



Research Paper

## Investigating the Relationship Between Work-family Conflict and Job Satisfaction and Burnout among Public Librarians in Ilam

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### Abstract

**Background and Objectives:** The purpose of this study was to determine the relationship between work-family conflict on one hand and job satisfaction and burnout among the public librarians in Ilam on the other.

**Methodology:** The participants in this study included the entire staff of public libraries in Ilam. Eighty-nine participants were selected thorough Cochran formula in a stratified random sampling method. To collect data, the NeteMeyer Work-Family Conflict Questionnaire (WFC), Maslach and Jackson Burnout Questionnaire, and Linz Job Satisfaction Questionnaire were used. For analyzing data correlation coefficient, multiple linear regression and independent T-test were used.

**Findings:** The findings showed that there was a significant relationship between work-family conflict (work-family and family-work) on one hand and job satisfaction and burnout on the other. It was further revealed that there was no significant difference between work-family conflict (work-family and family-work) in two different groups of men and women.

**Discussion:** The findings can be useful for providing a suitable situation in the workplace with the aim of improving work-family conflict, increasing job satisfaction, and reducing burnout among public librarians. Also, it can help both the librarians to be employed based on their talent and ability and the managers to provide facilities at the workplace so that the social image of librarians will be enhanced and their staffing status will be improved.

## Introduction

At present, organizations need more facilities to communicate with their employees. The conflict of work-family is equally important to both the families and the organizations. This conflict in organizations has resulted in burnout, has reduced productivity and organizational commitment, and has eventually increased absenteeism and job turnover (Paghoush, [Zarei](#), [Zeinalipour](#) & [Dami zadeh](#), 2015). The researchers have described different types of conflict according to behavior, time, and stress. One of these conflicts is burnout. Westman, Etzion and Danon (2011) defined burnout as a psychological stress which is created by interpersonal stressors from the job. It consists of three dimensions including emotional exhaustion, depersonalization, and personal accomplishment. Emotional exhaustion indicates the fundamental effect of the individual's stress in burnout. In other studies, Masalch (1996) and Rogelberg (2007) have addressed the issue that work-family conflict has a negative relationship with job satisfaction. The review of the literature reveals that job satisfaction has been widely studied in numerous disciplines including nursing, business, psychology, and sociology. Research on job satisfaction has a long history in different disciplines.

The first important study on job satisfaction in nursing was done by Nahem in 1940. However, the importance of studying work-family conflict has recently been expanded significantly for various reasons, including its relation with numerous negative consequences, individuals, families, and jobs ([Hashemi Sheykhshabani](#), [Bazrafkan](#) & [Arshadi](#), 2012). In a meta-analysis, Allen et al. (2000) examined the relationship between work-family conflict and work-related outcomes such as job satisfaction and burnout. One of the places in which work-family conflicts are influential is a library which has long been regarded as the most important scientific and cultural center for the community and as an obvious sign of the growth and advancement of human societies (Lahouti et al., 2016).

The work-family conflict affects not only the organizations but also the families with conflicting consequences both for the family and the workplace. In this conflict, the tension from performing one role prevents the proper performance of the another role. The work-family conflict is a kind of inter-role conflict in which pressures from the work and family domains are mutually incompatible to some degree. That is, the roles in job and in family will be difficult to perform. Recent research indicates that between 40% and 78% of employees confirm work-family conflict (Paghoush, [Zarei](#), [Zeinalipour](#) & [Dami zadeh](#), 2015). One of the important results of these stresses and working and mental stresses is burnout. Burnout can have a devastating effect on the body and the soul, and the individual's ability is affected so that it will be difficult to cope with the stressors of the living environment (Biglu & Asgharzadeh, 2011). On the other hand, one of the factors that causes stress and tension in the workplace is the work-family conflict, which is created by mutually incompatible pressures on family and job roles.

Furthermore, researchers are recently demanding positive organizational behavior, which leads to an increase in spiritual resources of staff (Hadadian & Mohamadzade, 2016). Also, one of the important components of organizational behavior is job satisfaction. Job satisfaction is understanding, evaluation, or the attitude of employees towards their jobs based on the degree of motivation they have received. Therefore, job satisfaction is a direct motive product which leads to better staffing performance in libraries (Peng, 2014). Eddleston and Kellermanns (2007) stated that conflicts are rooted in individual interactions and have a profound effect on the individual's performance in the family. To determine job satisfaction, several factors including the occupational security indexes, the individual's skills, his or her rights and benefits, the relationships in the workplace, and understanding the purpose of work are considered. To examine burnout, the components of emotional exhaustion, personal accomplishment, and depersonalization are used. Moreover, the demographic characteristics of gender, age, level of education and work experience have been investigated in this research.

The constant conflict between work and family is associated with increasing burnout, family and work stress, depression, and decreasing job satisfaction. In addition, the conflict between work and family has some consequences from the organizational point of view: decreased individual efficiency in the organization, reduced job satisfaction, and increased absenteeism and job quitting ([Beshlideh](#), Darvishi & [Koraei](#), 2012). The conflict between work and family has been one of the remarkable problems in the past 25 years ([Hashemi](#)

Sheykhshabani, Bazrafkan & Arshadi, 2012). Therefore, the work-family conflict is known as an important matter that affects the employees, the employers, and even their families.

A general review of job satisfaction has revealed factors which cause satisfaction or dissatisfaction among the staff of public libraries. These effects can be a positive step towards improving the job status of public library staff and a starting point for many studies with the goal of promoting the status and services of public libraries in our country. In this study, due to the importance of the concept of work-family conflict and its impact on family life and work conditions of individuals from one hand, and the lack of internal research among employees on the other, the relationship between this variable with satisfaction and burnout will be examined.

The results of Hariri and Ashrafi-Rizi's research (2009) showed that the aspects of job satisfaction are satisfaction with maternity and welfare facilities, job stability, self-efficacy, lower job nature, the manager's behavior, and the higher interactions. In Zarae's study (2009), the results indicated that there is a meaningful relationship between library structure and job satisfaction. There is a significant relationship between conflict in the library environment and job satisfaction. In addition, there is a significant relationship between the library structure and the managers' job satisfaction. Then, there is a significant relationship between conflict in the library's work environment and job satisfaction of managers. Beshlideh et al. (2012) have shown that job pressures in work-family conflicts have an influence on burnout. Farhadi et al. (2013) found that there is a significant positive relationship between work-family conflict and burnout. That is, there is a significant positive relationship between work-family conflict and the aspects of burnout (emotional exhaustion, depersonalization, and personal accomplishment). Also, work-family conflict increased job quitting in female nurses working in university hospitals in Khorramabad. Beiglu et al. (2014) concluded that the burnout rate among public librarians in Ardabil was low in terms of both frequency and intensity. Also, the burnout rate was lower in emotional exhaustion, depersonalization and personal accomplishment in frequency and intensity level, but the degree of burnout in the conflict was moderate and high in frequency and intensity, respectively. According to this finding, there was a history of burnout among employees. Malekiha et al. (2014) showed a significant difference between work-family conflicts, family-work conflicts, and job satisfaction. The results revealed that the conflict management training program has been effective in increasing job satisfaction. Rahmani et al. (2015) pointed out that librarians' burnout at Shahid Beheshti University's libraries is high, and there is a significant difference between librarians' burnout and work experience, marital status, gender, academic degree, educational level, employment status, and job satisfaction. Zare et al. (2015) clarified that work-family conflict among employees of NAJA could lead to burnout and consequently job quitting by employees. Paghoush et al. (2015) concluded that family-work conflict was directly and indirectly influencing burnout through life quality and job satisfaction. Also, work-family conflict directly effects one's life quality and job satisfaction. The results revealed a significant negative effect of life quality and job satisfaction on burnout and a significant positive effect of life quality on job satisfaction. Abazari et al. (2016) indicated that librarians' status is low in the subscale of emotional exhaustion. Moreover, there is a significant reverse relationship between burnout and job satisfaction among librarians. The age and work experience are influential on burnout and job satisfaction of librarians; however, gender is not effective.

Afrough and Jaberansari (2016) suggested that work-family conflict has a negative effect on performing the individual's tasks as performing two roles in the workplace and in the family, especially in jobs where the work is away from home. Work-family conflict has a strong impact on employees' burnout. MiriLadari and Sadeghi (2016) pointed out that legal conditions, benefits, and material facilities, determination of job security, physical conditions and health facilities at the workplace, and identification of policy and management policies for librarians in public libraries effect job satisfaction. Sane et al. (2016) concluded that there was a meaningful positive relationship between organizational justice and job satisfaction. Tsigilis and Koustelios (2004) demonstrated that job satisfaction and burnout are different structures and there is a correlation between job satisfaction and burnout. The findings also indicated that satisfaction from promotion status among academic librarians is low and the time of employment is the only important factor in the progress of librarians. Togia (2004) concluded that direct contact with library users would increase

tension and exhaustion. Moreover, part-time or contracted staff had less security than their colleagues. They even had a high level of burnout.

Lambert et al. (2010) concluded that there was a significant positive correlation between work-family conflict and burnout. Among the dimensions of work-family conflict, pressure had the greatest effect on burnout. The result of Wang et al.'s (2012) study have shown that work-family conflict affects burnout through psychological factors. Erdamar and Demirel (2014) found that female and younger teachers are more involved in work-family conflicts. According to Piko (2016), burnout, especially the emotional exhaustion, has a significant relationship with job satisfaction. Also, depersonalization and emotional exhaustion have a significant relationship with conflicts. Also, Uddin et al. (2017) showed that work-family conflict has a negative effect on job satisfaction, although this effect is negligible.

From the literature review, it is clear that work-family conflict plays an important role in employees working in organizations. This work-family conflict is greatly decreased by creating job satisfaction among employees and creating a work environment without stress, which improves employee's performance in the organization. The purpose of the present study is to examine the relationship between work-family conflict and job satisfaction and burnout among employees. It is assumed that there is a meaningful relationship between work-family conflict and family-work conflict (independent variables) and job satisfaction and burnout (dependent variables).

### **Research hypotheses**

1. There is a significant relationship between conflict (work-family and family-work) and job satisfaction and burnout among public librarians in Ilam.
2. There is a significant relationship between conflict (work-family and family-work) and job satisfaction among public librarians in Ilam.
3. There is a significant relationship between conflicts (work-family and family-work) and burnout and its factors (emotional exhaustion, depersonalization, and personal accomplishment) among public librarians in Ilam.
4. There is a significant difference between conflicts (work-family and work-family) among male and female public librarians in Ilam.

### **Research method**

This research has employed a descriptive-correlative method. The participants were all librarians (116) working in public libraries in Ilam in 2018. Using Cochran's formula, 89 participants were selected as a sample and 89 stratified random sampling questionnaires were distributed. Eighty-six questionnaires were completed and returned from which the data were extracted. For data analysis, the correlation coefficient, multiple linear regression, and t-test of two independent samples were used in SPIOSS software.

A questionnaire was used as a tool for data collection. Work-Family Conflict Questionnaire (Netemeyer, 1996) was used in which the coefficient alpha Cronbach for the first and the second parts were 0.91 and 0.88, respectively (Malekiha et al., 2014). Cronbach's alpha for work-family conflict in the current study was 0.814. It was 0.785 for the family-work conflict. The job satisfaction questionnaire was prepared by Linz in 2003. The reliability of the job satisfaction questionnaire in Asghari and Hosseini (2014) was 0.858. Since the obtained values are more than 0.7, they are confirmed. Cronbach's alpha was 0.863 in the present study. The Burnout Questionnaire (Maslach & Jackson, 1981) was developed with three components of emotional exhaustion, depersonalization and personal accomplishment in 25 items. The frequency of these emotions is measured from zero (never) to six (every day) and its intensity is labeled from zero (never) to 6 (very high). If the sub-score of emotional exhaustion and depersonalization is high and the personal accomplishment is low, the burnout is high. Sub-scores obtained in each of the three aspects of frequency and intensity is based on the reference score which is placed in the low, moderate or high. Based on the reference scores, emotional exhaustion scores below 18 will be low burnouts, 18 to 29 as average, and more than 29 as high burnouts. As for the depersonalization aspect, scores below 6 are considered as low burnouts, 6 to 11 as average and over 11 is high burnout. Regarding personal accomplishment, the scores above 39 is low burnout, 34 to 39 as

moderate and below 34 indicates high burnout. Pardakhtchi et al. (2009) obtained the content validity of this questionnaire in a desirable manner with a reliability of 0.82. The Cronbach's alpha obtained in this study is 0.792.

**Findings**

The descriptive findings indicate that most of the public librarians in Ilam are males. The average age of librarians is between 41 and 50 years of age. About 49% of the respondents have an M.A degree and about 38% of the employees have a job experience of 6 to 10 years. Also, about 79% of the employees have a job experience of less than 15 years.

The Kolmogorov–Smirnov test was applied to determine the normal distribution of the data. The results showed that the significance level of work-family conflict, family-work conflict, job satisfaction, and burnout were 0.105, 0.294, 0.402, and 0.881, respectively. Since these values were higher than 0.05, the data enjoys normal distribution and parametric statistics can be used for data analysis.

*Table 1: Results of the normal test of variables*

variables	Statistics Z Kolmogorof-Smirnof	level significantly
work-family conflict	1.214	0.105
Family-work conflict	1.037	0.294
Job satisfaction	0.979	0.402
Burnout	0.857	0.881

Table 2 shows the mean and standard deviations of (work-family, family-work) conflict, job satisfaction, burnout, and its components.

*Table 2: Mean and standard deviation of variables*

variable	M	SD
Work-Family Conflict	4.502	0.357
Family- Work Conflict	4.562	0.318
Job Satisfaction	4.556	0.201
burnout	4.545	0.189
Emotional exhaustion	4.553	0.228
Depersonalization	4.523	0.285
Personal accomplishment	4.561	0.239

As seen in Table 2, the mean of all variables is higher than the average value (3). The highest mean is related to work-family conflict and the lowest mean is related to family-work conflict.

**Hypothesis 1:** There is a significant relationship between (work-family and family-work) conflict and job satisfaction and burnout among the staff of public libraries in Ilam.

To investigate the first hypothesis, focus correlation coefficient test was used. The results of this test are described below.

*Table 3: Results of calculating the correlation between (work-family and family-work) conflict, job satisfaction and burnout*

Focus Function	Special Values	Focus Correlation	Correlation Squared	Significance level
1	0/628	0/621	0/386	0/000
2	0/00026	0/0161	0/0026	0/884

As shown in Table 3, the correlation between the focus variable of family-work conflict and job satisfaction and burnout is about 0.621. The squared of this coefficient (0.386) indicates the common



variance between these two sets of variables (linear composition). Based on work-family conflict, 38 percent of the changes are predictable in the focus variable of burnout and job satisfaction. Focus weights indicate the relative contribution of each main variable in the focus correlation. Focus loads also reflect the contribution of each major variable in the formation of the focus variable. The results of the calculation of focus weights and loads for work-family conflict and burnout and job satisfaction are presented in Tables 3 and 4.

Table 4: Focus weight and load components in burnout and job satisfaction

Function components	Focus Weight	Focus load
Burnout	0.969	-0.246
Job satisfaction	0.691	0.722

In burnout and job satisfaction, the highest weight (0.969) or relative significant is related to career depression. That is, with an increase in the burnout rate, the correlation between the two functions increases to 96 hundredths. This is due to the fact that the effects of other variables in the corresponding set are kept constant. In the formation of the focus variable of burnout and job satisfaction, the highest rate is related to job satisfaction (0.722).

Table 5: Focus weight and load components in the work-family conflict function

Function components	Focus Weight	Focus load
Work-family	0.875	-0.483
Family-work	0.849	0.527

In the work-family conflict, the highest weight (0.875) or relative significant is related to the work-family conflict. That is, with an increase in the work-family conflict, the correlation between the two functions increases as much as 87 hundredths. This is due to the fact that the effects of other variables in the corresponding set are kept constant. In the formation of the focus variable of work-family conflict, the largest rate is related to family-work conflict (0.527).

**Hypothesis 2:** There is a significant relationship between (work-family and family-work) conflict and job satisfaction among public librarians in Ilam.

To investigate the second hypothesis of the research, multiple linear regression has been applied. The results of testing the second hypothesis using multiple linear regression are presented in Tables 6, 7 and 8.

Table 6: Multiple correlation coefficient, determination coefficient, and Watson Dorbin statistics regression model

Model	Multiple Correlation Coefficient	Determination Coefficient	Adjusted Determination Coefficient	Watson -Dorbin Statistics
1	0.430	0.185	0.165	1.212

The correlation coefficient between work-family conflict (work-family and family-work) and job satisfaction is 0.430, which indicates that there is a strong correlation between the two variables. Also, the Watson-Dorbin index is 1.212 and is in the range (1.5, 2.5). As a result, the third and fourth hypotheses of the research have been observed. Therefore, there is no problem for multiple linear regression testing. The determination coefficient is 0.15%, which indicates that 18.5% of the dependent variable variations, namely job satisfaction, are explained by independent variables, which are work-family and family-work variables.

*Table 7: The variance regression model analysis for the second hypothesis*

Model	The sum of squares	Freedom Coefficient	Mean Squares	F statistical	Significant Level
Regression	0.640	2	0.320	9.410	0.00
Residual	2.823	83	0.034		
Total	3.464	85			

Considering that the significance level of the F statistic is 0.00 and less than 0.05, therefore, the regression model is meaningful; that is, the regression model can significantly predict variations in the dependent variable (job satisfaction).

*Table 8: The independent variables coefficients of the regression model*

	Regression Coefficients	Standard Error	Beta Coefficient	t -statistical	Significant level
Source Wide	3.201	0.315	-	10.169	0.000
Work-family	0.140	0.064	0.249	2.187	0.032
Family-work	0.158	0.072	0.250	2.198	0.031

$$(Family-work) + 0.158 + (work-family) + 0.140 + 3/201 = \text{job satisfaction}$$

\* Meaning at the level of 0.05.

Table 8 contains the necessary information to predict the dependent variable. As the results show, the significance level of both independent variables is smaller than 0.05. Therefore, it can be said that the variables of work-family conflict and family-work conflict affect job satisfaction among public librarians in Ilam. The beta coefficient, the effect of work-family on job satisfaction of employees, and the effect of family-work on job satisfaction of employees were 24.9% and 25%, respectively. The relative rate of both variables is approximately equal in predicting the dependent variable.

**Hypothesis 3:** There is a significant relationship between work-family conflict (work-family and family-work) and burnout and its components (emotional exhaustion, depersonalization, and personal accomplishment) among the staff of public libraries in Ilam. The results of testing the third hypothesis are presented using multiple linear regressions in Tables 9, 10 and 11.

*Table 9: Multiple correlation coefficient, determination coefficient, and Watson-Dorbin statistics regression model*

Model	Multiple Correlation Coefficient	Determination Coefficient	Adjusted Determination Coefficient	Watson-Dorbin Statistics
1	0.602	0.363	0.347	1.204

The correlation coefficient between work-family conflict (work-family and family-work) and burnout is 0.602, indicating that there is a strong correlation between the two variables. Also, the Watson-Dorbin statistics is 1.204 and is in the range (1.5, 2.5). As a result, the third and fourth hypotheses of the research have been observed. The determination coefficient is 0.336, which indicates that 36.3% of the dependent variable changes, namely burnout, are explained by independent variables, that is work-family and family-work.

Table 10: The variance of the regression model analysis for the third hypothesis

Model	The sum of squares	Freedom Coefficient	Mean Squares	F statistical	Significant Level
Regression	1.107	2	0.553	23.608	0.00
Residual	1.946	83	0.023		
Total	3.053	85			

The significance level for the F statistic is 0.00 and less than 0.05, therefore, the regression model is meaningful; that is, the regression model can significantly predict variations in the dependent variable (burnout).

Table 11: Independent variables coefficients of regression model

	Regression Coefficients	Standard Error	Beta Coefficient	t -statistical	Significant level
Source wide	2.772	0.261	-	10.605	0.000
Work-family	0.195	0.053	0.368	3.662	0.000
Family-work	0.196	0.060	0.330	3.280	0.002

$$(Family-work) + 0.196 + (work-family) + 0.195 + 2.772 = \text{burnout}$$

\* Meaning at the level of 0.05.

The significance level for both independent variables is smaller than 0.05. Therefore, it can be concluded that the variables of work-family and family-work conflict affect the burnout in public librarians in Ilam. Regarding the beta coefficient, the effect of work-family and family-work on burnout of employees were 36.8% and 33%, respectively. The relative rate of work-family in predicting burnout is greater than family-work. Also, to determine the relationship between work-family conflict and family-work-conflict and burnout, the correlation coefficient test has been used. The results of this test are presented in Table 12.

Table 12: Correlation coefficient between independent variables and components of burnout

	Emotional exhaustion	personal performance	Depersonalization
Work-family Conflict	(0.000*) 0.709	(0.000*) - 0.346	(0.067) 0.198
Family -Work Conflict	(0.000*) 0.608	(0.000*) - 0.583	(0.709) 0.041

\* Meaning at the level of 0.05.

There is a positive and significant relationship between work-family and family-work conflict (independent variables) and emotional exhaustion. A negative and significant relationship is also observed between work-family and family-work conflict (independent variables) and personal performance. That is, the higher the work-family and the family –work conflict, the higher the emotional exhaustion is, but the rising work-family and family-work conflict reduces personal performance. However, there is no meaningful relationship between work-family and family-work conflict and depersonalization.



**Hypothesis 4:** There is a significant difference between work-family conflict (work-family and family-work) among male and female staff in public libraries in Ilam. To test this hypothesis, independent t-test was used. The results of the independent T-test are presented in Tables 13 and 14.

*Table 13: Mean and standard deviation of work-family conflict and family-work conflict in two groups of men and women*

	Group	Mean	Standard Deviation
Work-Family Conflict	men	4.528	0.285
	women	4.427	0.513
Family-Work Conflict	men	4.559	0.281
	women	4.527	0.415

*Table 14: Independent sample t-test results*

		Levin test			
		F	Sig.	t	Sig.
work-family conflict	The assumption of the equality of two-group variances is acceptable	6.184	0.015	1.144	0.256
	The assumption of the equality of two-group variances is not acceptable				0.390
Family-work conflict	The assumption of the equality of two-group variances is acceptable	0.669	0.184		0.866
	The assumption of the equality of two-group variances is not acceptable				0.890

According to the results of Levin's test for the work-family conflict, it is clear that the significance level is 0.015, which is less than 0.05. That is, the variance of independent groups of men and women is not equal to work-family conflict. Thus, in the second row of Table 14, the work-family conflict is investigated for the t-test, which is a precondition for the inequality of variances. Considering that the significance level of T-statistic is 0.390, which is higher than 0.05, it can be said that there is no significant difference between work-family conflict in two different groups of men and women. However, the significance level of the Levin test for the family-work conflict is 0.69, which is greater than 0.05. That is, the variance of the independent groups of men and women in the family-work conflict is the same. Therefore, in the first row of Table 14, the family-work conflict is considered for the t-test, which is a prerequisite for equality of variances. Considering that the significance level of the T-statistic is 0.886, which is higher than 0.05, it can be said that there is no significant difference between two different groups of men and women with regard to family-work conflict.

**Discussion and conclusion**

The results of comparing the mean of variables showed that the mean of all variables was higher than the moderate value (3). The highest mean was the work-family conflict and the lowest mean was also the family-work conflict. The results of the first hypothesis revealed that there is a significant relationship between work-family conflict (work-family and family-work) and job satisfaction and burnout among public librarians in Ilam. The results of this hypothesis are consistent with the studies by Zare (2009), Sane et al. (2016), Uddin et al. (2017), Hariri and Ashrafi-Rizi (2009), Beshlideh et al. (2012), Farhadi et al. (2013), Zare et al. (2015), Paghoush et al. (2015), Afrough and Jaberansari (2016), Lumbertohogan and Altmayr (2010), and Wang et al.

2012). The family-work conflict has a major role in creating burnout and job satisfaction among staff in public libraries in Ilam. Officials of Ilam Public libraries also need to consider the work-family conflict to reduce burnout level among their employees. Public libraries also need to try to reduce the work-life conflict (work-family and family-work), and to increase the job satisfaction level of their employees. Therefore, it is suggested that the managers of different organizations, workshops, and continuing education classes be held responsible for familiarizing their employees with burnout and ways to solve the problems. It is also recommended that managers of different organizations apply these ways to reduce burnout and increase job satisfaction: 1) Encouraging employees to exercise for reducing occupational stress. 2) Avoiding the delegation of tasks and responsibilities over and over to employees in short times. 3) Making use of less punishment and using more appreciative methods to reduce occupational stress.

The results also showed that there is a significant and negative relationship between work-family and family-work conflict and job satisfaction among staff of public libraries in Ilam. The relative rate of both variables is almost equal in predicting job satisfaction. In other words, the variables of work-family and family-work conflict affect the job satisfaction of staff in public libraries in Ilam. This result is consistent with the results of Zare (2009), Paghoush et al. (2015), Sane et al. (2016), Malekiha et al. (2014) and Uddin et al. (2017). Therefore, this should be the focus of attention in training to reduce work-family conflict. One of the effective factors in reducing work-family conflict and increasing job satisfaction among employees is the direct support of the employer against non-employee activities and the use of personal adaptation. According to Clark (2001), among the organizational factors that reduce work-family conflict, job self-employment can be considered to have a role in increasing the employed person's control on his or her job decisions, the organization's support of the employees, and the creation of special facilities. Job Satisfaction is a very important topic for both individuals and organizations, and if the worker experiences a work-family conflict, job satisfaction is the first damaging factor. In fact, satisfaction with the job of the employee is one of the fundamental issues in any organization and is one of the most important variables in organizational behavior. The importance of job satisfaction, on the one hand, is due to the role that this structure plays in the organization's progress as well as a healthy workforce. The results of the research reveal that there is a negative and significant relationship between work-family conflict and job satisfaction.

Hypothesis 3 states that there is a positive and significant relationship between work-family and family-work conflict and burnout among the staff of public libraries in Ilam. In other words, the variables of work-family and family-work conflict affect the burnout of public librarians in Ilam. Also, the relative contribution of the work-family (independent variable) in the prediction of burnout (dependent variable) is greater than that of the family-work conflict. This result is consistent with the results of the studies by Beshlidayeh et al. (2012), Farhadi et al. (2013), Zare et al. (2015), Paghoush et al. (2015) Afrough and Jaberansari (2016), Lambert et al. (2010), and Wang et al. (2012). In the results of their research, these researchers noticed a positive and significant relationship between work-family conflict and family-work conflict and burnout. According to the results and a positive relationship that exists between work-family conflict and burnout, libraries should provide conditions to minimize the work-family conflict. To reduce the work-family conflict, librarians who have a high degree of time-based work-family conflict should be able to use flexible working hours. Reducing tasks and responsibilities at a reasonable time can reduce work-based conflict of staff. By organizing training workshops and holding counseling sessions, employees' behavioral-conflict can be reduced, which ultimately reduces staff burnout and increases the effectiveness, the efficiency, and consequently the productivity of libraries. On the other hand, managers can use more of job rotation at work to reduce burnout and reduce the sense of uniformity of work and machine so that fewer dimensions of emotional exhaustion are observed in them. Sports classes can also be effective in reducing emotional

exhaustion. Also, libraries should be more careful in designing the occupations and using motivation to create more jobs to provide emotional and communication needs and enhance the employees' identity.

Finally, it was found that there was no significant difference between the public librarians in Ilam with regard to the work-family conflict (work-family and family-work) in different sexes (male and female). In other words, there was no significant difference between men and women in work-family and family-work conflict. This result is consistent with that of Uddin et al. (2017).

The phenomenon of burnout and job dissatisfaction is an inevitable part of any organization that derives from work-related experience. At the same time, it is one of the health damages of an organization that could endanger the organization's human wealth, which is the most important asset of any organization. Therefore, effectiveness and organizational productivity are affected; thus, it is necessary to recognize the factors and reasons that increase burnout and job dissatisfaction among the employees.

### **Conflict of Interest**

No conflict of interests has been reported by the authors.


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