A REVIEW OF APPLICATION OF PSYCHOTHERAPY FOR WORK – FAMILY CONFLICT RESOLUTION

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ABSTRACT:

The study was about recommended psychotherapy practices for work – family conflicts resolution. Through the various research findings proved that current issue in today's workplace is work –family conflicts. This is qualitative approach review study and developed the research based on previous studies findings. Finally elaborated previous researches about psychotherapy then linked those psychotherapy techniques with identified work –family conflicts (identified through past research findings). And based on previous study main conflicts of work – family are work pressure, time pressure & family pressure.

Recommended psychotherapy practices are Carl Rogers' Person centered theory, Freud's Psychoanalytic approach, Victor Francal's Existential theory, Edward Thorndike's Behavioral Therapy & Donald Meichenbaum's Cognitive Therapy & Cognitive Behavioral Therapy. Through the study elaborate how to resolve work, time& family pressure conflicts by using each psychotherapy technique.

Through the Carl Roger's Person's Centered theory employee could understand reality & he was entered in to the real situation what he is facing but the main thing is that this approach is not the counselor centered this is client centered approach. Freud's Psychoanalytic Approach employee take decision by him/her after analyzing the situation according to his/her analytical capabilities. Victor Francal's Existential theory is bringing the employee towards the reality. Behavioral therapy says change the behavior of employee by replacing positive behaviors by removing negative behaviors. Through the behavior therapy employee should need to change his the way of behavior, for that he has an ability to understand his current behavior, what would be the correct sound behavior & the

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gap between current & future. Cognitive therapy focused to adjust the cognitive state (thinking, feeling, emotions patters) in a positive manner. Through the Cognitive Behavioral Therapy highly focused on changing the attitudes, believes, the way of thinking of the employee & the behavior. Through the study successfully identified how psychotherapy practices can be use in work –family conflicts resolution.

Key words: Work – family conflicts, Psychotherapy, Work Pressure, Time Pressure, Family Pressure

Introduction

Psychotherapy is a process focused on helping heal and learn more constructive ways to deal with the problems or issues within life (www.psycentrla.com). It can also be a supportive process when going through a difficult period or under increased stress, such as starting a new career or going through a divorce. There different types of psychotherapies such as Behavior Therapy, Cognitive Therapy, Family Therapy, Group Therapy, Interpersonal Therapy & Psychodynamic Therapy. These various types were emerged by the time to time with development of psychology.

Conflict is the process by which parties with differing wishes each believe that the other will act or is acting against them, and engage in behavior seeking to damage the other party. (Nicholson, 2001) notes that a conflict is resolved when the inconsistency between wishes and actions of parties is resolved. Conflict resolution is the process of resolving a dispute or a conflict by meeting at least some of each side's needs and addressing their interests. This study focuses on how to use different psychotherapy for conflict resolution in the cases of work to family. Therefore it is vital to know that what kind of psychotherapy techniques can be used for conflict resolution & how those are really practical in organizational level.

1.2 Problem statement

Despite the acknowledgment that the workplace environment is critical for balancing work and personal life (Friedman & Johnson, 1997). According to Khan.et.al 1994 definition for work to family conflict offered is; a form of inter role conflict in which the role pressure from the work & family domains are mutually incompatible in some respect.

Managing more numerous and complex work and family roles is a source of stress for many of managerial employees. Stress comes from two primary sources: role strain and spillover (Graham, 2007). Work–family conflict has been defined as "a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible is some respect" (Greenhaus, 1987). Research on work–family conflict has found that this variable influences a number of outcomes including psychological distress, job satisfaction, organization commitment, turnover, and life satisfaction (Frone, 1992).

To get the idea about work – family conflict resolution on the psychological aspect this study became a hand book. And this is a review about psychotherapy techniques for conflict resolution in organization. Therefore, the problem for this research study is "investigate the psychotherapy techniques for work - family conflict resolution".

1.3 Objectives of the study

The research study has the following objectives: To present about the various types of work – family conflicts; To present reasons for those conflicts; To present how can solve those conflicts by using psychotherapy techniques.

1.4 Significance of the study

There is a growing literature investigating the association between coping and work stress among workers. An area that remains under-researched is the association between work–family conflict and psychotherapy techniques. Researchers have measured work–family conflict in many ways. In addition to meeting the individual's psychosocial needs, occupational therapy is very important to work place when there is work - family conflicts. Organizations are always focusing on achieving competitive advantages but need satisfied work force but the question is that creating satisfied work force because they have to deal with both work & family. The reality is that most of the people failed in both targets of work & family due to the lack of facing different conflict arising due to these two roles that they have to face with work – family.

Technological advancements such as iPads, iPhones, electronic mail, video and teleconference possibilities, which offer workers the flexibility of time and space, have inadvertently contributed to the capacity and expectation for workers to work anytime and from anywhere (Daly et al., 2008).One of the most popular theoretical perspectives to work and family is that of role theory. Role theory predicts that multiple life roles result in inter role conflict as individuals experience difficulty performing each role successfully because of conflicting demands. Work–family role strain is the result of the combined influence of demands and coping resources derived from individual, family, and work-related sources. According to the theory, whereas the

cumulative demands of multiple roles can result in role strain, available resources may prevent or reduce role strain by enabling individuals to cope with these demands.

Psychotherapy techniques can be used to solve this work – family conflicts arise due to many reasons. Hence this present study reviews the research articles of previous researchers & finds the techniques what they currently introduce for this critical problem. In order to that introduce what will be the new psychotherapy techniques for practice. Kahn et. al defined role conflict as the "simultaneous occurrence of two or more sets of pressure such that compliance with one would make more difficult compliance with other". The issues associated with resolving work - family conflicts are of paramount importance to individuals, the organizations that employ them, the families that care for them, the unions that represent them and governments concerned with global competitiveness, citizen well-being and national health. Work – family conflicts are complex issues that involve financial values, gender roles, career paths, time management and many other factors. Many of the challenges and dilemmas of marriage could be the reason for work – family conflict. Every employee and family will have their own preferences and needs. Thus families are struggling with the relative priorities of their values, family involvement, career and material goals, personal growth and fulfillment.

Therefore it is very important to find the what are the psychotherapy techniques can be used solve work – family conflicts because employees have to make clear balance between these two work & family so they facing stress & mentally faced issues. That is the main reason to use of psychotherapy techniques, have to deal with mind balancing in order achieve work – family conflict resolution.

This study is very important to various group such as counseling practitioners, Human Resource Managers, who interested the field of psychology or management& etc.

1.5 RESEARCH METHODOLOGY

This study is review research. Review is the evaluation of work by one or more people of similar competence to the producers of the work. It constitutes a form of self-regulation by qualified

members of a profession within the relevant field. The research included in an article, as many other scholars, and the field of study itself, may have relied upon the original research.

Furthermore, in scientific publication, the referees typically are not aware of each other's identities or evaluations. Through this research the researcher responsible for the paper can more easily verify the objectivity of the reviews& based on each research findings develop new model for the research area.

Data was gathered from the source of broachers and the leaflets of the establishments selected in the sample, Textbooks, Journals and Magazines, News Paper Articles and Internet, Information, etc. This study is only the review of previous research & based on all will develop the new model for application of different psychotherapy practices for resolution of conflict on work – family.

1.6 Limitations of the study

This research examines the psychotherapy for work/family conflicts from a deliberately restricted viewpoint. It has limitations such as; Limited literature; Not focusing on sample; No possibility of generalizing the findings & Some things have not been revealed.

The Literature survey

2.1 Work – family conflicts

This part explains the relevant and available literature on work family conflicts. Hence, this part explains the concept of family, work and work family conflicts. Further, it explains family roles and work values, the importance of resolving work and family conflicts.

2.2.1 Concept of a "Family"

Basing the definition of family on theoretical perspectives means that the definition of the family will vary based on the theoretical perspective that one takes. Multiple definitions of family have been formulated from particular theoretical perspectives (Doherty et al. 1993). The term "family," to begin with, is a multivalent and problematic term. It is applied at once to the tiniest

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nuclear units (husband and wife or mother and child) and to such broad aggregations as "the human family." Patrick Manning use the term "family" in his paper on Migration and Family Structure: Theses on the Global History of Families in three main ways.

2.2.2 Concept of a "Work"

Modernization and industrialization can be defined as type of character that valued frugality and hard work. According to encyclopedia of Britannica, Protestantism particularly promoted a work ethic. For the Protestant, all work, all occupations, were in a sense a religious vocation.

2.2.3 Work – family conflicts

Work–family conflict represents the extent to which an individual's participation in one role interferes with his/her ability to meet the demands/responsibilities of another role (Frone et al., 1997). Greenhaus and Beutell (1985, p. 77) defined work–family conflict as a form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respect, that is, participation in the work (or family) role is made more difficult by virtue of participation in the family (or work) role. Totally conflicts can be categorized as;
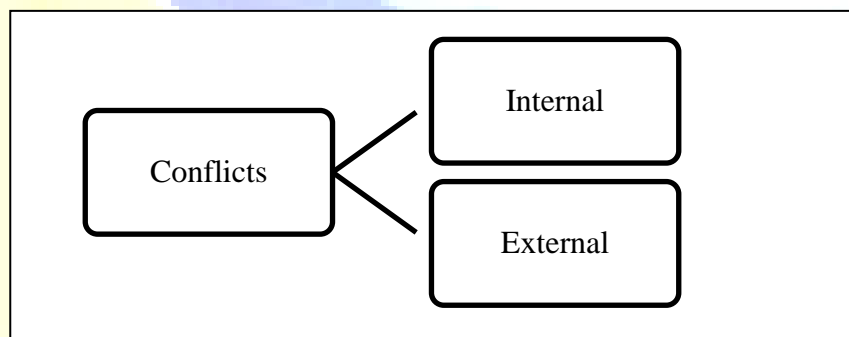
Figure 1:- Conflicts categorization

Internal conflicts – arising within the mind of the employee, *external conflicts* - arising because of the causes surrounding the employee. Consistent with Greenhaus and Beutell's (1985) definition, three forms of work– family conflict have been identified in the literature:

 (a)   *time*-based conflict - Time-based conflict may occur when time devoted to one role makes it difficult to participate in another role.

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(b)   *strain*-based conflict - Strain-based conflict suggests that strain experienced in one role intrudes into and interferes with participation in another role.

(c)   *Behavior*-based conflict - Behavior-based conflict occurs when specific behaviors required in one role are incompatible with behavioral expectation in another role.

(Gutek, 1991)argued that each of these three forms of work–family conflict has twodirections: (a) conflict due to work interfering with family (WIF) and (b) conflict due to family interfering with work (FIW). When these three forms and two directions are combined six dimensions of work–family conflict result: (1) time-based WIF (2) time-based FIW (3) strain-based WIF (4) strain-based FIW (5) behavior-based WIF (6) behavior-based FIW

	Work Interference with Family	Family Interference with Work
Time	Time based Work Interference with Family	Time based Family Interference with Work
Strain	Strain based Work Interference with Family	Strain based family interference with Work
Behavior	Behavior based Work Interference with Family	Behavior Family Interference with Work

Figure 2:- *Dimensions of work – family conflict*

2.3 Psychotherapy techniques for work – family conflicts resolution

However as long as conflict is resolved effectively, it can lead to personal and professional growth. In many cases, effective conflict resolution can make the positive outcomes. By resolving conflict successfully both problems and benefits can be identified which may not be expected, for example: Increased understanding; Increased group cohesion; Improved self-knowledge.

Work–family interface literature confirms that although more women have entered the paid workforce, they continue to assume responsibility for the provision of care in the family (Dalyet al.,2008).There are several techniques in psychotherapy aspect for resolve work – family conflicts, & can elaborate with previous researchers' findings. (1) Third parties involvement (mediators, conciliators, process consultants, therapists, counselors, etc.) (2) Hobfoll's (1989) conservation of resource (COR) theory (3) Coping (4) Changes in work conditions and workplace policies (5) Strategies used by themselves

The Current Study

Previous research has not been able to assess whether workplace policies or initiatives succeed in reducing work-family conflict or increasing work-family fit. It is very best use of psychotherapy techniques to overcome work – family conflicts. These work – family conflicts are manifested as time strains, missed work or family activities, and the spillover of stress from work to home or vice versa. Psychologist Susan Heitler, first explained her theory of treatment, now called conflict resolution therapy, in her 1990 book From Conflict to Resolution. This book brought conflict resolution techniques from the world of business and legal mediation into the arena of psychotherapy. A subsequent audio, Working with Couples in Conflict (1994), recorded Dr.Heitler is demonstrating this treatment method at a live training seminar for therapists. But through this study involve about present the psychotherapy applications for those conflicts.

According to the resolution psychotherapy especially important thing is improve skills of conflicted parties. Therefore skills that can need to be improve among employees sin working

premise are, Resolution skills, Achievement skills, Creative skills, Empathy skills, Evaluation skills, Emotional Free Techniques, Discussing skills & Listening skills.

3.2 Importance of work – family conflict resolution

According to (American occupational therapy Association) just a few of the many consequences on work - family conflicts include: intimacy in couples' relationships, forgiveness in couples, stress-related behavior problems, anorexia, chronic distress, depression, anxiety, insomnia and obesity.

3.3 Conflict resolution therapist

When resolving conflicts through psychotherapy mostly considering about the "human change". A conflict resolution therapist wears three hats: Guide; Coach & Healer.

3.4 Work – family conflicts of the study

According to the (Kalliath, 08 Aug 2013) research question 'What are some of the challenges/conflicts you experience in managing your work and family demands?', three main themes emerged: 'work pressures', 'family pressures', and 'time pressures'. To the study conceptual framework for work –family conflict is the dimensions explained in above (Kalliath, 08 Aug 2013) research.

3.4.1 Work pressures

Work pressures emerged as an important theme with main contributors to these pressures being the nature of work practice, organizational expectations, workloads and lack of timely colleague/supervisor support. Work is often emotionally draining and stressful and that impacts on my personal life, feeling 'wrecked' at the end of the day and it can be difficult to find the energy to do the things that are good 'self-care' things.

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3.4.2 Time pressures

To the (Kalliath, 08 Aug 2013) research survey several workers reported experiencing time pressures which contributed to them feeling physically and emotionally fatigued, and their inability to spend quality time with children, family and friends and act as another main conflict faced by employees .

3.4.3 Family pressures

Third identified conflict is Family pressures. Family pressures from having to care for children and aged family members over and above their regular household chores and paid work were reported to be stressful. These pressures compounded with limited family support.

3.5 Conceptualizing conflict resolution therapy

In this study taken the evidence of participants' comments of the previous considerable research of (Kalliath, 08 Aug 2013) & their comments are discussing in followings.

3.5.1 Social support

Receiving support from family, friends and work colleagues was reported to be instrumental in coping with stressful situations both at home and at work. This coping strategy was also identified as an important problem-solving coping strategy by Craver et al. (1989).

3.5.2 Cognitive reframing

Cognitive reframing of their own personal situation resulting from exposure to the difficult lives of families encountered at work was another strategy used by workers to cope with work–family conflict. This strategy is similar to positive reinterpretation referred by Craver et al. (1989) and positive appraisal referred by Lazarus and Folkman (1984).

3.5.3 Timely communication

Timely communication whether at work or at home was reported to be useful in curbing potential stress.

3.5.4 Setting clear expectations

Setting clear expectations of oneself was another coping strategy used by workers.

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3.5.5 Time management

Time management was identified by some as effective in coping with stressors at work and home.

3.5.6 Job flexibility

Work places that offered job flexibility were reported to be positive in alleviating stress.

3.5.7 Developing hobbies

In the previous research workers commented on the importance of developing hobbies as a useful coping strategy. This included engaging in acts such as playing sport, going for walks, eating healthily, exercising, going out with friends, playing with children, being outspoken and honest about one's feelings, going on a holiday, accepting own limits, swimming, dancing, going to church, doing voluntary work and developing a better attitude.

Recommendations & Conclusion

Through the various research findings proved that current issue in today's workplace is work – family conflicts. And based on (Kalliath, 08 Aug 2013) study main conflicts of work – family are work pressure, time pressure & family pressure. To solve these conflicts he elaborated solution such as Social support, Cognitive reframing, Timely communication, Communication with work colleagues and or supervisor, Setting clear expectations, Time management, Job flexibility, Developing hobbies.

And recommended psychotherapy practices of this study are Carl Rogers' Person centered theory, Freud's Psychoanalytic approach, Victor Francal's Existential theory, Edward Thorndike's Behavioral Therapy & Donald Meichenbaum's Cognitive Therapy & CBT.

Carl Roger's Person's Centered theory - Employee should understand reality & he is entered in to the real situation what he is facing but the main thing is this approach is not the counselor centered this is client centered approach. Work Pressure - 1.Advise how to balance the working activities. 2. Maintain working diary. 3. List down every activity that have to be execute. Time pressure - 1.Advise identify what are the critical activities that have to do for success in working environment. 2. Allocate more time for those identified main activities. Family Pressure - 1.

Provide the basic idea about the importance of balancing family & work life to the employees. 2.Employee will try to solve his problem by himself.

Freud's Psychoanalytic Approach - Employee take decision by him/her after analyzing the situation according to his/her analytical capabilities. Work Pressure - 1.Analyze employee himself how to remove work related pressure by himself.

2. Employee take decision after analyzing which activity need to be done. Time Pressure - 1.Writing the disadvantages & advantage of his decision that he is taken against the listed works & select best decision which is critical to that moment. Family Pressure - 1.List down advantages & disadvantages that he can face with the both work & family related decisions. 2. Take the more valuable decision but with lower opportunity cost.

Victor Francal's Existential theory - Bring the employee towards the reality. Work Pressure - 1.Help employee to understand the real situation that he has to face with his duties. 2.Make his own plan to resolve work pressure. Time Pressure- 1.Aware that employee importance of time, how to manage time & how it will effect to overall works if it is not managed. Family Pressure - 1.Guide them about the importance of family life & how it can be manage. 2. Decisions should have to take by the employee after he understand the reality. 3.Stay more time with family. 4.Get meal with family members. 5. Participate to occasions with family.. Reality means the understanding how much important the family.

Behavioral therapy - Change the behavior of employee by replacing positive behavior & removing negative behavior. Work Pressure –1.Provide the guidance to the employee how should be his behavior & how it can be adjusted with work pressure. 2. Relaxation training. 3. Systematic desensitization. 4. Aversion therapy & punishments. 5. Token economics. Time Pressure - 1Minimizing unnecessary movements, anti behavior toward work/company. 2.Guide them how to make positive behavior towards the organization. Family Pressure - 1. Provide guidance to employee to manage the roles in between family & work. 2. Aware them about the importance of family behavior. 3. Employee should need to understand the family & work

environment & their roles separately for work & family. 4. Adjust with the role demands to satisfy both work & family life.

Cognitive therapy - Cognitive reframing of their own personal situation resulting from exposure to the difficult lives of families encountered at work was another strategy used by workers to cope with work–family conflict. Work Pressure - 1.Change the mind set of employee about the task, duties & responsibilities clearly without any ambiguous. 2. Change the existing negative thinking about working environment by aware them about managing work load. (work with time frame, schedule activities). Time Pressure - 1. Relaxing them through meditation, relaxation music. 2. Give freedom to them to adjust their time with the free of mind. Family Pressure - 1.Help to employee be aware about the family life balancing. 2. Reduce stress by counseling, advise to watch films, visit to entertainment places with family.

CBT - Changing the attitudes, believes, the way of thinking of the employee & the behavior. Work Pressure - 1.Engaging in changing his current behavior with the changes of his mind. 2. Contingency contracts. Time Pressure - 1.Introduce how to maintain time managing behavior & minimizing unnecessary movements. Family Pressure - 1. Change their mind regarding the family. 2. Show videos about how love to family. 3. Do workshops to aware them about the family life. 4. Guide them how to resolve different type of family conflicts. 5.Advice to employee to go for family trips, come to office get-togethers with family members.

Acknowledgement

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