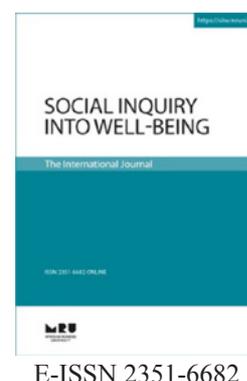




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Are Acculturation Strategies and Perceived Social Justice Important for Work – Life Balance of Immigrants? The Case of Immigrants from Lithuania

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Abstract

The study aimed to investigate the extent to which Lithuanian immigrants experience work – life conflict, taking into consideration different life domains, and to test how acculturation strategies and perceived social justice predict different types of work – non-work conflict. 503 Lithuanian immigrants (76% females; mean age 32.28 years; length of immigration 5.24 years) working in different European countries participated in this study. They completed the self-report online questionnaire that included Work Spillover into Family Life scale, Acculturative Behaviour scale, Perceived Social Justice scale, and socio demographic questions. The results showed that work – home management conflict significantly dominated over a work – leisure conflict in the group of working immigrants, and only those Lithuanian immigrants who have children reported higher work – parent conflict compared to other types of work – non-work conflict. Higher assimilation level predicted lower work – leisure and lower work – home management conflict while higher integration level was related to higher work – home management conflict. Higher scores of Perceived Social Justice scale were related to lower work – non-work life conflict.

Key-words: Work-life conflict, Acculturation strategies, Perceived social justice, Lithuanian immigrants.

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Introduction

Although productivity is a main aim of many organizations, researchers and practitioners agree that it could be hardly achieved without balancing working and non-working life of an employee. Work – life balance is an important issue for employee health and well-being as well as for sustainable development and effectiveness of organization (Guest, 2002; Kinman & McDowall, 2009). Research results show that higher levels of work – non-work life conflicts lead

to poor employee health, low well-being, burn-out, negative work attitudes, dissatisfaction with marriage, or parental stress (Konrad, Breward, & Ivey, 2009), as well as to low productivity, turnover or accidents at work (Rantanen, 2008; van der Vaart, Linde, & Cockeran, 2013).

Work – life balance has been defined as “satisfaction and good functioning at work and at home with a minimum of role conflict” (Clark, 2000, p. 751). Other scholars suggest that “work – life balance consists of high rewards, resources and enhancement combined with low concerns, demands

and conflict experiences by individuals across their life roles” (Rantanen, Kinnunen, Mauno, & Tilleman, 2011, p. 32). According to the spillover model of work – life balance, one area of life can influence the other in either positive or negative way (Guest, 2002). Individuals have a finite amount of energy that can be used for the fulfilment of multiple social roles (Small & Riley, 1990). When a person is unable to meet the demands of work and non-work domains, the conflict occurs. Previous research was focused on conflict between work and family roles, however recently it is emphasized that broader definition of the non-work area is required (Sturges & Guest, 2004). Guest (2002) suggested that new generation of workers with new values is emerging. Today’s employees give greater priority to non-work life activities, therefore, not only work – family balance but also work – other life domains balance becomes of greater importance. Work may interfere with different non-work roles: leisure, home-maker, parent or spouse. Thus, endeavours to expand the understanding of employee role conflicts in the context of work and to find out possible risk or protective factors are highly relevant for organizations.

Organizations also face new challenges because workforce is becoming more and more ethnically diverse (Peeters & Oerlemans, 2009). Migration of inhabitants across different countries in recent decade became a common phenomenon reflecting globalization, political and economic processes (Kosic, 2004; van der Zee & van Oudenhoven, 2013). Human resource professionals need new multicultural competencies and evidence-based data when dealing with immigrant workers. However topic of work – life balance was seldom investigated in the group of immigrants (Malinen & Johnston, 2011; Sharma, Lambert, & Goldacre, 2012).

Immigrant employees have to proceed with socialization in a completely different cultural and organizational environment (Avery, Tonidandel, Volpone, & Raghuram, 2010; Konrad et al., 2009). The process of finding ones place in the new culture is defined as acculturation (Ahadi & Puente-Díaz, 2011; Berry, 2005). According to Berry (1997), four acculturation strategies might be developed: (1) if immigrants wish to preserve their ultimate cultural identity and are open to interactions with majority culture at the same time, the resulting acculturation strategy is *integration*; (2) if immigrants want to preserve their ultimate cultural identity and reject contacts with members of the host society, a strategy of *separation* results. (3) Immigrants’ strategy is *assimilation*, if they reject norms and culture of origin and replace them with the new one from receiving country. (4) Finally, if immigrants ignore their original culture and do not want to engage in relations with members of the mainstream culture, *marginalisation* results (Berry, 1997).

Although immigrants’ adjustment in the host country is affected by many variables, beliefs of social justice might be very important (Salmani, Taleghani, & Taatian, 2011). Perceived social justice is defined as person’s beliefs about the fairness of how society functions and how fair distribution of outcomes is made by decision makers (Masterson, Lewis, Goldman, & Taylor, 2000). Some authors argue that these perceptions are one of the reasons why people emigrate from their countries of origin (Sarvutyte & Streimikiene, 2010; Woolfson, 2010). In the context of immigration social justice is related to different aspects in immigrants’ life, for example, well-being (van

der Vaart et al., 2013), job satisfaction (Hassan & Hashim, 2011; Pearson, Hammond, Haffernan, & Turner, 2012), turnover intentions (Avery et al., 2010), psychological adjustment (Huei-Fang, 2010; Huei-Fang & Yung-Ho, 2009), political attitudes (Kulik, Lind, Ambrose, & MacCoun, 1996) and health (Agudelo-Suárez et al., 2010). Social justice, social support or social relationships predict well-being of immigrant employee in an organizational context as well (Abu-Rayya, 2009; Chung, Bemak, Ortiz, & Sandoval-Perez, 2008; Chung, Bemak, & Grabosky, 2011; Mähönen, Leinonen, & Jasinskaja-Lahti, 2013). However to the best of our knowledge there are no published studies integrating working immigrants’ acculturation strategies, perceived social justice, and work – non-work life balance/ conflict. Thus, in this study we intend to evaluate these relationships in the sample of Lithuanian immigrants.

We suppose that other areas of non-working life might be even more important when an immigrant worker is taken into account. Most immigrants (especially from former Soviet countries or other developing countries) go abroad without their families (Pearson et al. 2012). Thus, they might feel less work – family conflict while working, instead of that they might feel more interference between work and other areas of life (leisure, home managing, etc.).

Based on the literature, we expected that Lithuanian immigrants would favour integration strategy, and that integration should have the positive correlation to work – life balance in general, as there are lots of convincing results about substantial positive outcomes of this strategy (Abu-Rayya, 2009; Peeters & Oerlemans, 2009). Nevertheless, the research investigating the relations between acculturation strategies and work – life balance is lacking. According to the spillover theory it seems reasonable that working immigrants who have preferences towards integration or assimilation strategies most probably will express and reveal those strategies at work (Konrad et al., 2009; Ramos-Villagrasa, García-Izquierdo, & García-Izquierdo, 2011). Therefore, these employees are supposed to adjust well at work, but may lack energy and resources for family or social life. They might experience work – family, or work – home-maker, or work – leisure conflict. Similarly, those immigrant employees who favour separation strategy might feel lower work – family conflict as they place more value at communicating and efforts devoting at home. These assumptions might be mediated by individual contexts. For example, if an immigrant employee lives together with a family he/ she would report higher levels of role conflicts (Guest, 2002; Rantanen et al., 2011), whereas single immigrants would report higher levels of work – home management and work – leisure conflicts, but not work – family conflict, and so on. Based on these considerations we expected that integration and assimilation would lead to lower levels of work – non-work life conflicts in general, when controlling for demographic variables. Still the possibility of different associations between acculturation and distinct types of work – life conflict was also acknowledged as worth of exploration.

In addition, preferred acculturation strategy of immigrant employee might be related to feelings of justice stemming from the interaction with cultural and social environment. Lower levels of perceived social justice as well as personal experiences of discrimination might be related to more preferred separation strategy and less preferred integration or assimilation

strategy (Abu-Rayya, 2009). As noted above, literature provides background to hypothesize that perceived social justice might be protective factor in the degree of work and non-work life conflicts as it has significant positive effects on other life domains among immigrants (Huei-Fang, 2010; Sturges & Guest, 2004). Although we found no studies aimed to evaluate the role of acculturation strategies and perceived social justice for work – life balance/conflict, prior research linking acculturation strategies and immigrants' perceived discrimination (Abu-Rayya, 2009) can provide the basis for the assumption that acculturation strategies moderate the relation between perceived social justice and work – life conflict.

In line with these considerations, the purpose of the present study was to analyse the relationships among working immigrants' acculturation strategies, perceived social justice, and work – other life domains balance/conflict. Here we intended to explore two main issues: (1) an extent to which Lithuanian immigrants experience work – life conflict, taking into consideration different life domains (marriage, parenthood, home management and leisure); (2) an extent to which acculturation strategies and perceived social justice interact and relate to different types of work – life conflict. We expected that working immigrants who have preferences towards integration or assimilation would report lower levels of work – life conflict. Whereas those immigrants who have more preferred separation strategy would report higher levels of work – life conflicts. It was also expected that higher perceived social justice would be related to lower work – non-work life conflict. Finally, we intended to measure the interactive effects of acculturation strategies and perceived social justice upon work – life balance. More specifically, higher perceived social justice together with positive acculturation strategies (higher integration and assimilation, and lower separation) would lead to lower work – life conflict.

Method

Participants

503 immigrants from Lithuania working in different European countries participated in this study (121 male (24%), 382 female (76%), mean age $M = 32.28$ years, $SD = 8.74$). 346 (68.8%) respondents were married or had a partner. 208 (41.3%) respondents had no under-aged children, 192 (38.2%) had under-aged children living together with respondent. 193 (38.4%) had lower than university education, 310 (61.6%) had university education. 360 (71.6%) participants lived together with the spouse in the country of immigration. The length of the residence in the foreign country ranged from one month to 24 years (mean length $M = 5.24$ years, $SD = 4.15$). It should be noted that 89% of study participants have been living ten years or less in the foreign country, while 14% of sample have been living one year or less outside the Lithuania.

Measures

The correlational research design was applied. The self-reported online questionnaire was administered. The question-

naire consisted of Work Spillover into Family Life scale, Acculturative Behaviour scale, Perceived Social Justice scale and demographics.

Work – life balance/conflict was measured with the 20-item measure of Work Spillover into Family Life developed by Small & Riley (1990). The scale includes four separate role context subscales: job – marriage conflict (e.g., “My job keeps me from spending time with my spouse”), job – parent conflict (e.g., “My job makes it hard for me to have a good relationship with my children”), job – leisure conflict (e.g., “Because I am often tired after work, I don't see friends as much as I would like”), and job – home management conflict (e.g., “My job makes it difficult to get household chores done”). Each of these four subscales was composed of five items, asking respondents to indicate their degree of agreement with each item on a 5-point Likert-type scale ranging from 1 = “strongly disagree” to 5 = “strongly agree”. Higher number indicated higher reported level of perceived work – life conflict. Cronbach's alphas for different subscales ranged from .72 to .87. The Lithuanian version of the questionnaire was prepared by two researchers from the research team using back – forward translation procedure with permission from Stephen Small. In order to test the factor structure of the Lithuanian version of the Work Spillover into Family Life Scale, we conducted Confirmatory Factor Analysis (CFA) with Maximum Likelihood estimation in AMOS 16.0. Good model fit of four-factor solution was indicated by Comparative Fit Index ($CFI=.90$) and Root Mean Square Error of Approximation ($RMSEA=.08$).

Acculturation strategies of the respondents were measured using Lithuanian version of Dixon (2008) Acculturative Behaviour scale. The instrument consisted of 24 items measuring three acculturation strategies – Integration, 7 items (e.g., “People from minority cultures should equally value the norm and cultural values of both their own culture and the mainstream culture”), Assimilation, 8 items (e.g., “People from minority cultures should feel perfectly at ease communicating with people of the mainstream culture”), and Separation, 9 items (e.g., “I think people of minority cultures should exclusively have romantic relationship with people of their own culture”). Items were scored on a scale ranging from 1 = “strongly disagree” to 5 = “strongly agree”. Higher mean score indicated higher preference for certain acculturation strategy. Cronbach's alphas for Integration, Assimilation and Separation subscales were .73, .56 and .72 respectively. Lithuanian translation of the instrument was made with permission of Jason M. Dixon. Confirmatory Factor Analysis (CFA) with Maximum Likelihood estimation in AMOS 16.0 revealed a satisfactory model fit of three -factor solution ($CFI=.80$; $RMSEA=.079$).

Perceived social justice of Lithuanian immigrants was assessed with five item scale developed by Kazlauskas & Želvienė (2014). It measures the perception of fairness in the social life of respondent (e.g. “Legislative system in the country I live is fair”) with a 5-point Likert-type scale (1 = “strongly disagree”, 5 = “strongly agree”). Kazlauskas & Želvienė (2014) provided preliminary results suggesting that scale of Perceived Social Justice is valid and can be used for further research. In the current study Cronbach's alpha of the instrument was .74; higher score of scale indicated higher perceived social justice.

Demographics included variables of gender, age, family status (married/single), number of under-aged children, and length of the residence in a foreign country. Also participants reported if their spouse and children live together with them in the foreign country or separately in the country of origin.

Procedure

The investigation was conducted by the group of researchers while proceeding with the scientific project. Online survey method and volunteered participation was used. The respondents were invited to participate in the study using the snowball method, sending invitation letters to the Registered Communities of immigrants in different countries as well as using social networks (like Facebook, Twitter, etc.). The assessment took place in April – October, 2014. Survey was administered in Lithuanian. Approximately half of an hour was required to complete the instrument.

Results

We first tested if gender had significant impact to any of acculturation strategies, perceived social justice, and work – life conflict variables. Two groups' comparisons revealed that there was no gender difference in any of analysed variable ($p > .05$). Due to these results no data split according to gender was used for further analysis.

To disclose the most prevalent acculturation strategies among immigrants Wilcoxon Signed Rank test was run. The scales of acculturation strategies deviated significantly from the normality plot, therefore, nonparametric statistics was applied. Results showed that the sample had the highest

score in the integration scale ($M = 3.89$; $SD = .64$), slightly lower scores – in the assimilation scale ($M = 3.52$; $SD = .51$) and the lowest – in the separation scale ($M = 2.09$; $SD = .59$). Based on this it could be concluded that Lithuanian immigrants favour the integration strategy and the least prevalent acculturation strategy for them was separation.

In order to assess the differences of the perceived work – life conflict in different contexts paired samples T test was used, because all scales of the work – life conflict had normal distribution. Data showed that work – home management conflict significantly dominated over a work – leisure conflict in the group of working immigrants (see Table 1). As some respondents in the sample reported not having children, comparison among work – parent conflict and other conflicts were performed only for the group who have children. Parents scored higher on work – parent conflict than on work – leisure conflict. Differences between work – parent and work – marriage or work – home management conflicts remained non-significant for this group. Some immigrants who have children reside in the receiving country without their kids; therefore, we preceded comparisons among work – life conflicts in the group of respondents who live with their children. Data analysis revealed the same result: only work – parent (10.81) conflict was higher than work – leisure (9.70) conflict ($t = 3.747$; $df = 191$; $p < .001$) in this group.

The rest of the comparisons among work – marriage and other conflicts were performed for the respondents who reported as being married or having a life partner. The results revealed that respondents who scored lower on work – leisure conflict, had significantly higher scores on work – marriage conflict, and the most prevalent conflict experienced for this group was work – home management conflict.

Table 1

Paired comparisons of 4 different domains of work – life conflict in the sample of Lithuanian immigrants

| | | Mean | N | SD | t | df |
|---|---------------------------------|-------|-----|------|---------|-----|
| <i>The whole sample</i> | | | | | | |
| Pair 1 | Work – leisure conflict | 10.65 | 503 | 5.24 | -8.172* | 502 |
| | Work – home management conflict | 11.99 | 503 | 4.53 | | |
| <i>Subsample – respondents with children</i> | | | | | | |
| Pair 2 | Work – marriage conflict | 11.22 | 215 | 4.12 | 1.007 | 214 |
| | Work – parent conflict | 10.96 | 215 | 4.75 | | |
| Pair 3 | Work – parent conflict | 10.96 | 215 | 4.75 | 3.835* | 214 |
| | Work – leisure conflict | 9.85 | 215 | 5.00 | | |
| Pair 4 | Work – parent conflict | 10.96 | 215 | 4.75 | -1.825 | 214 |
| | Work – home management conflict | 11.44 | 215 | 4.42 | | |
| <i>Subsample – respondents with a partner</i> | | | | | | |
| Pair 5 | Work – marriage conflict | 11.40 | 346 | 4.23 | 5.236* | 345 |
| | Work – leisure conflict | 10.33 | 346 | 5.11 | | |
| Pair 6 | Work – marriage conflict | 11.40 | 346 | 4.23 | -2.874* | 345 |
| | Work – home management conflict | 12.00 | 346 | 4.52 | | |

Note: * $p < .001$.

Next we examined a possibility to explain different work – life conflicts by using acculturation strategies and perceived social justice as independent variables. Linear regression analysis was applied for this purpose, as all scales of work – life conflict met the criteria of this statistical procedure. The length of the residence in a foreign country was added to the regression models as a control variable, because it might be important in both choosing acculturation strategies and perceiving work – life domain conflict. Also, it was supposed that acculturation strategies might serve as a moderator in the relationship between perceived social justice and work – life conflict. The effect of moderation could be evaluated by using linear regression analysis. Moderator was included into analysis as a product of standardised values of two independent variables. In order to predict each of work – life

domain conflict 3 scales of acculturation strategies, scale of social justice, length of the residence and products of each acculturation strategies and social justice were involved as independent variables.

The results showed that initial regression model for the work – marriage conflict for the respondents who were either married or lived together with a partner remained non-significant ($F = 1.192$; $df = 8$; $p = .304$). Therefore, items “length of residence” and “moderation effect of assimilation” were removed from the model. After this step a new model gained power to predict the work – marriage conflict ($F = 2.286$; $df = 6$; $p = .035$), but the data could explain only 3.9% of its variance. As it can be seen in the Table 2, only lower scores of the social justice scale predicted higher work – marriage conflict. There was no effect of moderation of acculturation strategies.

Table 2

Multinomial regression models for the prediction of different work – life conflicts by the acculturation strategies and perceived social justice

| Variable | Model 1. Prediction of the work – marriage conflict $R^2 = 3.9\%$ | Model 2. Prediction of the work – parent conflict $R^2 = 8.8\%$ | Model 3. Prediction of the work – leisure conflict $R^2 = 6.2\%$ | Model 4. Prediction of the work – home management conflict $R^2 = 6.0\%$ |
|---|---|---|--|--|
| | Std. β | Std. β | Std. β | Std. β |
| Assimilation | -.098 | -.101 | -.155** | -.160** |
| Separation | .031 | -.007 | -.030 | -.061 |
| Integration | -.022 | .050 | .091 | .127* |
| Social justice | -.133* | -.235** | -.162** | -.132* |
| Length of residence | - | -.083 | -.129* | -.083 |
| Moderation – assimilation * social justice | - | -.002 | .049 | .106 |
| Moderation – separation * social justice | .091 | -.024 | .098 | .114* |
| Moderation – integration * social justice | .001 | .091 | -.043 | -.077 |

Note: * $p < .05$; ** $p < .01$.

As in the case of the work – marriage conflict, the work – parent conflict was predicted only by lower scores of social justice scale ($F = 2.388$; $df = 8$; $p = .018$; Table 2). Regression model was created only for those who reported having children; it could explain only 8.8% of the dependent variable variance. None of the acculturation strategies had a significant main effect for the work – parent conflict. Again acculturation strategies had no moderation effect.

The same data analysis was applied to predict the work – leisure conflict. Data showed a meaningful model ($F = 2.928$; $df = 8$; $p = .004$), but again the explanatory power was low – it explained only 6.2% of variance of the work – leisure conflict. The work – leisure conflict was predicted by lower scores of social justice scale, as well as lower scores of assimilation. The length of the residence in the receiving country also had an independent main effect for this type

of conflict. Higher work – leisure conflict was perceived for the subjects who have been staying shorter in the country of emigration. No moderation effect of acculturation strategies was observed.

Significant regression model was produced to predict the work – home management conflict ($F = 2.851$; $df = 8$; $p = .004$; Table 2). It explained 6.0% of variance. The work – home management conflict was predicted by lower scores of social justice scale, lower scores of assimilation and higher scores of integration. Data revealed only one significant moderation effect. Separation moderated the relationship between social justice and work – home management conflict. When the scores of the social justice got higher, the scores of the work – home management conflict became lower for the whole sample, but the slope was higher when separation was from low to moderate.

Discussion

Literature suggests that work – life balance is an issue that organizations have to manage carefully (Sturges & Guest, 2004), especially when immigrant or other minority employees are the focus of interest (Peeters & Oerlemans, 2009). Some authors state that too little consideration is given to the nature of work – life balance of immigrants, especially from Eastern European countries (Guest, 2002). Therefore, the aim of this study was to investigate the extent to which Lithuanian immigrants experience work – life conflict, taking into consideration different life domains (marriage, parenthood, home management and leisure) and to test how acculturation strategies and perceived social justice predict different types of work – non-work conflict.

In line with other researchers (Berry, 1997; Ramos-Villagrana et al., 2011) our results revealed that immigrants from Lithuania living in different European countries favour integration strategy and the least prevalent strategy is separation. Integration has been shown to be the most adaptive strategy in many settings, whereas assimilation or separation leads to more negative outcomes (Frankenberg, Kupper, Wagner, & Bongard, 2013; Kotic, 2004; Peeters & Oerlemans, 2009; Zagefka & Brown, 2002). The dominance of integration among Lithuanian immigrants suggests quite high potential for adaptation and sufficient coping resources (Yijälä, Jansinkaja-Lahti, Likki & Stein, 2012; Ramos-Villagrana et al., 2011). On the other hand, integration is supposed not to be highly demanding strategy as cultural and societal processes are quite similar in the host and home countries due to intra-European mobility of our sample. Therefore, it was chosen more frequently than other acculturation strategies.

In line with our expectations Lithuanian immigrants reported higher work – home management than work – leisure conflict, and only those who have children feel more prevalent work – parent conflict than other types of work – non-work conflict. This confirms Guest's (2002) and Pearson's et al. (2012) idea that new generation with new values of workers is emerging, they give greater priority to the non-work life activities. This result also might prove that immigrants are the special group of employees that might have different needs for balancing work – life issues than employees working and living in their native country. Our results are consistent with Grzywacz et al. (2007), who argued that immigrants typically choose emigration in order to find employment and to ensure financial security for their families. Therefore, they understand that work is necessary and vital component of family well-being and this leads to lower conflicts between work and family.

In general, the results of this study support the assumption that social justice is important for the experience of work – non-work life interference and might be protective factor in the degree of work – and non-work life conflicts, as earlier research found (Huei-Fang, 2010; Sturges & Guest, 2004). This means that immigrants who feel that they are treated fairly are less susceptible to feelings of conflicts or difficulties to balance work and other life activities. One explanation for this might be from Peeters & Oerlemans (2009), who argued that minority groups (in our case, immigrants)

are more susceptible to social influence processes and need greater social support. This indicates that individuals may be less likely to feel that their lives are out of balance if they know that their employer, local authorities or society in general has some considerations for their lives outside the work (Sturges & Guest, 2004). On the other hand, the demands for social equality might decrease as a result of immigrants' perceived lower status in receiving country when compared to local inhabitants. For this reason immigrants might feel higher fairness in the host country even with worse living and working conditions than in home country (Avery et al., 2010; Kulik et al., 1996). In order to test these presumptions, the differences of perceived social justice in immigrant and non-immigrant samples have to be studied in future research.

Contrary to our expectations we did not find consistent associations between acculturation strategies and work – life conflicts among working immigrants from Lithuania. Separation was not related to any type of interference, whereas higher assimilation was related to lower work – leisure and lower work – home management conflicts; and integration was related only to higher work – home management conflict. The finding support the ideas of Konrad et al. (2009) and Ramos-Villagrana et al. (2011), that working immigrants who have preferences towards integration strategy most probably will implement it in working environment, as they spend here most their time and energy. Thus, they do not have enough resources for home management and report feelings of imbalance in this type of work – home interaction. These results indicate that trying to maintain ones cultural identity may increase daily hazels in immigrants' life. This result calls for attention of practitioners, as it raises the idea that integration not always has positive outcomes and different areas of life of individual or cultural context have to be taken into account (Guest, 2002; Kinman & McDowall, 2009; Rantanen et al., 2011). However, we encourage testing this result in the future investigations, as non-significant associations between integration and work – family conflict are not easily explained in this context.

The positive effect of the assimilation upon the work – leisure and the work – home management is more surprising. According to the Spillover theory (Small & Riley, 1990) it might be proposed that those immigrant employees who choose assimilation strategy perceive less role imbalance because they save some resources by not trying to keep their culture of origin. For example, maintaining some cultural traditions living abroad, like participating in cultural groups, Sunday schools etc., requires additional time and energy, that's why home management and leisure may suffer. Our findings also might be explained by some individual factors that were not controlled in our study. Some immigrant employees (especially more educated or ones with higher occupational levels) might have more control and autonomy on their work, which helps in reconciling the demands from various life domains (Heyman, 2000), also they might have better coping abilities (Rantanen et al., 2011), or greater acceptance of the host countries (Peeters & Oerlemans, 2009).

Summarising results of this study it might be concluded that perceived higher social justice accounted significantly

for explanation of more balance in work and non-work obligations taking into account all types of work and private life conflicts. Whereas, acculturation strategies were important just for two types of for work – life conflicts. The findings suggest that in work – non-work conflicts' interventions the issue of social justice should be addressed more instead of acculturation strategies of immigrants. Despite statistically significant predictions the total variance of work – life balance explained by acculturation strategies and perceived social justice was rather small. Thus, more comprehensive list of factors contributing to immigrants' work – life interaction should be explored in future research.

Contrary to expectations we revealed single moderation effect in our study – higher social justice together with lower separation had the impact upon lower scores of work – home management conflict. It could be that those immigrants who separate themselves from the society in the host country are not interested in the social processes related to fairness in the society; and due to that their perceived social justice is not related to the experience of work – home management conflict. On the other hand, we can't eliminate possibility that Lithuanian immigrants, who choose separation strategy, represent the small group of people whose living style is different from those in the host society; and processes which are usually important for the majority (e.g. social justice and work – non-work settings) are less relevant for them. This partially confirms the idea that interaction between individ-

ual and context factors is worth of exploring in the sample of immigrants. Our results support the results of Kinman & McDowall (2009), that to some extent responsibility for finding the balance between work demands and family life or leisure lies within the individual employee (for example in his or hers acculturation attitudes). Nonetheless, organizations and the society have also some responsibility in ensuring their work – life balance practices (Kinman & McDowall, 2009). Support from organizations or community might have positive effect, as supportive work – non-work balance culture increase employees involvement and use of existing policies within organization and the society (Rantanen, 2008; Sturges & Guest, 2004).

The findings of this study should be interpreted within the context of its limitations. First of all, our findings were based on self-report data, so no causal inferences can be made. Secondly, social desirability bias might be the concern as immigrants might be prone to evaluate their life in the host country more positively in order to justify their decision to emigrate. The sample of this study consistent of Lithuanian immigrants only, it was quite small and non-random. Thus, the generalization of these findings is limited. Nevertheless, our data show that different types of work – life conflicts might be subsequent from different individual and contextual risk and protective factors in the group of immigrant employees. For this reason future investigations in this field are of great value.

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