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Work-Family Conflicts in the Context of Labour Market Change: A Systematic Literature Review

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ABSTRACT

Reviews on Work-Family Conflicts (WFCs) research are done to establish new knowledge and to set future research directions as the subject evolves and the gaps in existing reviews need to be filled in. The purpose of the research was to find out the common areas addressed in the empirical research landscape on WFCs during the last five years and the areas that need more focus for future research. The study used the systematic literature review methodology using the PRISMA framework. Four hundred twenty (420) empirical studies conducted between 2015 and 2020 were considered for the review. The finding revealed that eleven common areas had been addressed. They can be categorized into four themes: “volatile resources, gender, and mental health outcomes”, “social support, work-life balance policies, and well-being problems”, “emotional exhaustion and work-family enrichment” and “job-related outcomes”. The results have implications for theory, practitioners, and future researchers. Furthermore, there were some limitations to this study.

KEYWORDS: *work-family conflict, systematic literature review, PRISMA framework*

JEL CLASSIFICATION: *M10, M12*

1. INTRODUCTION

Work-Family Conflict (WFC) is defined as a conflict between roles in which the demands of the work and family roles are completely contradictory (Bozzon & Murgia, 2021; Greenhaus & Beutell, 1985; Molina, 2021; Zhao et al., 2020). It is explained by “Role Theory” (Kahn et al., 1964; Netemeyer et al., 1990), “Conservation of Resources Theory” (Hobfoll, 1989), “Spillover Theory” (Ernst Kossek & Ozeki, 1998), “Boundary/Border Theory” (Clark, 2000), “Job-Demand-Control Model” (Karasek, 1979) and “Job-Demand-Resource Model”(JD-R) (Bakker & Demerouti, 2007). The work-family role conflicts can take many forms (time-, stress-, and behavior-based) and directions (Working interferes with family life (“WIF”), and family life interferes with work (“FIW”) (Frone et al., 1992; Greenhaus & Beutell, 1985). Depending on the forms and directions, there are six types/dimensions of WFCs, “time-strain-and behavior-based WIF” and “time-train-and behavior-based FIW” (Greenhaus & Beutell, 1985). Researchers have used these forms and directions interchangeably to operationalize WFC. However, the most common term used is WFC, under which the two directionalities of WIF and FIW conflicts are common (Allen et al., 2020; Molina, 2021; Zhao et al., 2020). There are various factors associated with WFC. Cross-national and meta-analytic studies found that multiple roles (Campaña et al., 2018; Giménez & Molina Chueca, 2020; Michel et al.,

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2011) work/family hours, demands (Allen et al., 2020; Ollo-López & Goñi-Legaz, 2017), personality factors, and work characteristics (Michel et al., 2011) have become the most common in determining WFC. Instead, the typical outcomes of WFC include marital (Molina, 2021), career, family, and life satisfaction problems (Allen et al., 2020; Molina, 2021), adverse health and performance outcomes (Bowen et al., 2018; Lu et al., 2015; Molina, 2021; Smith et al., 2018).

Since the WFC includes role expectations from both the work and family domains, it is critical to look at the nature of current family structures and the workplaces. The new social obligations, dual-career couples with egalitarian gender role attitudes (Priyashantha et al., 2021b, 2021a, 2021c, 2021e), separated parents, and combined families have created multiple roles with new family structures (Campaña et al., 2018; Giménez & Molina Chueca, 2020). Long working hours (Valcour & Batt, 2019), high-performance work practices (Zahoor et al., 2021), and work overload with intense technology use (Ghislieri et al., 2017) have created complications in the contemporary world of work. The concept of industry 4.0 was first announced in 2011, and associated technological developments have taken place after 2011, resulting in the countries and corporations being digitalized after 2015 (Yang & Gu, 2021). The main developments include “Social Media”, “Cloud Computing”, “Big Data”, “Data Analytics”, “Mobile Technologies”, and the “Internet of Things (IoT)”, which facilitate work practices (Waddill, 2018). They have significantly made work and home life more permeable (Carlson et al., 2018; Rice, 2017; Turner, 2020). Thus, reviewing WFC studies conducted within these contexts is essential to establish a general knowledge of WFC.

Moreover, studies on WFC, precisely one meta-analysis for the 1986-2014 period, have found an association between WFC and the couple's relationship quality (Fellows et al., 2016). Another review for 2010-2020 has found five critical topics of WFC. They include the impact of WFC on “family structures”, “marital problems”, “dispositional features”, “motherhood and fatherhood”, and “policy and benefit concerns” (Molina, 2021). The former review has covered studies only up to 2014. The latter has a methodological limitation of not specifying the number of included studies published during 2015-2020. Furthermore, other reviews conducted in 2015 and before have identified the gaps in gender differences (Parasuraman & Greenhaus, 2002), gendered roles (Kengatharan, 2015; Lewis & Cooper, 1999), and new working patterns (McNall et al., 2010) in WFC research. Fellows et al.'s (2016) and Molina's (2021) studies failed to address those. Moreover, technology applications for work-family integration are not much reflected in review studies, specifically after 2015 (Kengatharan, 2015). Thus, the current study intended to review the empirical studies published from 2015 to 2020 to find the common areas.

Accordingly, the study's objective was (1) to find the common areas tested in the empirical research landscape on WFCs during 2015-2020 and (2) the areas that need more focus for research. These objectives were mainly targeted for the analysis in the present study.

2. METHODOLOGY

2.1. Study selection process and methods

The research was carried out in a systematic literature review (SLR). The “Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)” guidelines (Liberati et al., 2009) were followed as it is suggested for SLRs, since it follows a systematic process to include articles and report the findings without any subjectivity (Petticrew & Roberts, 2006; Priyashantha et al., 2021d, 2021e). The article selection process, known as the PRISMA flow

diagram, consists of four steps: "Identification, Screening, Eligibility, and Included" to select the articles.

The identification stage entails determining search terms, search criteria, and databases. The search terms were "work-family conflicts" and "family-work conflict." They were run in the Scopus database with OR operative between the search terms.

The identified articles were screened as per the PRISMA guidelines. The tasks conducted at the screening included article screening, retrieval, and eligibility assessment. The articles that did not meet the inclusion criteria were excluded from the review in the screening and eligibility evaluation stages (Meline, 2006). The article inclusion criteria were the "final empirical journal articles in English relating to the work-family conflicts or family-work conflict published during the 2015-2020 period". The final empirical journal articles were chosen for a variety of reasons. One reason is that they are suggested for systematic literature reviews (Tranfield et al., 2003; Xiao & Watson, 2019). The other is that they ensure consistency in methodological quality to obtain the findings (Okoli & Schabram, 2010), hence satisfying the internal validity of the selected articles (Petticrew & Roberts, 2006). Another reason is that empirical articles are reliable since they have undergone rigorous peer review. The screening was done through automation and manually. The automation was performed by the default limiting options of the Scopus database. Thus, based on the inclusion criteria, the initial search results were screened by the time range of publication; 2015-2020, document type; articles, publication stage; final, source type; journal, subject areas; "business management and accounting", "social science", "computer science", and "arts & humanities; and language; English". After excluding the articles from the list of found articles, the remaining's full versions were downloaded, and they were manually screened for their eligibility assessment, which assesses methodological quality (Meline, 2006), and the study's authors did. The inclusion criterion "empirical study" was used for that, and the reasons for excluding the articles were set as "incomplete or ambiguous methods", "reviewers seek further information from the original study authors", and "important information is not available", as per Meline (2006).

2.2. Study risk of bias assessment

The quality of reviews is reduced due to researcher bias in article selection and analysis (Kitchenham & Charters, 2007). The selection bias can be avoided by following a review protocol, a systematic, objective article selection procedure (Kitchenham & Charters, 2007; Xiao & Watson, 2019), and performing a parallel independent quality assessment of articles by two or more researchers (Brereton et al., 2007). The preliminary protocol design avoids the analysis bias, which predetermines the analysis methods (Brereton et al., 2007; Kitchenham & Charters, 2007; Xiao & Watson, 2019). Thus, they were followed in this study.

2.3. Methods of analysis

Bibliometric analysis was used in this study, with tools such as Biblioshiny and VOSviewer. It is a mathematical and statistical technique to examine scientific activity in an area of investigation (Aparicio et al., 2019; Paule-Vianez et al., 2020). There are two types of analysis available: (1) evaluation, performance, and scientific productivity analysis, and (2) scientific maps (Cobo et al., 2012). The structure, evolution, and major participants of an investigation are all examined using scientific map analysis (Noyons et al., 1999). To build maps, generally referred to as bibliometric networks, different information from an article called a unit of analysis is employed (Callon et al., 1983). Keywords representing an article's main content are among the most commonly used units of analysis in bibliometric networks. The co-occurrence relationship of keywords in an article can generate various links between keywords (Aparicio

et al., 2019). The VOSviewer depicts such links in a map called "keyword co-occurrence network visualization."

The relativization of the relationships between the keywords is essential to gain important information about the area of investigation. Thus, the VOSviewer, by definition, employs the relationship strength standardization and creates a network in a two-dimensional space. The network indicates the strongly related keywords by nodes close to one another, while the weakly associated nodes are spread out (van Eck & Waltman, 2014). Then the VOSviewer assigned the nodes to a network of clusters where the nodes with a high correlation with other nodes tend to be put into the same cluster (Chen et al., 2016). Different colors indicate such a network of clusters. Thus, a cluster may represent a common theme. Since the study's first objective was to find the common areas addressed, this keyword co-occurrence analysis was utilized.

Keyword density visualization is a sort of keyword co-occurrence network visualization. It was used to achieve the study's second objective, finding what areas of WFC research needed more attention. The density of keywords at each place in the density visualization map is expressed by color ranges ranging from blue to green to red by default, according to the VOSviewer manual. The greater the number of keywords at a position's proximity and the higher its weight, the closer its hue is red. The closer a point's hue is to blue, the fewer keywords are nearby, and the lower the weights. The color green indicates that the keywords in a point are average.

Additionally, "basic information of the article set", "year-wise article publications", and "average citations received" were generated through R-Biblioshiny software. The "country-wise article publications" and "journal-wise article publications" were generated by the VOSviewer software. These were presented to introduce the profile of the article set selected for the review.

3. RESULTS AND FINDINGS

3.1. Selection of articles

According to the PRISMA article selection flow diagram, Scopus generated 8328 articles for the identification stage search criteria. The articles published between 2015 and 2021 were then included, and others were excluded. As the journal articles focused on research notes, editors' comments, books, book chapters, book reviews, conference proceedings, and unpublished data were also removed. In addition, non-English articles and articles that do not belong to business management and accounting, social science, computer science, arts, and humanities were excluded. These exclusions were performed through the Scopus database's automatic limiting options, and 788 articles were retained for manual screening. They were downloaded to an MS Excel sheet. The study authors then independently assessed each abstract against the inclusion criteria and found that 321 articles were irrelevant. They were excluded based on concept papers and irrelevant papers. There were 467 articles retained in the eligibility assessment. The inclusion criteria for this assessment were the "empirical studies that applied quantitative approaches." Authors independently assessed each article against that established criteria and found qualitative reviews, viewpoint papers, and articles on qualitative studies. They were excluded and, finally, 420 articles were retained for the review. The MS Excel sheet was then modified to fit the bibliographic analysis. Figure 1 depicts the article selection procedure.

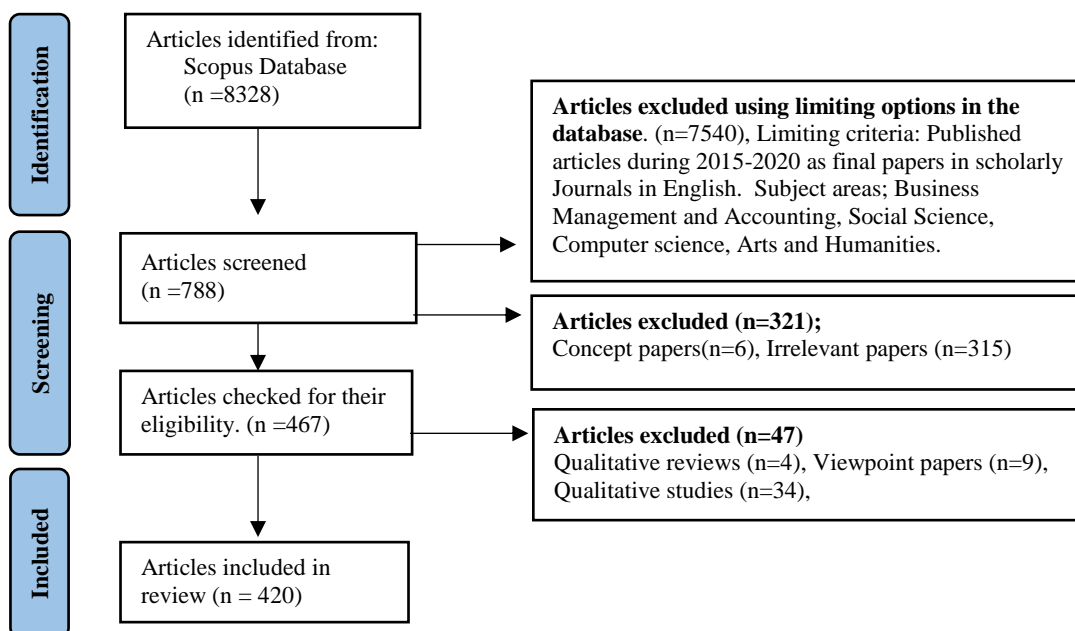


Figure 1. PRISMA article selection process

Source: authors’ conception using PRISMA guidelines,2022

3.2. Study characteristics

The study reviewed 420 WFC empirical research published between 2015 and 2020 published in 192 journals. One thousand two hundred forty-two authors published them in 55 countries. Since the bibliometric analysis was used to review the articles, 1242 keywords and 16417 references were used. This information is depicted in Table 1.

Table 1. Preliminary information about the article set

Description	Results
Timeframe	2015:2020
Number of Journals	192
Articles	420
Authors	1242
Author's Keywords	1120
The average number of citations per article	9.393
The average number of citations per article every year	1.697
References included	16417
Countries of publications	55

Source: authors’ conception, 2022

Figure 2 depicts year-by-year article production and shows that the number of articles published during the 2015-2020 period has increased. It implies that scholars are becoming increasingly concerned about work-family issues in the period. Figure 3 shows the average annual citations received for WFCs research. According to the data, WFC research received the most citations in 2016. However, the data shows that the popularity of WFCs research has decreased since the total citation counts obtained for each year are falling.

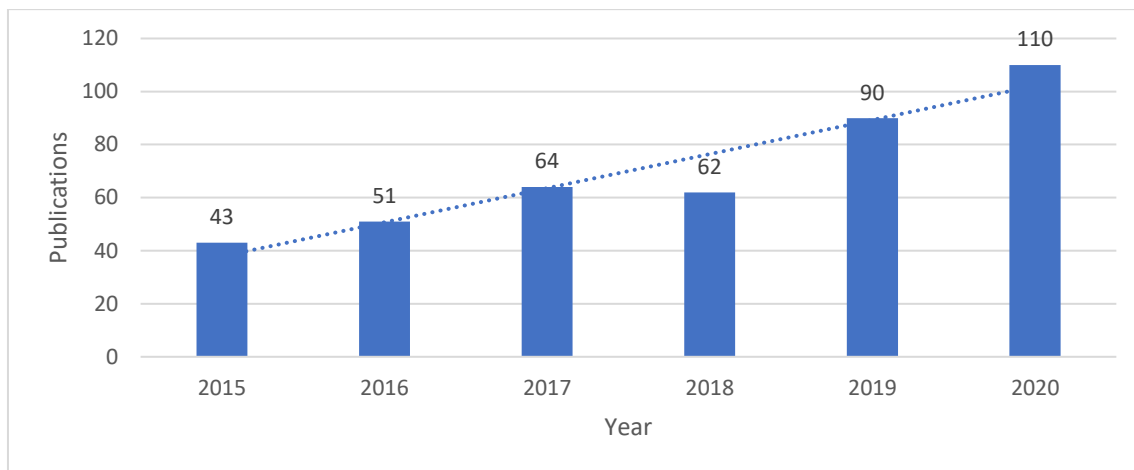


Figure 2. Year-wise publications

Source: authors’ conception, 2022

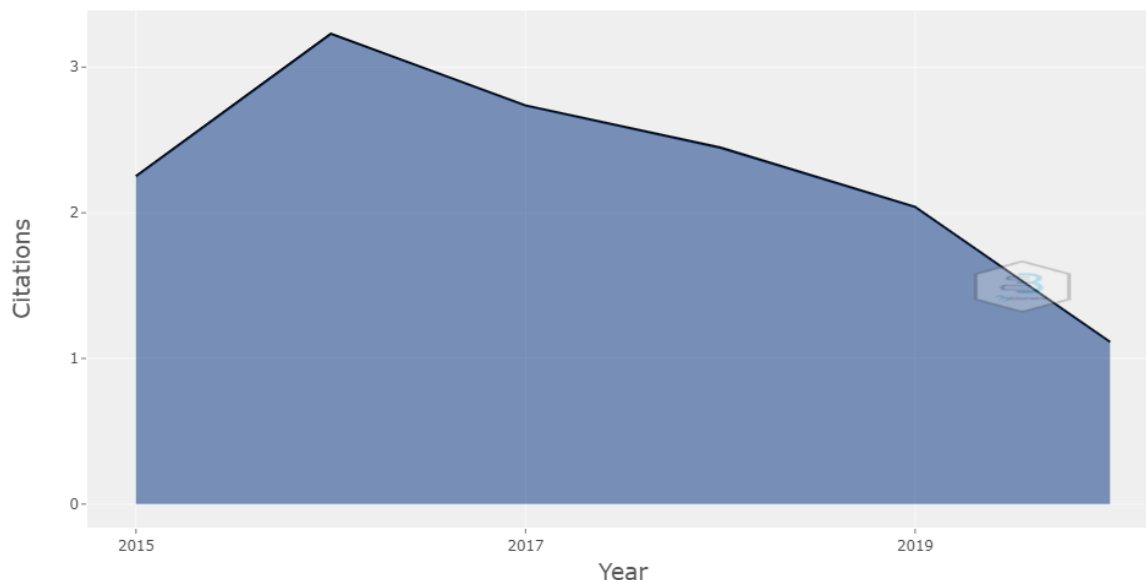


Figure 3. Average citations received per year

Source: authors’ conception, 2022

Figure 4 also displays the countries that published WFC research. It summarizes how each country depends on the others. The node on the map shows the frequency of articles produced by each country. Thus, the United States (110 articles), China (41 articles), and Malaysia (29 articles) have the highest publications. Figure 5 depicts the source journal articles that were published. It shows how each journal depends on other journals concerning the WFC research. Thus, the “Journal of Managerial Psychology” (12 articles), the “Journal of Vocational Behavior” (11 articles), the “International Journal of Human Resource Management” (11), the “International Journal of Stress” (9 articles), and Human Resource Management (9 articles) had the most publications out of a total of 192 journals.

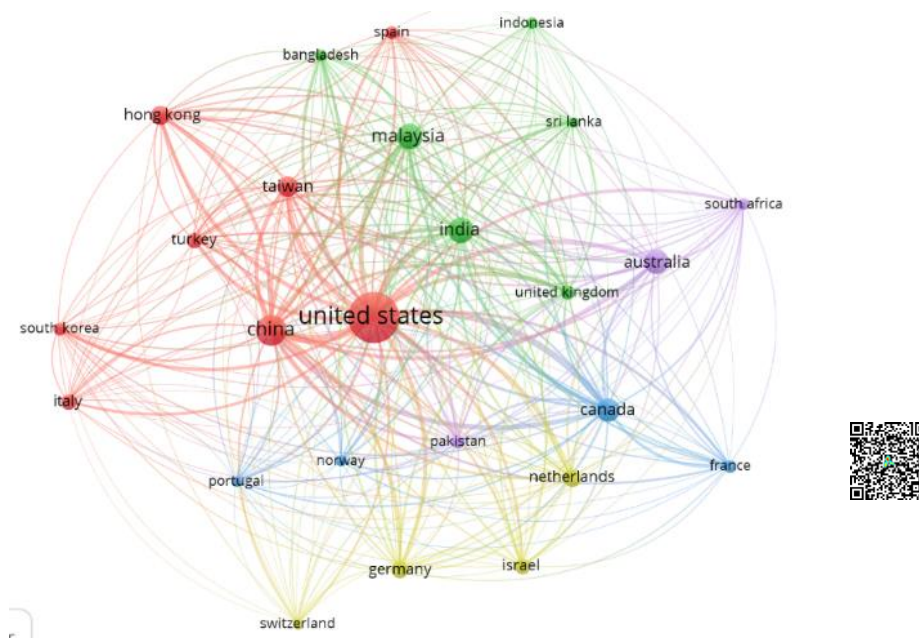


Figure 4. Country-based article publications

Source: authors' conception, 2022

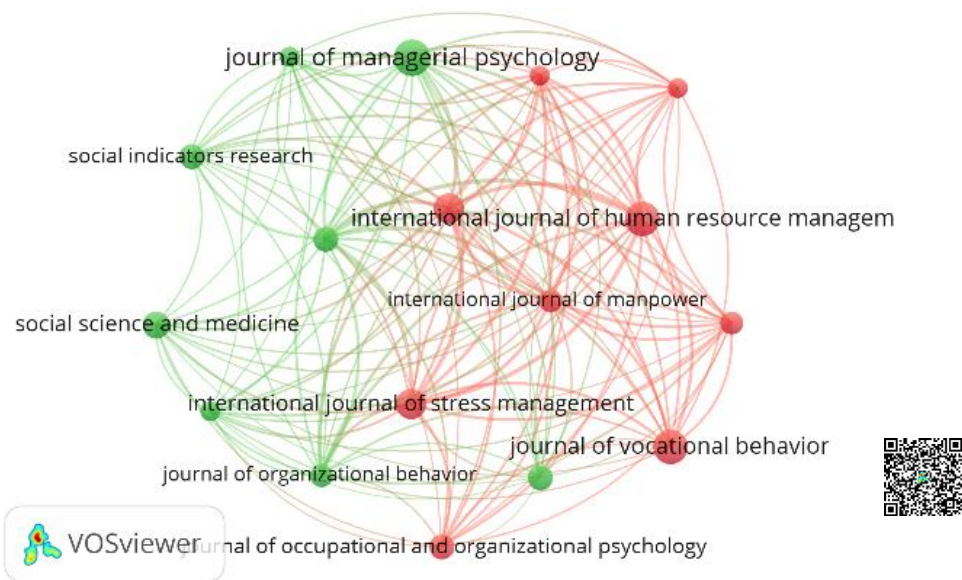


Figure 5. Journal-wise article publications

Source: authors' conception, 2022

3.3. Results of Studies

This section is primarily designed to address the research objectives. The study's objectives were (1) to find the common areas addressed in the empirical research landscape on WFCs during 2015-2020 and (2) the areas that need more focus for research. Section 3.3.1 addresses the first objective, and 3.3.2 addresses the second objective.

3.3.1. Common areas tested in WFC research

The primary subject of a research paper is indicated by its keywords. Their rate of occurrence and co-occurrence can suggest the topics focusing on a specific field of investigation. Thus, a

higher occurrence of a particular keyword is treated as a common area tested. Using the VOSviewer software, we gradually increased the number of keywords in the software until the threshold level reached a point where more keywords were covered. When the minimum occurrences were increased one by one, starting with one, different threshold keyword levels were obtained. At the ten occurrences, we acquired the minimum corresponding threshold keywords of 11 out of the total keywords of 1120. That was chosen for the review and is shown in Table 2. They can be treated as the most popular or common areas for WFC research during the 2015-2020 period. Since the WFC and “family-work conflicts” (FWC) were the study’s search terms, Table 2 shows that WFC has the highest occurrences than the FWC. The researchers’ common concern is the WFC during the period.

Table 2. Top keywords more than five occurrences in conflicts research

Keyword	Occurrences
WFC	129
Job satisfaction	31
Gender	26
Burnout	18
Social support	17
Emotional exhaustion	16
Turnover intention	13
Work-life balance	13
Stress	11
Work-family enrichment	11
Life satisfaction	10
Well-being	10
Family-work conflict	10

Source: authors’ conception, 2022

The map of the “keyword co-occurrence network visualization” generated by VOSviewer is shown in Figure 6. The circles on the map represent the keywords used in the studies included in the review. On the map, each keyword circle has a link with other keyword circles, indicating the relationship of keywords. The circle size on the map represents how many times a keyword appears in different studies. Notably, as the number of instances increases, the circle grows larger. Then the largest circle on the map is WFC, which has the highest occurrences (see Table 2). It is practical to have such a number since the WFC was one search term in our review.

In addition, the circles are denoted in different colors, indicating that the keywords are categorized into different clusters. Thus, the keywords classified into one cluster represent a common topic known as a common theme. Figure 6 shows different clusters, indicating that WFC research differs by different topics. Specifically, the different clusters and the respective keywords are shown in Table 3. Accordingly, there are 4 clusters, and each denoted a common theme. They include “volatile resources, gender, and mental health outcomes” (cluster 1), “social support, work-life balance policies, and well-being problems”(cluster 2), “emotional resources and work-family enrichment” (cluster 3), and “job-related outcomes” (cluster 4). The findings for each theme are discussed below.

Table 3. Clusters of keywords based on their occurrences

Cluster	Keywords
Cluster 1 (5 Keywords)	Burnout, Gender, Life Satisfaction, Stress
Cluster 2 (3 Keywords)	Social Support, Well-Being, Work-Life Balance,
Cluster 3 (3 Keywords)	Emotional Exhaustion, Work-Family Enrichment
Cluster 4 (2 Keywords)	Job Satisfaction, Turnover Intention

Source: authors' conception, 2022

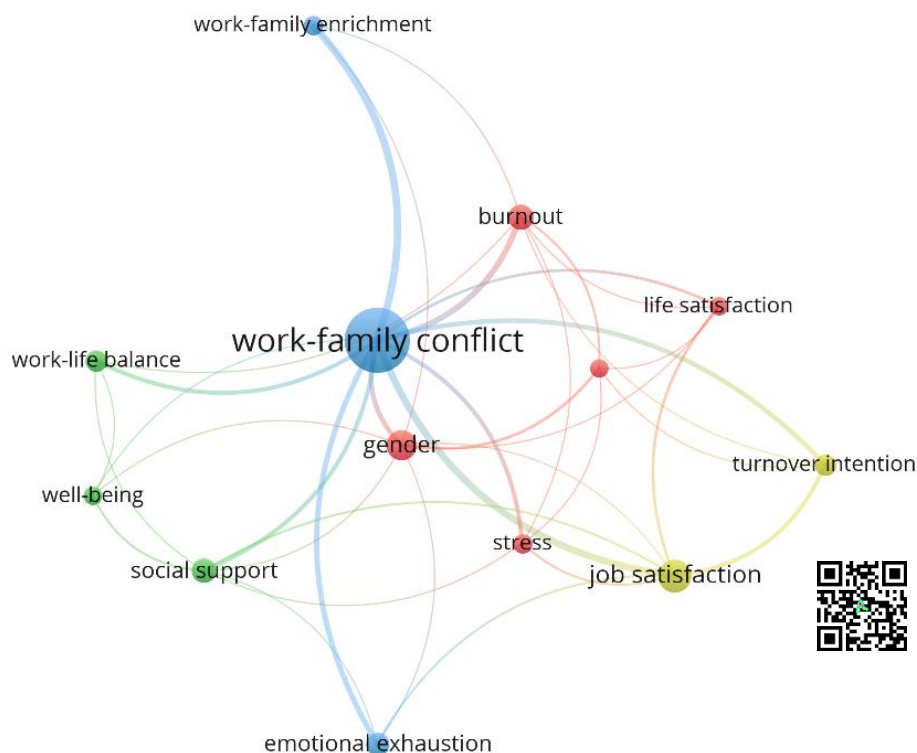


Figure 6. The map of keyword co-occurrence network visualization for the most frequent keywords

Source: authors' conception, 2022

Volatile resources, gender, mental health outcomes, and WFC (cluster 1)

Burnout: Job burnout is an employee's sense of being consumed by their work and losing emotional attachment to it (Maslach et al., 2001). It is a factor for both WIF conflicts (Pradhan & Gupta, 2021; Zhou et al., 2019) and FIW conflicts (Pradhan & Gupta, 2021) or WFC (Chernyak-Hai & Tziner, 2016; Huyghebaert et al., 2018; Raja et al., 2018). The abusive supervision (Pradhan & Gupta, 2021), coworkers', supervisors', and outsiders' incivility behaviors (Zhou et al., 2019), workplace bullying (Raja et al., 2018), and disengagement from work (Chernyak-Hai & Tziner, 2016) result in burnout. Thus, reducing these factors can mitigate the WFC problems. Instead, employee burnout is an outcome of WFC (Gupta & Srivastava, 2021; Hamid & Ahmad, 2017; Wu et al., 2019) or work-to-family conflict (Chambel et al., 2017; Ercan Demirel & Erdirençelebi, 2019; Robinson et al., 2016). Specifically, it can happen due to decreasing support systems (family and organizational support) (Gupta & Srivastava, 2021). Therefore, the above relationship can be weakened by the supervisor-subordinate relationships (Wu et al., 2019) and affective commitment initiatives (Gerald et al., 2019).

Gender: Gender is also an area widely studied. In that, gender differences (primarily women than men) can impact WFC (Abeysekera & Gahan, 2019; Al-Ismaïl et al., 2019; Falkenberg et al., 2020; Marchand et al., 2016; Notten et al., 2017; Oshio et al., 2017; Sarwar & Panatik, 2019). It is caused by their demanding and stressful work, long household hours (Ollo-López & Goi-Legaz, 2017), role overloads (Vatharkar & Aggarwal-Gupta, 2020), and when they are supposed to work from home (Kim et al., 2020; van der Lippe & Lippényi, 2020). Additionally, low organizational work-family support (Spagnoli et al., 2019), low coworker support (Matija et al., 2019), supervisors' family responsibility discrimination (Trzebiatowski & Triana, 2020), and information technology use for work (Ma & Turel, 2019) can cause women's WFC.

In contrast, men have more WFC than women when they are unmarried (Vijayakumar & Cunningham, 2019), breadwinners (Mäkelä et al., 2017), have career growth opportunities (Spagnoli et al., 2019), and have family responsibility discrimination by supervisors (Trzebiatowski & Triana, 2020). In the last factor, the family responsibility discrimination of supervisors, the WFC is possible for males only when there is a high power distance between the supervisor and the man employee (Trzebiatowski & Triana, 2020). However, regardless of gender, employees have increased WFCs (WIF and FIW) when they become parents (Kim et al., 2019). Then, they commonly demand more flexible work arrangements to reduce WFCs (Kim et al., 2019). In particular, one study found that this WFC makes women feel more when they have children (Young & Schieman, 2018) and constrained by family-supportive supervision (Kim & Gong, 2017). Thus, providing more support (supervisor, family) can reduce women's WFC. However, another study found that it is only practical for China and Hong Kong, not Australia and New Zealand (Drummond et al., 2017). It reveals that the viability of solutions may depend on the cross-country specific aspects.

According to several studies, women have more family-work conflict than men. (Sánchez-Vidal et al., 2019) in dual-career families (Davis, 2020). It can happen due to gender-role stereotypes. When women hold a traditional gender role ideology (women have more family responsibilities than men), they perceive more FWC in working for an organization derived from higher family demands (Kengatharan, 2015). Instead, some cultures value a fair distribution of gender roles (men and women share the breadwinner and household responsibilities), known as egalitarian gender roles (Priyashantha et al., 2021c). Such egalitarian gender role attitudes increase family-work conflict (Bhalla & Kang, 2020; Rajadhyaksha, 2020) for husband and wife equally, since they are dual careers (Mäkelä et al., 2017).

Moreover, there are outcomes of WFC connected to gender. Depression (Marchand et al., 2016) (Abubakar, 2018) and the reduction in well-being caused for women (Kulik et al., 2017). Additionally, stress is caused for women when they hold traditional gender stereotypes (Davis, 2020). However, this stress can be weakened when they hold an egalitarian gender attitude (Davis, 2020). Moreover, the reduced well-being can be weakened by men's and women's egalitarian attitudes (Hagqvist et al., 2017). Furthermore, the reduction in job satisfaction and perceived family achievement outcomes due to WFC is moderated by gender egalitarianism (K. Zhao et al., 2019). Therefore, the bad outcomes of the WFC can be weakened when people hold egalitarian gender role values.

Life satisfaction: The reduction in life satisfaction is an outcome of WFC (Goh et al., 2015; Karatepe & Karadas, 2016; Li et al., 2015; Sakthivelrani & Devi, 2019; Taşdelen-Karçkay & Bakalım, 2017). High workloads (Goh et al., 2015), lack of person-job fit (Karatepe & Karadas, 2016), and lack of organizational identity (losing the bondage with the organization) (Li et al.,

2015) predict this relationship. However, the reduced life satisfaction can be increased through supervisors' support (Goh et al., 2015), the institutionalization of ethical practices (Lee et al., 2018), employee-job requirements fitting (Karatepe & Karadas, 2016), and making the jobs flexible and permeable for easy transitions between work and home (Qiu & Fan, 2015).

Stress: Stress is another outcome of WFCs (Amiruddin, 2019; Clough et al., 2020; Ekawarna, 2019; Karakaş & Tezcan, 2019; Mansour & Mohanna, 2018; Mellor & Decker, 2020; Nomaguchi & Fetto, 2019; Rubel et al., 2017; Smoktunowicz et al., 2017), work-to-family conflict (Odle-Dusseau et al., 2018), FWC (Davis, 2020; Pradhan & Gupta, 2021) or strain/time/behavioral-based WFC (Ruan et al., 2020). Sometimes distress is a consequence of WFCs (Abubakar, 2018; Bowen et al., 2018; Bowen & Zhang, 2020; Houlfort et al., 2018). Instead, stress due to abusive supervision results in WFCs (Pradhan & Gupta, 2021). Thus, coping with the WFC through harmonious work behaviors (Houlfort et al., 2018), providing financial security (Odle-Dusseau et al., 2018) and reasonable workloads (Nomaguchi & Fetto, 2019), high job autonomy, low job pressure, sensible work contact (Bowen et al., 2018), provision of facilities to manage job demands (Smoktunowicz et al., 2017), and preventions of abusive supervision (Pradhan & Gupta, 2021) and organizational politics (Ekawarna, 2019) can reduce the stress of employees.

Social support, work-life balance policies, well-being problems, and WFC (Cluster 2)

Social support: Different forms of support, such as; work (J. H. Wayne et al., 2020), supervisor, family (Drummond et al., 2017), friends (Ballesteros Leiva et al., 2018), coworkers (Matijaš et al., 2018), or social (Mansour & Tremblay, 2016; St-Onge et al., 2021), can reduce the WFC. Moreover, the WFC can also lessen perceived organizational support, supervisor support, family-supportive policies, and a family-supportive climate. Instead, family domain support (St-Onge et al., 2021), social support (Mansour & Tremblay, 2016), or spouse/partner (Selvarajan et al., 2016) can also reduce family interference with work conflict. Even these social support systems can mitigate WFC. The impact happens due to the moderation effects of personality, core self-evaluations, or negative affectivity. For example, the mitigation of WIF by perceived organizational support and perceived supervisor support cannot be expected when the employees do not have good core self-evaluations (Selvarajan et al., 2016). Moreover, support systems can only reduce WFC when employees have conscientiousness and agreeableness personality types (Selvarajan et al., 2016).

Work-life balance: WFCs can be reduced through policies that promote work-life balance (Haines et al., 2020). Thus, organizational support (Baral, 2019; Rasheed et al., 2018), supervisor support, coworker support (Baral, 2019), flexibility, work-home boundary permeability (McCloskey, 2018), and alternative workplace arrangements (Valdés & Barley, 2016) are utilized to help employees balance their work and personal lives.

Well-being: The WFCs negatively impact employee well-being (Achour et al., 2017; Carvalho & Chambel, 2016; Drummond et al., 2017; Hagqvist et al., 2017; Kalliath et al., 2017; Le et al., 2020; Lu et al., 2016; Medrano & Trógolo, 2018; Tahir & Aziz, 2019; Wattoo et al., 2018). However, problem-focused coping (Norizan Baba Rahim, 2019), emotionally focused coping (Rahim, 2020), high work-family facilitation through a high degree of perceived support (Management, supervisor, and family support) (Achour et al., 2017; Drummond et al., 2017; Wattoo et al., 2018) reduces WFC. Additionally, providing more leisure (Medrano & Trógolo, 2018), arranging leisure coping strategies (Lu et al., 2016), reducing workaholism (Tahir & Aziz, 2019), increasing family satisfaction (Kalliath et al., 2017), and job characteristics (lowest

job demands, highest control, and support) can help to reduce WFC. These increase employees' well-being (job satisfaction and family satisfaction) or mental well-being (Drummond et al., 2017; Kalliath et al., 2017; Medrano & Trógolo, 2018; Norizan Baba Rahim, 2019; Rahim, 2020; Tahir & Aziz, 2019).

Emotional exhaustion, work-family enrichment, and WFC (Cluster 3)

Emotional exhaustion: Emotional exhaustion refers to work-related fatigue due to loss of energy and depletion of emotional resources (Zapf, 2002). Various factors result in emotional exhaustion, and that further is a cause of WFC (Chen et al., 2017; Crawford et al., 2016; Nauman et al., 2020; Tang et al., 2016; Trzebiatowski & Triana, 2020; Yi et al., 2017). Moreover, emotional exhaustion is an outcome of general WFC (Bande et al., 2019; Karatepe & Kilic, 2015; Lee & Huang, 2019; Pluut et al., 2018; Rubio et al., 2015; Wayne et al., 2017; Yustina & Valerina, 2018). Instead, its an outcome of both WFC and FWC (Karatepe & Kilic, 2015; Lee & Huang, 2019; Nauman et al., 2020, 2020; Tang et al., 2016, 2016; Yi et al., 2017, 2017; Yustina & Valerina, 2018) or WFC (Chen et al., 2017; Crawford et al., 2016; Trzebiatowski & Triana, 2020). These results highlight that following the coping strategies of WFC can mitigate negative emotional exhaustion.

Work-family enrichment: Work-family enrichment is “the extent to which the experiences of one function improve the quality of life of the other” (Greenhaus & Powell, 2006). It happens in both directions: work may enrich family life, and family life can enrich work life. (Frone, 2003). Thus, transformational leadership, through the support for work-life balance (Hammond et al., 2015), perception of religiousness (Hassan et al., 2017), family satisfaction (Hemamalini, 2020), training, interventions for work-family interaction (Vadvilavičius & Stelmokienė, 2020) positively impacts work-family enrichment. Furthermore, good leader-member interchange can result in work interfering with family enrichment and family interfering with work enrichment. (Litano et al., 2016). Instead, high work-family enrichment reduces job burnout (Robinson et al., 2016). However, no study found an interrelationship between WFC and work-family enrichment. Theories (e.g., Conservation of Resource Theory) (van Steenbergen et al., 2014) and research (Jijena-Michel & Jijena Michel, 2012) support this interrelationship. Thus, studying how WFCs can convert into work-family enrichment in future research is better.

Job-related outcomes and WFC (Cluster 4)

Job satisfaction: WFCs decrease the job satisfaction (Anand & Vohra, 2020; Annor & Burchell, 2018; Bhalla & Kang, 2020; Choi et al., 2018; Conte et al., 2019; Nielsen et al., 2020). Many other studies have proved this relationship (Freire & Bettencourt, 2020; Geisler et al., 2019; Han & McLean, 2020; Ibrahim et al., 2017; Laird et al., 2021; Maloni et al., 2019; Matijaš et al., 2018; Pandey & Singh, 2019; Rahman et al., 2020; Talukder, 2019; Weale et al., 2019; Yang & Peng, 2018; Yustina & Valerina, 2018; Zhang et al., 2020). In some studies, both WFC (Badri & Panatik, 2020; Cloninger et al., 2015; Li et al., 2015; Weale et al., 2019; Yang & Peng, 2018) and FWC (Cloninger et al., 2015; Venkatesh et al., 2019) resulted in reduced job satisfaction. Specifically, one study found that this negative relationship is mediated through a lack of psychological entitlements, meaning that the employees do not receive sufficient entitlements such as coping resources to WFCs can increase job dissatisfaction (Laird et al., 2021). Moreover, the reduction in job satisfaction can be weakened through supervisor support (Maloni et al., 2019; Talukder, 2019), organizational commitment factors (Talukder, 2019), religious coping (Pandey & Singh, 2019), mentoring (Maloni et al., 2019), and polychronic behaviors of employees (an individuals' preference for multitasking -Bluedorn et al., 1999)

(Conte et al., 2019). Job satisfaction becomes a factor in the WFC rather than an outcome (Shevchuk et al., 2019). Mainly, when the employees' skills needed to do the job are mismatched, they focus more on family work than on their office work (Shevchuk et al., 2019). Thus, their work interference in family conflict will increase, resulting in reduced job satisfaction (Shevchuk et al., 2019). However, job satisfaction (dissatisfaction) is a well-studied WFC result that can be addressed by reducing WFC.

Turnover intention: The turnover intentions result from WFC (Adriano & Callaghan, 2020; Annor & Burchell, 2018; Arefin et al., 2020; Chen et al., 2018; Chen et al., 2017; Naibaho et al., 2019; Rubel et al., 2017; Yorulmaz & Sevinc, 2021; Zhang et al., 2020), work-to-family conflicts (Aboobaker & Edward, 2020; Han & McLean, 2020; Liu et al., 2020; Yang & Peng, 2018), or family-to-work conflicts (Liu et al., 2020; Singh et al., 2018). Furthermore, WFCs induce job discontent, which leads to turnover intentions. (Chan & Ao, 2019; Zhang et al., 2020), less organizational commitment (Chan & Ao, 2019), and job burnout (Hamid & Ahmad, 2017). The turnover intention harms the organization when the intention becomes the turnover behavior of good employees. Therefore, introducing the factors such as social support (Yorulmaz & Sevinc, 2021), ethical leadership (Freire & Bettencourt, 2020), and job autonomy (Badri & Panatik, 2020) to mitigate the WFC can reduce turnover intentions.

3.3.2. The areas that need more focus for research

The VOSviewer manual highlights that more research is available on a particular area denoting the keyword (represented by a node on the map) if that keyword is on the red background on the map (Chen et al., 2016). It is then treated as more established knowledge on the topic (An & Wu, 2011). Conversely, if the keyword is on the green background, it is treated as limited research is available on that keyword (Chen et al., 2016). Thus, we included all the keywords in the VOSviewer and found that only three (WFC, Job Satisfaction, and Gender) were frequently tested during the 2015-2020 period (Figure 7). When the WFC is removed from it (since it was the search term for review), all that is left is gender and job satisfaction, for which an established empirical knowledge is said to have existed. However, the remaining nine (as family work conflict was removed due to a search term) frequently occurred keywords falling in the map's yellow area. They include burnout, life satisfaction, stress, social support, well-being, work-life balance, emotional exhaustion, work-family enrichment, and turnover intention. Other than that, all the other keywords (except those in the yellow area) indicate minimal research on such keywords. It indicates that further research is needed for all these to have established knowledge. Therefore, knowledge reflected in those keywords (green and yellow) is immature for 2015-2020. Consequently, future researchers must focus on those immature areas for more research.

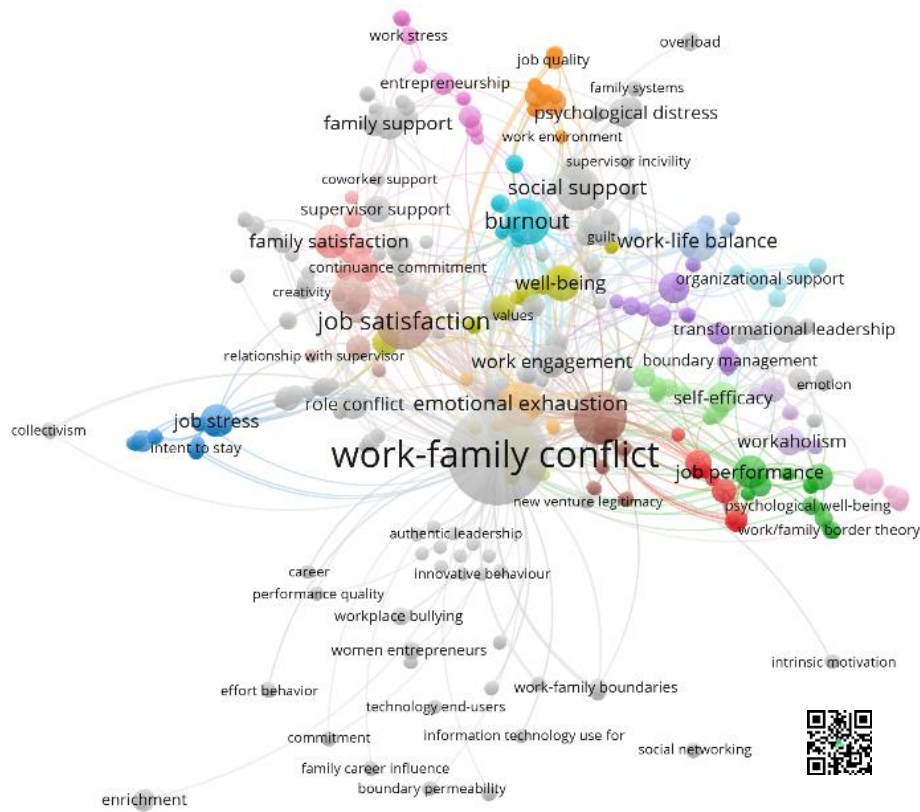


Figure 7. The map of keyword co-occurrence network visualization for all the keywords
 Source: authors' conception, 2022

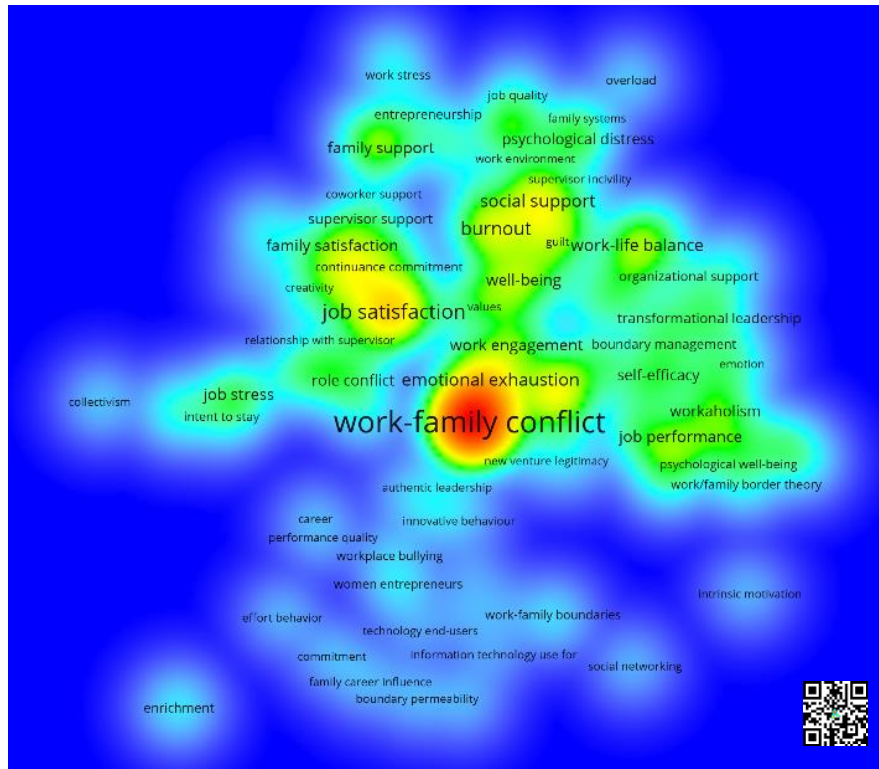


Figure 8. Keywords density visualization map for all the keywords
 Source: authors' conception, 2022

4. DISCUSSION

The results of each article and their synthesis were mainly reported under the two headings of (1) common areas tested in WFCs during 2015-2020 and (2) the areas that need more focus for research. This was done to address the two objectives of the study. In summary, the first heading in Section 3.3.1 explains eleven areas, job satisfaction, burnout, emotional exhaustion, turnover intention, stress, life satisfaction, and well-being, which are the outcomes of WFC. All of these resemble negative outcomes mostly for the individual. Hence, coping with them is essential. Coping methods include social support and work-life balance policies proven by empirical research. In this, gender differences and gender ideologies place crucial considerations. Furthermore, work-family enrichment is a topic that has been studied as an independent variable in WFC research, but the relationship between the two has not been studied.

Moreover, Section 3.3.2 states that in WFC empirical research, nine areas (burnout, life satisfaction, stress, social support, well-being, work-life balance, emotional exhaustion, work-family enrichment, turnover intention) have been frequently investigated. These areas have fallen into the yellow area in the density visualization map. Aside from that, all other keywords are in the green area, indicating that little research has been done. The reason for that is the occurrences of investigations with mathematical realities. It highlights that more investigations need to be done for the period. We know that the environmental conditions are subject to changes in work-family conditions. Thus, continuous research for established knowledge in such areas is essential. Therefore, knowledge reflected in those keywords (green and yellow) needs more empirical research.

Specifically, we are in Industrial Revolution 4 (IR 4.0), announced in 2011, resulting in most societies being digitalized with disruptive technologies mainly after 2015 (Yang & Gu, 2021). More digital HRM initiatives such as social media, cloud computing, mobile technology, IoT, and big data can be used to cope with WFC issues (Waddill, 2018). These technologies have integrated work and families, making the two domains more permeable. We found the gaps in these areas in the empirical investigations during the period. Moreover, employees were extensively supposed to work with such technologies during the COVID-19 period, and they have then diffused the ability of such technologies to manage their WFC issues (Dias & Eliyatamby, 2020; Madurawala, 2020). However, studies have examined how technology can cause WFCs due to technostress and technology overload (Chen & Huang, 2016; Harris et al., 2015; Kao et al., 2020; Leung & Zhang, 2017; Son & Chen, 2018). This contradiction must be further researched. Specifically, more research needs to focus on whether technology, specifically the disruptive human resources technologies that emerged after 2015, can cope with WFCs. Researchers are encouraged to do so as technology increasingly impacts our work and family lives.

Even though the study targeted the two forms of work-family conflict and family-work conflict, the work-family conflicts had resembled to be frequently investigated. Thus, more research is needed to create new knowledge on family-work conflicts, as we are now in the new family structures where gender role ideologies have been changed.

One limitation of the study is that the article selection was made from only one database. If the article had been selected from several databases, more comprehensive coverage of the WFC research would have come. Furthermore, we only looked at empirical studies, not concept papers, qualitative studies, case studies, or reviews. This omission leaves out a significant amount of relevant literature. Another limitation is the search terms used. Since we used only

two terms, “work-family conflict” and “family-work conflict”, we may be missing out on the articles on work-family integration and related concepts. Additionally, we missed COVID-19’s impact on the WFC patterns, as we could not find any study in the search results as we searched until 2020.

5. IMPLICATIONS OF THE RESEARCH AND FUTURE RESEARCH AGENDA

The theoretical implications of the findings include the confirmation of the existing theories such as JD-R, Conservation of Resource Theory, Gender Role Theory, the Job Demand-Control Model, Biological Influence Framework, and Social Role Theory. The JD-R model is confirmed by the social support and work-life balance policies, as they are resources that can be exploited to mitigate the WFC. Notably, the JD-R model postulates the physical, psychological, social, and organizational resources and demands that cause WFC variations (Bakker & Demerouti, 2007). Moreover, the Conservation of Resources Theory (Hobfoll, 1989) is confirmed by the stress-related outcomes such as burnout, stress, life dissatisfaction, job dissatisfaction, emotional exhaustion, turnover intention, and adverse effects on well-being as resources such as mental energies are depleted due to WFC’s. The work-family enrichment confirms both JD-R and the Conservation of Resource Theory as resource provisions increase work-family enrichments. Demand-Control Model (Karasek, 1979) and Biological Influence Framework (Way, 1991) are confirmed by the Gender differences in WFC. The gender ideologies prove the Job-Demand-Control Model (Karasek, 1979) and Social Role Theory (Eagly & Wood, 2012).

The managerial implications of the findings include the provision of “social support” and the introduction of “work-life balance policies” explicitly concerning the “gender differences” and “gender ideologies” of the society. Those will be helpful for practitioners and policymakers in mitigating the WFC and its adverse outcomes.

The findings of the current research suggest more areas for future research agendas. This systematic literature review found four common themes under which eleven areas (highlighted in Table 2 and Figure 6) are common to the WFC research conducted in 2015-2020. This study highlighted that nine areas need further research despite an average number of research investigations. They include burnout, life satisfaction, stress, social support, well-being, work-life balance, emotional exhaustion, work-family enrichment, and turnover intention. Additionally, the study revealed that any area on the green background in the density visualization map in Figure 8 could be taken for research. For example, self-efficacy, transformational leadership, job quality, organizational support, coworker support, boundary management, and workaholism supervisor identity can be taken for research. Specifically, WFC's research limited the developments such as new family structures with non-traditional gender role attitudes (egalitarian) and disruptive technological implications for family and work domains after 2015. Therefore, future researchers need to take these areas into more research.

Besides, we found work-family enrichment as a common area investigated. It has been taken as a variable separately along with the WFC's. Even the theory (conservation of resource theory) and empirical findings highlight the interrelationships; gaps in this study relate to that. Thus, future research needs to focus on it.

6. CONCLUSION

Regular developments in work and family domains include complications in work with new working patterns and non-traditional family structures with new gendered roles. The disruptive

technology advancements facilitate the permeability between the home and work domains. Such developments may significantly impact WFCs. The existing reviews on such areas have gaps for 2015-2020. Thus, reviewing WFC studies conducted within these contexts is essential to establish a general knowledge of WFC. We conducted this review study to find the common areas tested in the empirical research landscape on WFCs during 2015-2020 and (2) the areas that need more focus for research. We used the systematic literature review (SLR) as the methodology, and using the PRISMA framework, the inclusion and exclusion of articles, selection analysis methods, and reporting were done.

The finding reveals that the frequently investigated themes in studies were (1) volatile resources, gender, and mental health outcomes, (2) social support, work-life balance policies, and well-being problems, (3) emotional exhaustion and work-family enrichment, and (4) job-related outcomes. Employee burnout can be treated as a volatile resource in the workplace when it is a determinant of WFC. Employee burnout is also an outcome of WFC. Different aspects have been covered concerning gender. Even though it has fallen into the frequently occurring category, a few studies have covered the different aspects. Gender differences in WFC are one example. In that sense, women are more affected by the FWC than men. Males, on the other hand, experience WFC more than females when they are breadwinners, unmarried, have career advancement opportunities, and face supervisor discrimination due to family responsibilities. Another is a gender-wise WFC by marital status (parental employees feel WFC regardless of gender). The other is the gender role ideologies (women with traditional gender ideology have more FIW conflicts, and employees with egalitarian gender ideology have WFC for both). The last is gender-related outcomes (depression, reduced well-being, stress, and dissatisfaction for women who hold traditional gender ideologies). These findings in a few studies are not enough to establish knowledge. The mental health outcomes include reduced life satisfaction and stress due to WFC. “Social support, work-family balance, and well-being problems” is another common area in our study. It includes social (supervisor, coworker, family, and friends) support, work-family balance policies that can mitigate WFC, and employee well-being problems, an outcome of WFC. The “emotional exhaustion and work-family enrichment” includes emotional exhaustion, which is a negative outcome of WFC, and the work-family enrichment is an area tested along with WFC. Still, we could not find any interrelationships between these two. The “job-related outcomes” is the last common theme we found, and under that, “job dissatisfaction” and “turnover intentions” are the adverse outcomes of WFC.

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