



Coping with Work-Family Conflict, Integrating Satisfaction of Basic Psychological Needs: A Case Study in Eskişehir/Turkey

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Abstract

In this study, through which the impact of work-family conflict on turnover intention is investigated, intermediary role of psychological satisfaction, which has recently started to be dealt with in organizational life, is studied. This study is conducted on 122 white-collar workers working at a private institution in Turkish aviation industry, the data is gathered through a survey. In the survey work-family conflict scale, satisfaction of basic psychological needs scale, life satisfaction scale and turnover intention scale are used. Using the results obtained from the analysis of survey, it is shown that only work-family conflict seems to predict life satisfaction and turnover intention rather than family-work conflict. The study results demonstrate that in the effect of work-family conflict on life satisfaction and turnover intention, satisfaction of basic psychological needs plays a partial intermediary role. The results are discussed in detail with regard to basic needs theory as a framework.

Keywords: *Psychological needs, work-family conflict, turnover intention, life satisfaction*

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Introduction

“It must become culturally acceptable for men to subjugate their career prospects to allow women to succeed” says Peter Mathieson, President of Hong Kong University. In today’s work environment, woman has started to take more active roles and this forced men to contribute more to domestic responsibilities, hence accepting a departure from men’s more traditional role in family. In turn, the need to balance the requirements of multiple roles like work and family both for men and women is felt more and more in our daily activities. Although the work-family conflict, which stems from overlapping of responsibilities of work and family life (Greenhaus and Beutell, 1985, p.77), is observed with different results and variables for different cultures (see Aycan, 2008), it is a problem of both genders (Leslie and Manchester, 2011) and it may eventually result in some individual problems such as job dissatisfaction, life dissatisfaction (Kossek and Ozeki, 1998), low well-being (Parasuraman and Simmers, 2001; Rantanen et al., 2008), marriage dissatisfaction (Aycan and Eskin, 2005), alcohol abuse and depression (Frone, Russell and Cooper, 1997) on individuals.

In order to understand a complicated issue like work-family conflict, researchers have explored the process with different models (see Frone, Russel, Cooper, 1992; Greenhaus et al., 1997). Most of the current studies focus on the premises of the work-family conflict, dual relationship with family-work conflict and its outcomes. What is missing in these studies is lack of emphasis on individual differences affecting the response given to the conflict or the stress level felt by the individuals. Although one can find examples of studies focusing on relationship between work-family conflict and individual differences such as ethnicity (Roehling, Jarvis and Swope, 2005) or personality (Wayne, Musisca and Fleeson, 2004; Bruck and Allen, 2003), in this study, it will be examined whether satisfaction of basic needs can be included in the causal construct of the relationship between work-family conflict and the results this conflict may lead to. Therefore, an answer is searched for why and how multiple roles may cause negative results. It is going to be investigated whether life satisfaction, as an individual outcome of work-family conflict, and turnover intention, as an organizational outcome, can be predicted with satisfaction of psychological needs as an individual difference. Through the research design of this study, initially, the intermediary effect of satisfaction of psychological needs on turnover intention and life satisfaction caused by work-family conflict will be confirmed. Moreover, it is also thought that investigating a topic, which has got many studies in western literature, in Turkish culture with its many unique social and cultural conditions, will produce valuable theoretical and practical information. According to self-determination theory (Deci, et al., 1989; Deci and Ryan, 2008), it is stated that an individual supported for autonomy in work environment or who thinks is supported for autonomy, satisfies his basic needs and for this reason has a high level of well-being. Does satisfaction of basic needs really eliminate the negative effects of work-family conflict in Turkish work life? Or, does satisfaction of basic psychological needs have more positive affect on turnover intention than life satisfaction? Moreover, answering these questions will enable integration of assumptions of theory of basic needs with work-family conflict framework.

The purpose of this study is to understand the interaction between work-family conflict and satisfaction of basic needs, which may affect one's life satisfaction and turnover intention. In this context, effects of work-family conflict and family-work conflict on life satisfaction and turnover intention are examined. It is also shown that satisfaction of basic needs has an intermediary role in the effects of work-family and family-work conflicts on life satisfaction and turnover intention. Figure 1 gives an overview of the conceptual model on which this study is based.

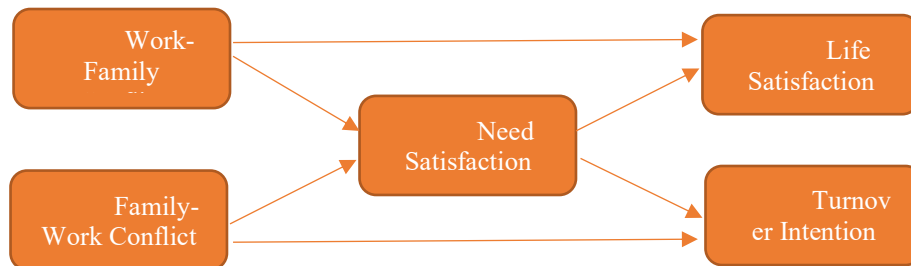


Figure 1. Proposed model for this study

The first part of this study gives basic information about work-family conflict and self-determination. In addition, some literature review is also highlighted. The second part of the study explains the research hypotheses used and their association with corresponding theories.

Theoretical Framework: Work-family Conflict

Work-family conflict models build the assumptions according to role theory (Kahn et.al., 1964), and propose that work-family conflict arises when demands of participation in one domain are incompatible with demands of participation in the other domain (Greenhaus and Beutell, 1985). It argues that it is impossible to fulfill the demands of multiple roles because of deficiencies in resources like time and energy and this leads to unintended consequences for the individuals (Greenhaus and Beutell, 1985). However, this argument causes evaluation of these conflicts between roles as mostly for work roles. In reality, conflict between work and family has got two sub-dimensions that are interrelated, but differing in their premises and results (Gutek, Searler and Kelpa, 1991; Kossek and Ozeki, 1998). Just as the responsibilities in work life may affect the responsibilities in family life negatively, roles in family life may affect the roles in work life negatively, as well (Frone, Yardley and Markel, 1997; Byron, 2005). It is stated that demands in work life affects roles in family life more prevalently (Frone, Russel and Cooper, 1992; Gutek, Searle and Kelpa, 1991; Eagle, Miles and Icenogle, 1997). Especially, as the frequency of adverse events and level of focus on work changes, likelihood of negativity at work affecting family life increases (Maertz and Boyar, 2011). Although there is ambiguity about the influences, while work-family conflict causes problems in family life, family-work conflict causes problems in work life (Frone et al., 1992; Wayne et al., 2004). For example, in the study of Illies and his friends (2007), it was found out that the individuals had less social interaction with the other family members during the times they had work-family conflict.

While family-work conflict causes individuals to feel guilt and anger at work, work-family conflict causes hostility and lack of marriage satisfaction at home (Judge et al., 2006).

Relationship between Work-Family Conflict and Life Satisfaction

The theory named as Broaden and Build proposes positive emotions strengthens psychological resilience and, in this essence, individuals find new resources to deal with stressful life events (Cohn et al., 2009). Although one can see examples of studies (e.g. Greenhaus and Beutell, 1985), where no correlation is found between work-family conflict and life satisfaction, many other studies in the literature shows that individuals facing work-family conflict experience less life satisfaction (see Kossek and Ozeki, 1998; Allen et al., 2000). Emotional events, states and reactions experienced at work are usually carried out to the individuals' non-work life and create role conflict. This opacity does not only affect personal living space of the individuals; since emotions and moods affect other individuals, total life quality decreases. For example, in the study carried out by Demerouti and his friends (2005), it was stated that exhaustion felt by men, not women, due to work-life conflict decreases life satisfaction of their spouses. In study of Özdevecioğlu and Çakmak-Doruk (2009) in Turkey, it was found out that the correlation between family-work conflict and life satisfaction is much stronger than the correlation between work-family conflict and life satisfaction. It was also mentioned that working hours and family-to work interference affected negatively women's life and job satisfaction more than did men in Iran (Karimi, 2008). Perrewe and her friends (1999) analyze these relationships with value attainment perspective. They have found that negative effect of both work-family conflict and family-work conflict on life satisfaction can be explained by value attainment. Values help individuals to form and attain attitudes, and help to evaluate the events. Work-family conflict and family-work conflict lead to perceive that these conflicts are a barrier to hold privileged values, which subsequently decrease life satisfaction. Social support is also one of the other explanatory variables included in work-family framework. Work-to family conflict reduces the degree of family emotional and instrumental support (Adams, King and King, 1996). In connection with the points given so far, following hypotheses are formed:

Hypothesis 1a: There is a negative correlation between Work-family conflict and Life satisfaction.

Hypothesis 1b: There is a negative correlation between Family-work conflict and Life satisfaction.

Work-Family Conflict and Turnover Intention

Role stress theory presumes conflict between work and life is a negative event that individuals can choose to withdrawn from the stressful event. Ahuja and his friends (2007) found that IT specialists who experience work-family conflict suffer from burnout at work which may lead to increase turnover intention. It was also found that work stress, as a similar variable to burnout syndrome, has an intermediary role in the relationship between work-family conflict and turnover intention. As the role conflict and role uncertainty at work increases, there is an increase at job stress and job stress becomes more related to life satisfaction and turnover intention (Grandey and Cropanzano, 1999). Employees, as a response to the negative events causing stress and dissatisfaction, develop turnover intention (Greenhaus et al., 2001). One can see many examples of studies arguing that work-family conflict as well as family-work conflict

predicts turnover intention (see Netemeyer et al., 1996; Boyar et al., 2003). In Lilly, Duffy and Virick's study (2006), it is stated that family-work conflict that women face causes turnover intention as well, unlike men. Another study signed that not family-to-work negative spillover, but work-to-family negative spillover caused turnover intention on staff working in a research intensive university (Watanabe and Falci, 2016). Haar (2004) supported the finding that turnover intention is more accounted by work-family conflict than family-work conflict. In connection with the points given so far, following hypotheses are formed:

Hypothesis 2a: There is positive correlation between Work-family and turnover intention.

Hypothesis 2b: There is positive correlation between Family-work conflict and turnover intention.

Basic Needs and Self-Determination Theory

The needs have an extensive relationship with the psychology, industrial psychology and organizational behavior since it's been related to the concepts of motivation. The main premise of Self Determination Theory is that the satisfaction of the three basic psychological needs, which are autonomy, relatedness and competency, is necessary for psychological well-being and self-development (Deci and Ryan, 2000). According to the theory, natural and innate propensities of every individual guide themselves to develop a holistic personality. In other words, individuals whose basic needs are satisfied can grow and function efficiently.

Autonomy, in contrast with the autonomy that is used in work psychology and meaning freedom and independence, means that the individual stands by his words, and has meaningful and rational explanations for his decisions. Acting on his free will, choosing freely, even if the request comes from an external source internalizing it brings about the satisfaction of need for autonomy.

Relatedness is acceptance shown to the individual by his social environment. (Baumeister and Leary, 1995). Being a part of the team in office and sharing personal and work related problems can satisfy the need of relatedness (Van den Broeck et al., 2008).

Competence, which is the third basic need, is the level of creating the intended impact and the degree of reaching the aim. It is an evaluation of self-efficiency related to the individual's personality in current circumstances.

It is thought that satisfaction of these mentioned needs guide the behaviors of individual and make these behaviors permanent (Gagne and Deci, 2005). However, unsatisfied needs induce psychological and physical problems. (Deci and Vansteenkiste, 2004). Therefore, these needs are thought to be innate and they are assumed to be universal and exist in all cultures (Deci and Ryan, 2000). At this point, the balance among the satisfaction of these three needs must be emphasized (Sheldon and Niemiec, 2006). For example, while satisfying the need of autonomy, not satisfying the individual's need of relatedness may not impact his well-being.

Recent research studies have showed that basic premises of Self-Determination Theory have been supported in many areas including organizational life. In organizational life, basic

psychological needs are related to personal and organizational consequences such as job satisfaction (Van den Broeck et al., 2010), well-being (Gillet et al., 2012; Lynch, Plant and Ryan, 2005; Van den Broeck et al., 2008) intrinsic job motivation (Gagne, 2003), burnout (Fernet et al., 2013), organizational commitment (Gagne et al., 2008) and performance evaluation (Baard, Deci and Ryan, 2004). Gillet and his friends (2012) found out that the organizational support and autonomous leadership perceived by employers predict the basic needs and satisfaction of the needs predicts the well-being. Satisfied individuals are more motivated in work environment, they participate more and their anxiety levels are low (Deci et al., 1989; Baard et al., 2004). Parasuraman and Simmers (2001) found out that autonomy in environment business, excluding the ones who run their own business, decreased the work- family conflict of individuals employed by an organization. Imamoğlu and Beydoğan (2011) found out that satisfying the basic needs increased the psychological well-being and life satisfaction of individuals who are employed in private and public sector. The following hypotheses are created for investigation.

Hypothesis 3a: In relationship between the work-family conflict and life satisfaction, satisfaction of psychological needs has an intermediary role.

Hypothesis 3b: In relationship between the family-work conflict and life satisfaction, satisfaction of psychological needs has an intermediary role.

Hypothesis 4a: In relationship between work-family conflict and turnover intention psychological satisfaction has an intermediary role.

Hypothesis 4b: 4a: In relationship between family-work conflict and turnover intention psychological satisfaction has an intermediary role.

Data and Method

Participants; Participants of this study consist of 122 workers (46 women, 76 men) who work in aviation sector in Eskişehir, Turkey. The institution that the data is collected does not allow publishing the total number of workers; nevertheless, authors take the responsibility and reassure that the sample size is statistically sufficient at a 95% confidence level. The average age of the participants is 38.15 (range: 22-62 years) and average of the participants' working hours in the institution is 13.32 years (range: 1- 40 years). %23 of the participants are graduated from a high school, %62 of the participants are graduated from a university, and also %15 of the participants holds a master's degree. The percentage of married participants is %74.

Procedure; Participants answered the questionnaire in their daily work environments. They are randomly chosen and asked to contribute to the study voluntarily. They were informed that they could stop answering the questionnaire at any time. Participants were not asked about their personal characteristics and guaranteed that all the answers would be kept confidential.

Scales; Work-Family Conflict; The scale that was developed by Carlson, Kacmer and Williams (2000) and adapted to Turkish by Aycan (2014) consists of two sub dimensions: Work-family and family-work conflict. Each dimension has 6 items, and in total there are 12 items. The

preference to the statements in the scale were indicated by 5-point Likert Scale (1=strongly disagree; 5=strongly agree). In this study, it is shown that the work-family conflict scale's reliability was 0.88 and, scale reliability for family-work conflict was 0.85. Two factor total variance explained by the scale was %61.48. Result of the Kaiser-Meyer-Olkin analysis of the scale was 0.81 and Bartlett test of sphericity was statistically significant ($p=.000$). The high score obtained from the sub dimension of the scale may demonstrate that the participants' work-family/family-work conflict levels are also high.

Basic Need Satisfaction at Work Scale; This scale (Ilardi et al., 1993) consists of 21 items and measures in what degree the participants' needs for autonomy, relevance and competence are satisfied. Examples of the scale that consists of three sub dimensions are that "My feelings are considered in the office"; "I do not feel competent while working most of the time" (reverse code) in competence sub dimension; "My thoughts are taken into consideration in office"; "I feel under pressure in office" (reverse code) in autonomy sub dimension; "I get along with my colleagues well"; "Generally I am on my own in office" (reverse code) in relevance sub dimension. Scale was found to be reliable in research conducted in different cultures such as China, Bulgaria and U.S.A. (see Vaansteenkiste et al., 2006; Deci et al. 2001).

Need of competence sub-dimension consists of 6 items, need of autonomy-sub dimension consists of 7 items and need of relevance sub-dimension consists of 8 items. Statements in the scale were answered through 5 point Likert Scale (1= strongly disagree; 5=strongly agree). Scale was adapted to Turkish by İmamoğlu (2004) and internal consistency of its sub dimensions gave reliable results. Scale was used in the work environment for the first time by Beydoğan (2008). Scale's competence, autonomy and relevance dimensions' Cronbach's α values are 0.70, 0.85, 0.70 respectively. In this study scale's Cronbach α value is 0.76.

Since in the scope of research hypothesis scale's dimensions cannot be used, reliability value of the total scale was used. Single factor model's total variance that the scale explains is %39.44. Kaiser- Meyer-Olkin analysis result is 0.77 and its Barlett test resulted as statistically significant ($p=.000$). The high score obtained from the scale demonstrates the participants' basic psychological needs level is high.

Life Satisfaction Scale: the scale which consists of 5 items was developed by Diener and his friends in 1985. Scale in which individuals evaluate their lives accordingly with their self-judgments gives information about general life satisfaction. Examples belonging to scales are as followings: "My life is considerably close to my goal."; "My living conditions are perfect." In factor analysis that Diener and his friends applied to scale, a single structured factor appeared and test- retest correlation was found to be 0.82. Cronbach's α reliability index is 0.87. Scale was answered through 5 point Likert Scale (1=strongly disagree; 5= strongly agree). The scale was adapted to Turkish by Köker (1991) and Yetim (1993). While scale's reliability in Köker's study (1991) was reported to be 0.78, it was reported as .86 in Yetim's study (1993). In this study scale's Cronbach's α value is 0.90. Single factor total variance that scale explains is %71.31. Scale's Kaiser-Meyer-Olkin analysis result is 0.88 and its Bartlett test resulted as statistically

significant ($p=.000$). High score obtained from the scale demonstrates that the participants' life satisfaction level is high.

Turnover Intention Scale: The scale that consists of 5 items was developed by Walsh, Ashford and Hill (1985) and was adapted to Turkish by Ok (2007). Internal consistency of the scale is .92. Example items related to scale are as follows: "I often think about quitting the job."; "I am looking for a different job in a different institution". Scale was answered through 5 points Likert Scale (1=strongly disagree; 5= strongly agree). In this study Scale's Cronbach Alfa value was found to be 0.85. Single factor total variance that scale explains is %62.68. Kaiser-Meyer-Olkin analysis result is 0.83 and its Barlett test resulted as statistically significant ($p=.000$). High score obtained from scale demonstrates that the participants' turnover tendencies are high.

Data Analysis and Results

The statistical data analysis is carried out by using IBM SPSS 24.0. In Table 1, descriptive statistics of variables and correlation values between the variables are shown.

Table 1. Mean, standard deviation and correlation coefficients of the variables*

Variab	Mi	Me	1	2	3	4	5
1.	1.	2.5	. .88	.	-.1	-.32	.26
2.	1.	1.8	.	.	-.1	-.03	-.03
3. BNS	1.	3.5	.	.	.7	.29	-.37
4. LS	1.	3.090	-.26
5. TI	1.	1.885

*Bold-Italic Numbers represent Cronbach alpha values, BNS= *Basic Need Satisfaction*; LS=Life satisfaction; TI= *Turnover Intention*. * $p<0.05$;

** $p<0.01$

Table 1 shows that there is a weak yet statistically significant relationship between work-family conflict and family-work conflict ($r=0.23$, $p<.05$). There is a weak negative and statistically significant correlation between work-family conflict and satisfaction of psychological needs ($r=0.19$, $p<.05$). There is no statistically significant correlation between family-work conflict and satisfaction of psychological needs. While there is a moderate negative and statistically significant correlation between work-family conflict and life satisfaction ($r=-.32$, $p<.01$), there is a weak, yet positive and statistically significant correlation between work-family conflict and turnover intention ($r=.26$, $p<.01$). There is no correlation between those variables and family work conflict. There is a moderate statistically significant correlation between satisfaction of basic psychological needs and life satisfaction ($r=.29$, $p<.01$) and turnover intention ($r=-.37$, $p<.01$). Additionally, there is a weak negative and statistically significant correlation between life satisfaction and turnover intention ($r=-.26$, $p<.01$).

Regression analysis has been used to test the influence of work-family conflict on turnover intention and intermediary role of psychological needs on this influence. In order for

intermediary influence to be analyzed, four conditions need to be ensured according to Baron and Kenny (1986).

1. Life satisfaction and turnover intention should be predicted by work family conflict.
2. Satisfaction of basic psychological needs should be predicted by work-family conflict.
3. Life satisfaction and turnover intention should be predicted satisfaction of basic psychological needs.
4. When satisfaction of psychological needs is controlled, influence of work family conflict on life satisfaction and turnover intention should decrease.

In this regard, no further progression to other steps of hierarchical regression analysis is needed since during the first phase, it was observed that there was no statistically significant influence of family-work conflict, which is one of the independent variables, on satisfaction of psychological needs, whose intermediary role is being investigated ($\beta = -.145, p > .05$).

Table 2 shows the results of the four phased hierarchical regression analysis, which was made to test the intermediary role of satisfaction of psychological needs in the influence of work family conflict on life satisfaction, show that work family conflict affects life satisfaction meaningfully and negatively when the influence of the controlled variable education, which affects life satisfaction the most, is kept constant ($\beta = -.310, p < .01$). In the second phase effect of work family conflict on satisfaction of psychological needs was also investigated. A negative and statistically significant effect was found when the education variable, which affects the satisfaction of psychological needs the strongest, was kept constant ($\beta = -.196, p < .05$). In the third phase effect of satisfaction of psychological needs, whose intermediary role was tested, on life satisfaction was investigated and a positive and statistically significant correlation was found ($\beta = .329, p < .01$). In the last phase, work-family conflict and satisfaction of psychological needs, whose intermediary role was tested, were put in analysis together and their effect on life satisfaction was investigated. Results of the analysis show that there is an increase in R^2 ($\Delta R^2 = .171$) and the effect of work family conflict on life satisfaction, which was present in the first phase, dropped from $-.310$ to $-.261$. Sober test was applied to check if the partial intermediary role was statistically significant. The results of this test showed that ($z = -2.64, p < .030$) satisfaction of psychological needs played a partial intermediary role in the effect of work-family conflict on turnover intention. Therefore, Hypothesis 1a and 3a are accepted.

Table 2. Regression analysis results to test the influence of work-family conflict on turnover intention and intermediary role of psychological needs.

Life satisfaction			
Test 1-Life satisfaction			
	β	t	
<i>Step 1</i>			
Education	-.196*	-2.165	
<i>Step 2</i>			
Education	-.161	-1.852	
Work-Family Conflict	-.310**	-3.567	
$R^2 = .134$	Adjusted $R^2 = .119$	$\Delta R^2 = .095$	F=8.943, p=.000
Test 2- Satisfaction of psychological needs			
	β	t	
<i>Step 1</i>			
Education	.188*	2.069	
<i>Step 2</i>			
Education	.173	1.904	
Work-family Conflict	-.196*	-2.143	
$R^2 = .071$	Adjusted $R^2 = .063$	$\Delta R^2 = .029$	F=3.551, p=.032
Test 3- Life satisfaction			
	β	t	
<i>Step 1</i>			
Education	-.196*	-2.165	
<i>Step 2</i>			
Education	-.252**	-2.886	
Psychological Needs	.329**	3.773	
$R^2 = .144$	Adjusted $R^2 = .129$	$\Delta R^2 = .105$	F=9.727, p=.000
Test 4- Life satisfaction			
	β	t	
<i>Step 1</i>			
Education	-.196*	-2.165	
<i>Step 2</i>			
Education	-.214*	-2.520	
Work-Family Conflict	-.261**	-3.084	
Psychological Needs	.283**	3.312	
$R^2 = .209$	Adjusted $R^2 = .188$	$\Delta R^2 = .171$	F=10.131,

Table 3. Regression analysis results to test the intermediary role of satisfaction of psychological needs in the effect of work-family conflict on turnover intention

Turnover Intention		
Test 1-Turnover Intention		
	β	t
<i>Step 1</i>		
Marital Status	.185*	2.175

<i>Step 2</i>			
Marital Status	.173		1.919
Work-Family Conflict	.276**		3.163
R² = .106	Adjusted R² = .091	Δ R² = .076	F = 6.984, p = .001
<i>Test 2- Satisfaction of Psychological Needs</i>			
	β		t
<i>Step 1</i>			
Marital Status	.188*		2.069
<i>Step 2</i>			
Marital Status	.173		1.904
Work-Family Conflict	-.196*		-2.143
R² = .058	Adjusted R² = .041	Δ R² = .029	F = 3.551, p = .032
<i>Test 3- Turnover Intention</i>			
	β		t
<i>Step 1</i>			
Marital Status	.185*		2.175
<i>Step 2</i>			
Marital Status	.144		1.692
Psychological Needs	-.356**		-4.199
R² = .156	Adjusted R² = .142	Δ R² = .126	F = 10.916, p = .000
<i>Test 4- Turnover Intention</i>			
	β		t
<i>Step 1</i>			
Marital Status	.185*		2.175
<i>Step 2</i>			
Marital Status	.156		1.889
<i>Step 3</i>			
Psychological Needs	.227**		2.721
Psychological Needs	-.322**		-3.849
R² = .206	Adjusted R² = .186	Δ R² = .176	F = 10.140, p = .000

Table 3 shows the results of the four-phased hierarchical regression test, which was made to test the intermediary role of satisfaction of psychological needs in the effect of work-family conflict on turnover intention, showed that when the effects of marital status, which is the controlled variable that affects turnover intention the strongest, are kept constant, work-family conflict has a positive and statistically significant effect on turnover intention ($\beta = .276, p < .05$). In the second phase effect of work-family conflict on satisfaction of psychological needs was investigated. When the education variable, which affects satisfaction of psychological needs the strongest, was kept constant, a negative and statistically significant effect was observed ($\beta = -.196, p < .05$). In the third phase effect of satisfaction of psychological needs, whose intermediary role was tested, on turnover intention was researched and a negative and statistically significant correlation was found ($\beta = -.356, p < .01$). In the last phase work-family conflict and satisfaction of psychological needs, whose intermediary role was tested, were put in analysis together and

their effect on turnover intention was investigated. Results of the analysis showed that R^2 increased ($\Delta R^2 = .176$) and the effect of work family conflict on turnover intention, which was present in the first phase, dropped from .276 to .227. Sober test was applied to test if the partial intermediary role was statistically significant. Results of this test ($z=2.44$, $p<.027$) showed that satisfaction of psychological needs has a partial intermediary role in the effect of work-family conflict on turnover intention. Therefore, Hypothesis 2a and 4a are accepted.

Conclusions

Work-family conflict and family-work conflict are two distinct, but also related forms of inter-role conflict in which the conflict stems from the role pressures associated with participation in different contexts like organizations or groups (Kahn et al., 1964). Being in organization and having a role in work domain can produce role strains in family domain due to time pressures, emotional exhaustion. Also, the other form can be analyzed from the same perspective that having responsibilities in family context can produce work stress and negative attitudes related to job or work. Two types of conflict result from overabundant demands and incompatible responsibilities. Theoretical knowledge in literature brings the subject in to two types of conflict in context of the outcomes in work domain (turnover intention) and in non-work domain (life satisfaction). We expected that two types of conflict have a linkage with turnover intention and life satisfaction. However, the findings of the study supported the expectation only for work-family conflict. The analysis showed that only work-family conflict predicted life satisfaction and turnover intention, not family-work conflict. The negative relationship between work-family conflict and life satisfaction has frequently been addressed and reported in studies (Kossek and Ozeki, 1998; Adams et al., 1996; Özdevecioğlu and Çakmak-Doruk, 2009). Addition to life satisfaction, another outcome frequently and strongly associated with work-family conflict is turnover intention (See Allen et al., 2000) Employees may try to find the ways to escape or flee away from the stressful situation. Family-work conflict did not exert its negative influences in non-work domain and work domain. Besides previous research has often found family-work conflict causes negative outcomes related to work and non-work domain, (Frone, Yardley and Markel, 1997; Byron, 2005; Özdevecioğlu and Çakmak-Doruk, 2009), in this research no correlation found among family-work conflict and life satisfaction, and turnover intention. In general, family-work conflict is more prevalent than work-family conflict. The participants in this study may not experience family-work conflict due to regular working hours. The other explanation for this finding can be the role of being a part of a family. Still family is one of the strongest sources of life satisfaction in collectivist cultures like Turkey (Yeung and Fung, 2007). As Kağıtçıbaşı and Ataca (2005) stated, family has a psychological interdependence model in Turkey, which serves to satisfy our relatedness needs. Social support, societal contract and emotional ties are still strong in family members in Turkey (İmamoğlu and Karakitapoğlu-Aygün, 1999). This perspective can be the causal explanation of the zero-effect of family-work conflict on life satisfaction and turnover intention.

Self-determination theory assumes that individuals whose basic needs are supported in social environments improve and function effectively. This study, similar to the findings of other

studies (Gillet et al., 2012; Lynch et al., 2005; Van den Broeck et al., 2010) shows that basic premises of self-determination theory are valid in organization environments. Individuals satisfying their needs are more motivated in work environment, show more participation and have less anxiety (Deci et al., 1989; Baard et al., 2004). In this study, it was found that satisfaction of needs decreases the negative effect of work-family conflict on life satisfaction and weakens turnover intention. In other words, it was found that satisfaction of basic psychological needs plays a partial intermediary role in the effect of work-family conflict on life satisfaction and turnover intention.

The most basic restriction of this study is that it was carried out in one establishment and it depends on the personal presentations of the workers. For this reason, it is impossible to generalize the findings of this study. In the following studies researching different jobs in different cities might be helpful.

For the further studies, studying the relationship between self-determination theory and basic variables of organizational behavior will be helpful. Especially, studying the effects of leadership styles on satisfaction of psychological needs will be of great importance. Besides, identifying which needs are satisfied most in Turkish culture might provide a different perspective in motivation theories.

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