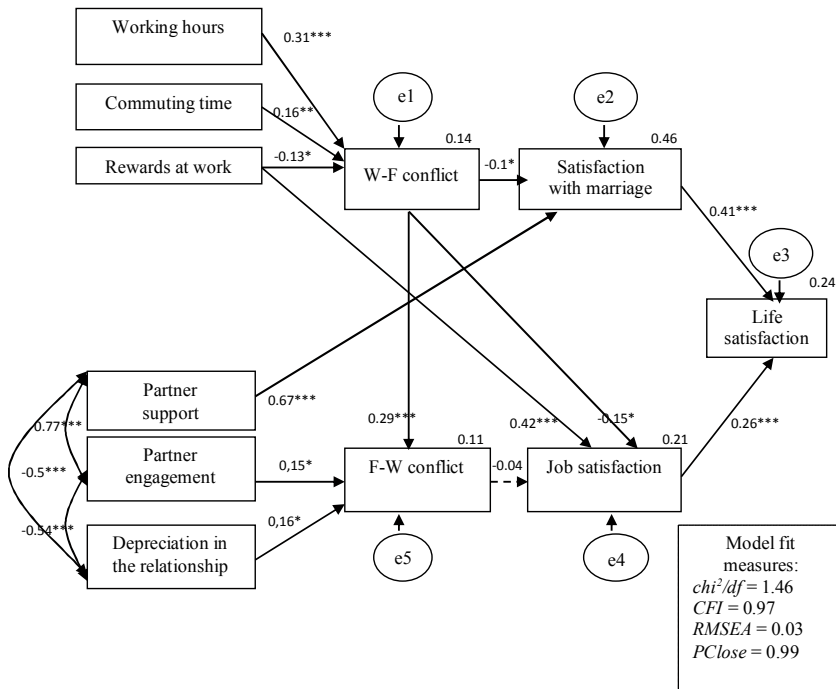
In the Figure 3, respective data are presented for workers employed at one workplace. In this case the job demands that directly affect the W-F conflict level are also the working hours (the most important variable), commuting time, and rewards at work, the latter having an impact upon job satisfaction as well. The family demands that are sig-

nificant for the F-W conflict among workers with single employment include partner engagement and depreciation in the relationship. Support in the relationship has a very strong impact upon the satisfaction level with marriage. It turns out that job demands intensify the W-F conflict and affect marital and life satisfaction, while family demands influence the F-W conflict, which remains nonsignificant for job satisfaction. The latter variable is significantly influenced by rewards and the W-F conflict.

While estimating the total impact exerted by particular factors upon satisfaction with life, it appears that the most important variables are satisfaction with marriage (direct effect only, $\beta = 0.41$), job satisfaction (direct effect only, $\beta = 0.26$), support in the relationship (indirect effect only, $\beta = 0.27$), and rewards (indirect effect only, $\beta = 0.12$). The obtained model is well fitted to the data ($\chi^2/df = 1.46$, $RMSEA = 0.03$, $PClose = 0.99$, $CFI = 0.97$). Variables included in the model make it possible to explain 14% W-F conflict variability, 11% F-W conflict variability, 46% marital satisfaction variability, 21% job satisfaction variability, and 24% satisfaction with life variability.

Figure 3.

Work and family demands, W-F/F-W conflicts and satisfaction with various life domains among monoworkers (standardized coefficients), (N = 218)



* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Discussion and conclusions

My study has examined how multiworkers and monoworkers functioning at work and at home affected their work-family/family-work conflict and their satisfaction with personal life and their job. The obtained research results have only partly confirmed my previously formed hypotheses. Concerning the multiworker, the work-family conflict is intensified because there is a high working-time burden, a growing commuting time (to work and home), high job demands, and also having small children (up to age six). This conflict is reduced by a motivating reward system at work and having some influence upon holiday dates and days-off (thus confirming the first part of hypothesis H1a). Whereas the family-work conflict undergoes intensification when multiworkers bring up children aged up to six or in their early adolescence, yet an engaged partner may help effectively in lowering the conflict (confirming the first part of hypothesis H2a). The latter variable's importance for a multiworker is evidenced by the results which show that an engaged spouse strengthens marital satisfaction, which affects job satisfaction.

Which job demands effectively improve job satisfaction in multiworkers? These are a stimulating, demanding job, yet with a sense of leave control and a well-designed rewards system. It ought to be noted that professional duties, an ambitious job, and participation in some interesting projects heighten the satisfaction, yet – at the same time – they contribute to an increase in the work-family conflict, which lowers job satisfaction (though this relation is weaker). Thus it is that a multiworker's life satisfaction is directly affected mainly by job satisfaction, and then by marital satisfaction, while job demands, rewards, and the engaged spouse have their indirect contribution to a positive general evaluation of one's life.

To sum up the results for monoworkers, it should be stated that working hours and commuting time also lead to collisions between job duties and family duties (confirming the first part of hypothesis H1b). Rewards are effective in lowering the W-F conflict and they strongly improve satisfaction with jobs in persons who have single employment. Thus, the family-work conflict is subjected to direct influences exerted by evaluating the partner engagement and depreciation in the relationship (confirming the first part of hypothesis H2b). While the direction of the latter relation seems obvious, the positive correlation between partner engagement and the family-work conflict is puzzling. It means – according to the obtained results – that while a multiworker expects engagement from the partner, which affects marital satisfaction directly, as it is likely to allow for effective coping with abundant duties, a monoworker expects mainly support in the relationship, and not engagement, as an overly-engaged spouse contributes to heightening family-work conflicts. This is an interesting difference between multiworkers and monoworkers, and it is worth further examination. As for life satisfaction in monoworkers, it also

depends on job satisfaction as well as marital satisfaction (a stronger relation), and also on support in the relationship and a rewards system at work.

My research was inspired by the integrated model by A. McElwain, K. Korabik, and H.M. Rosin (2005), which was partly confirmed both among workers with extra employment and among those with single employment. Firstly, job demands intensify the work-family conflict, and family demands intensify the family-work conflict (a conclusion beyond doubt). Furthermore, experiencing the W-F conflict is closely related to working hours (compare: Grzywacz & Marks, 2000) and commuting time, which may be perceived as prolonged work (for multiworkers the average commuting time to work and home was slightly higher than 60 minutes, for monoworkers it was almost 57 minutes). Secondly, satisfaction with life is a function of marital satisfaction and job satisfaction, though among workers with single employment it depends mainly on marital satisfaction, and for multiworkers on job satisfaction. Differences in the applied approach by A. McElwain, K. Korabik, & H.M. Rosin pertain to the influence of W-F conflict upon satisfaction with marriage and the F-W conflict on job satisfaction. Among multiworkers the assumed cross relations have not been confirmed at all. Among monoworkers these relations have been displayed for the W-F conflict and satisfaction with marriage (confirming the second part of hypothesis H1b).

The results presented above allow for formulating a few practical conclusions. Due to the fact that the work-family conflict exerts a significant impact upon job satisfaction among multiworkers and job and marital satisfaction among monoworkers, it is worth undertaking organizational activities that could contribute to lowering this conflict. D. Clutterbuck (2005) enumerated three areas of activity that improve relations between personal life and work: a) activities regarding working time, b) activities regarding a workplace, including also its localisation, c) activities regarding making it easier for a worker to decide whether to accept some help in taking care of children or dependent family members.

According to my results, it may be concluded that organisations should give leave control to their workers. Working hours are related to commuting time to work and home. Also in this case it is possible to negotiate with an employer to get more autonomy at work and to discuss partially working outside a company, which would limit commuting. The list of activities regarding a workplace, including also its localisation (list b) finishes with a good motivational system, which contributes to lowering W-F conflict intensity, and increasing greater job satisfaction and life satisfaction. The third category of organizational activities (list c) regards institutional forms of help for families who have children, especially children aged up to six and those in early adolescence (aged 12–15). An organization with a modern approach to personal issues and payment systems could give its workers a chance to choose within the package payment system,

namely, the so-called cafeteria payment, whether they want to use a subsidy for renting apartments, participate in training, sports activities, or in employing domestic help to undertake some housework, mainly taking care of small children. Various studies show that direct or indirect support for parents lowers workers' fluctuation and absence, reduces being late for work, and improves their ability to focus attention on work and their general efficiency (Clutterbuck, 2005). Such support ought to be applicable for parents of children at various ages, for example in the form of workshops for parents, subsidies for specialist guidance, and also programmes of holiday care for schoolers.

From the psychological perspective, such activities are surely worth undertaking, but are they profitable for organizations? Studies carried out for the last 25 years by the Gallup Institute show that companies which care for their workers achieve success faster and with lower costs; so it is indeed worthwhile (<http://www.gallup.com/services/177047/q12-meta-analysis.aspx>, access: 09.01.2016) and even necessary, as we must remember that '*organisations exist for people and through people, and not the opposite way*' (Bańka, 2000, p. 322).

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