Consequences of Work-Family Conflict on Work-Related Outcomes among Working Mothers

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ABSTRACT

Work and Family are the two important aspects of people's lives and they often conflict. The main objective of the study was to understand the relationship between the Work-Family Conflict and Family-Work Conflict on specific work-related variables of Job Satisfaction and Organizational Commitment among working mothers in educational sector. A sample of 47 teachers, was selected from different private schools of Vadodara city. Data were collected through survey method. The questionnaire consisted of the Work-Family Conflict scale by Small & Riley (1990), Job Satisfaction scale by Singh & Sharma (2012) and Organizational Commitment by Dhar, Mishra and Srivastava (2002). For data analysis Pearson's correlation was carried out. The result indicates that Work-Family Conflict and Family-Work Conflict are not significantly related to the Job Satisfaction and Organizational commitment However, a significant relationship is perceived between dimensions of Job Satisfaction and Organizational Commitment.

Key Words: Working mothers, Work-Family Conflict, Job Satisfaction, Organizational Commitment

1.0   INTRODUCTION

In today's scenario of globalization, there has been an increasing interest in the conflict between work and family life domains, and recent studies highlight the conflict experienced by individuals between their roles in the family and at work, which is covered under the heading called work-family conflict. Results obtained from the structural equation modeling indicate that there is a reciprocal relationship between work-family conflict and family-work conflict and that work-family conflict has an influence on job satisfaction whereas family-work conflict does not affect job satisfaction.

1.1   WORK FAMILY CONFLICT

Work-family conflicts explain the issues and challenges the individual face in maintaining work life and family life whereas work-family balance means how an individual maintain the quality of both work life

and family life. More recently, there has been empirical evidence that there are two related but distinct forms of interrole conflict (work-to-family conflict and family-to-work conflict) (Wiley, 1987; Judge, Boudreau, & Bretz, 1994; Adams, King, & King, 1996 Netemeyer, Boles, & McMurrian, 1996; Perrewe, Hochwarter, & Kiewitz, 1999). Work-to family conflict implies that work interferes with family, and family-to-work conflict implies that family interferes with work. The present study examined both work-to family conflict and family-to-work conflict. The term work-family conflict was used to reflect conflict between work and family. The term work-family conflict does not imply direction like the terms work-to-family conflict and family-to-work conflict. Other terms such as interrole conflict were used in some studies to reflect work-family conflict.

The interface between work and family is a topic of interest in research in relation to the significant changes in the workforce, in terms of the increasing participation of women and the greater number of couples where both partners have a paid occupation (Major & Germano 2006, Colombo & Ghislieri 2008). The earlier research suggests that the tension between work and family roles can become a source of stress (Thomas & Ganster 1995) and it can diminish psychological (Allen et al. 2000) and physical well-being (Frone et al. 1997).

Marks and MacDermid defined role balance as ''the tendency to become fully engaged in the performance of every role in one's total role system, to approach every typical role and role partner with an attitude of attentiveness and care. Put differently, it is the practice of that evenhanded alertness known sometimes as mindfulness'' (Marks & MacDermid, 1996, p. 421). However, they also note that this expression of full engagement reflects a condition of ''positive'' role balance, in contrast to negative role balance in which individuals are fully disengaged in every role. Although Marks and MacDermid (1996) are understandably more concerned with positive role balance than negative role balance, they acknowledge that it is important to distinguish the two concepts.

The work family conflict is developing field that is of interest to researchers, organizations and clinicians. Generally it has been recognized as functioning in two opposite directions that is work gets involved with family and family gets involved with work. Many researchers have shown interest to work-

family linkage from 1960s. In 1980s Greenhaus formally brought forward the definition of work-family conflict.

Consistent with the literature on this topic, the researcher will use the terms **"Work-Family Conflict"** when referring to the conflict that results from work related responsibilities interfering with family life. Similarly, the researcher will use the term **"Work-Family Enrichment"** when referring to enrichment that occurs when work roles improve the quality of life in family roles.

Time utilization studies have shown that married women spend substantial amounts of their time performing multiple roles (Hing 1984; Airmy *et at.* 1991; Aminah and Narimah 1992; Van Der Lippe *et at.* 1992). Also, the role theory postulates that multiple roles can lead to inter role conflict and, in turn to symptoms of strain (Katz and Khan 1978).

If forced to choose between work and family, people generally say that their family is more important than their work (Andrews and Withey, 1976; Gutek et al, 1991) and, currently, combining family and employment rolls often creates stress, overload and conflict (Lewis and Cooper 1987, 1988a, 1988b; Neal et al, 1993). Primarily Work-Family Conflict (WFC) treated as a unidimensional construct, recent research (Frone, Russell & Cooper,1992) suggests that it is opposite in nature, in that work can interfere with family (work-to-family conflict; WFC) and family can interfere with work (family-to-work conflict; FWC). Work-Family Conflict and Family-Work Conflict are generally considered distinct but related constructs. Till date researchers has primarily investigated how work interferes or conflicts with family.

As defined by Kahn, Work-family conflicts which is a form of inter role conflict in which the role pressure from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made difficult by virtue of participation in the family (work) role (Higgins, Duxbury, Irving, 1992). Work-Family Conflict is defined as "a form of friction in which role pressures from work and family domains are mutually incompatible **in some respects"** (Greenhaus & Beutell 1985, p. 77). Work-family conflict is bidirectional, meaning that work roles can interfere with roles and responsibilities in the family domain, and family related roles can interfere with the work domain.

Work Conflict is defined as the extent to which an individual experiences incompatible role pressures within the work domain, and family conflict is defined as the extent to which an individual experiences incompatible role pressures within the family domain (Kopelman, Greenhaus, and Connolly 1983). In other words, the responsibility of participating in both work and family domains is unfulfilled due to pressures from work and family related conditions. Thus, work, family, and work-family (inter-role) conflict are three measures of role conflict, measured at the individual level

While the findings obtained mainly in Western countries and the related theories refer to the obvious relationship between work demands and work-family conflict (Spector, Allen, Poelmans, Lapierre, Cooper, & Widerszal-Bazyl, 2007), it is indicated that long working hours, duty and heavy work load have a direct influence on work-family conflict (Kim, Leong, & Lee, 2005; Boyar, Maertz, Mosley, & Carr, 2008).

1.2   FAMILY- WORK CONFLICT (FWC)

Family and work are two important focal points in an adult's life. The role expectations of these domains lead to conflicts that have a connection to the use of information. The ability to establish, maintain, and develop constructive social relationships with other people in the work environment (Frone, et al., 1992) is related to psychological distress and mental dissatisfaction (Greenhaus and Beutell, 1985). Researchers have assessed family-work conflict with other variables. According to Frone, et al., (1992), operationalization of work-family conflict varies from study to study and limits the ability to generalize. To Aryee, et al. (1999), the increased participation of married women in the labour force in the US and other industrialized countries has led to a growing realization that the work and family domains are highly interdependent. He observes that adults in dual earner and single parent households must constantly strive to balance work and family requirements. Research has also shown that those with a good level of social competence and ability to use information are more likely to withstand the stresses and strains of life, compared with less educationally-privileged people (Netermeyer, Boles, and McMurrian, 1996).

WFC and FWC have been found to have similar relationships with particular outcomes. Both FWC and WFC have shown a negative relationship with work outcomes such as job satisfaction and organizational commitment (Netemeyer, Boles, & McMurrian, 1996; Carly, Allen, & Spector, 2002; Carlson, Grzywacz, & Kacmar, 2010). Perrewe, et al., (1999), found that value attainment partially mediated the relationship between

work-family conflict and job satisfaction; that is work-family conflict was associated with diminished value attainment, which was associated with low levels of job satisfaction (Greenhaus et al., 2006). It is reasonable to expect that a similar process operates in the family domain to produce dissatisfaction with the family role. The relationships between job satisfaction and both work-family conflict and family-work conflict are more important in today's societies becoming modernized. The consequences of the conflict could be seen as a reduction in the level of an individual's satisfaction from his/her job, family, or life (Anafarta & Irmak, 2009; Ryan & Sagas, 2009; Burke & El-Kot, 2010). The data for this study was gathered through survey method. In this study, it is concluded that remedies can be developed to avoid the negative effects on work and paying close attention to WFC.

1.3 JOB SATISFACTION

Job satisfaction was defined in the late 1990s by Spector (1997, p. 2) as an attitudinal variable, that represents 'the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs'. Although personality factors can influence an employee's work satisfaction (Jenkins 1993, Stamps 1997), according to the literature, the characteristics of the organization and of work activities have a crucial impact on the job satisfaction (Blegen 1993, Irvine & Evans 1995, Spector 1997, Adams et al. 1998, Kangas et al. 1999, Tovey & Adams 1999, Mills & Blaesing 2000, Ma¨kinen et al. 2003). A person's job satisfaction can evolve and change throughout his/her professional career depending on different contexts, departments, supervisors, coworkers, duties, etc. progressively encountered (Stamps & Piedmonte 1986, Cavanagh 1992, Tovey & Adams 1999). The characteristics of the organization which can influence job satisfaction, are such as role ambiguity, workload, communication with supervisors and co-workers, recognition, routinization and care setting (Ma et al. 2003, Best & Thurston 2004). The balance between work and private life, too, and, more specifically, the perception of WFC is associated with lower job satisfaction (Ganster & Schaubroeck 1991, Netemeyer et al. 1996). In this study survey questionnaire was used and results shows that there is increased in current understanding of the factors influencing job satisfaction of nurses operating in our health organizations.

Job satisfaction represents the well-being of employees and is predictive of job tenure, counterproductive behaviors, and withdrawal (e.g. Hackett & Guion, 1985; Spector, 1997). Job satisfaction is 'an internal state that is expressed by affectively and/or cognitively evaluating an experienced job with some degree of favor or disfavor' (Brief, 1998, p. 86).

There are many known predictors of job satisfaction such as job characteristics and the disposition of the employee. Why should the broader perception of inter-role conflict influence this work attitude? In March and Simon's (1958) classic model of job satisfaction, they posited that job satisfaction was influenced by the compatibility of the work requirements with other roles. Given that work and family roles are the two most important life roles for most people (Mortimer, Lorence, & Kumka, 1986), an incompatibility between them is likely to create tension and negative feelings. Because attitudes are directed toward a target, the question then becomes why and when would this incompatibility create negative attitudes toward the job?

The link between WFC and job satisfaction enables practitioners to support interventions designed to decrease WFC. This is especially important because the evidence that WFC directly predicts 'bottom-line' outcomes like job performance and withdrawal behaviors is weak (Goff, Mount, & Jamison, 1990; Thomas & Ganster, 1995; Hammer, Bauer, & Grandey, 2003). Although there is agreement that WFC is related to job satisfaction (e.g. Kossek & Ozeki, 1998; Bruck, Allen, & Spector, 2002), several factors make this relationship contentious. Conceptually, there is debate about how the two directions of WFC (work to- family and family-to-work) predict job satisfaction, and the role that gender plays in this relationship. Methodologically, several limitations in WFC–job satisfaction research weaken this evidence, such as omission of key variables, cross-sectional designs, and mono-source reporting.

Another study investigated that the idea of job satisfaction is one of the premeditated matters in both public as well as private sector organizations (Mulinge, 2000). There is currently a renewed interest in the performance level of the public sector in many developing countries, as they face a more competitive global environment (Sokoya, 2000). Similarly, it has been postulated that the low pay, limited chances for up-gradation are qualities of government sector organization which avert the most educated employees from residual in government agencies. The outcome can be loss in output and initiative in the public-sector organization (Barrows & Wesson, 2001). The research tells us that job satisfaction is the level of

"favorableness or un favorableness with which workers view their job (Werther & Davis, 1999:501)." It refers to an employee's general opinion towards his/her job, such as; a person with high degree of job satisfaction has a positive feeling towards his job, whereas one who is unhappy with the job can grip a negative attitude (Robbins & Coulter, 2005:374). Some scholars argue that job satisfaction is an emotive reaction to a job condition, which is often decided by how nicely results meet up or exceed expectations, for example, if workers think that they are treated unjustly, receive less remunerations, they are more probably to have a negative feeling toward their work, supervisor or coworkers (Luthans, 2005:212; Manzoor et al., 2011).

Job satisfaction is concerned with how well an employee's expectations at work are in tune with outcomes (Khan, 2006). More accurately, it is an agreeable emotional state resulting from the assessment, emotional feedback and attitudes towards one's job (Wikipedia, 2009). The quality of the staff implies acceptable social and financial status, a wish to reduce inequality such as, those relating to gender; a concern to supervise force in accordance with the deserve belief and give them within the service instruction they require, in turn to carry out their function in a altering society; the formation of motivation and constitutions to promote scholars to work in multidisciplinary groups on thematic projects, therefore violation with the custom of entirely sole technical job (Sabir et al., 2011).

RATIONALE

Societal factors in the Indian society play havoc in the working mother's life. Mothers in India have their own maternal instinct which compels her to quit the work force and be with her children and family. Often, this experience of juggling between the roles of a married women, mother and an employee, working mothers feel stressed out and have spill-over effects on their experiences at home as well as at the workplace. Not many studies have been carried out in the Indian context that explain the effects of Work-Family Conflict on experiences at the workplace. The education industry with its demanding job requirements and duties consumes a good amount of time and energy of a working mother. Therefore, the present study focuses on the experiences of the working mother on the job front.

Objectives of the Study

1. To study the relationship between Work-Family Conflict and Job Satisfaction.

2. To study the relationship between Work-Family Conflict and Organizational Commitment.

METHODOLOGY

In this study, survey research design is used to collect the data. 47 working mothers was selected using random sampling method.

2.1   POPULATION OF THE STUDY

- Working mothers' different private schools of Vadodara city.

2.2   SAMPLE SIZE

- 47 working mothers from private schools of Vadodara city.

   Inclusive Criteria: Women having children in educational sector.

   Exclusive Criteria: Women do not have children.

2.3   TOOLS

A questionnaire was distributed to the sample respondents, which was divided into four sections.

- **Demographic Information** includes participant's name, qualification, designation, number of children, work experience, working hours, type of family, husband's designation, profession and working hours

- **Work-Family Conflict Scale** by Small & Riley (1990). A five-point likert scale which consist of eleven items out of which six items are of Work Interfering Family (WIF) and another five items is of Family Interfering Work (FIW).

   Family interfering with work items were adapted from the WIF measures with five items.

- **Job Satisfaction Scale** by Singh & Sharma (2012). It consists of 30 items, divided into two parts - Job Intrinsic (factors inherent in the job) consists of two sub-dimensions: Job concrete and Job-abstract and Job Extrinsic (factors residing outside the job) have three sub-dimensions-Psycho-social, Economic and Community/National growth. The reliability of the test works out to be 0.97 with N=52 at a gap of 25 days

2.5   PROCEDURE OF DATA COLLECTION

- The researcher visited to several private schools for the permission for the data collection of research.

- After receiving permission, working mothers were contacted and given the questionnaires with proper instructions to respond to the questionnaire.

- In this way 47 questionnaire have been collected from teachers of private schools.

3.0   RESULTS

The data was subjected to Statistical Package of Social Science 21 to perform the statistical analysis. Pearson's correlation was carried out to study the relationship between the variables of interest. The result of the study is discussed in the following pages.

3.1   Correlation of Work-Family Conflict and Job Satisfaction.

Table 3.1 Inter-correlation between Work-Family Conflict and Job Satisfaction

	EXTPsysoc	EXTeco	EXTcomm	INTconcrete	INTabstract
WFC	-0.10	-0.17	-0.021	-0.020	-1.49
FWC	0.72	0.12	0.05	0.79	0.58

$**P<0.01$, $*P<0.05$

Table 3.1 displays the correlation between dimensions of Work-Family Conflict and Job Satisfaction. As seen in the table, Work-Family Conflict and Family-Work Conflict are seen as not significantly correlating with the dimensions of Job Satisfaction.

Table 3.2   Correlation of Work-Family Conflict and Organizational Commitment.

Table 3.2 Inter correlation between Work-Family Conflict and Organizational Commitment

	Concern of organization	**Identification with organization**

Work Family Conflict	0.11	-0.17
Family Work Conflict	0.21	0.18

**P<0.01, *P<0.05

Table 3.2 displays the correlation between dimensions of work-family conflict and organizational commitment. As seen in the table, Work-Family Conflict and Family-Work Conflict are seen as not significantly correlating with any dimensions of Organizational Commitment.

Table 3.3   Correlation of Job Satisfaction and Organizational Commitment.

Table 3.3 Inter correlation between Job Satisfaction and Organizational Commitment

	EXTpsysoc	**EXTeco**	**EXTcomm**	**INTconcrete**	**INTabstract**
Concernorg	-0.15	0.36*	-0.37**	-0.16	-0.02
Identifyorg	-0.26	0.04	-0.14	-0.14	-0.07

**P<0.01, *P<0.05

Table 3.3 displays the correlation between dimensions of Job Satisfaction and Organizational Commitment. As seen in the table, the Concern for organization, dimension of Organizational Commitment is seen to be positively correlated with the Extrinsic economic (r = 0.36*, p < 0.05) dimensions of Job Satisfaction and negatively correlated with Extrinsic community, dimension (r = -0.37**, p < 0.01) of Job Satisfaction.

4.0   DISCUSSION

The present study's aim is to study the consequences of work-family conflict with work related outcomes. Total 47 working mothers were participated in the study from educational sector of different private schools of Baroda. Questionnaires was distributed to the working mothers. Pearson's correlation was used to find the relationship between the variables.

4.1   Relationship between Work-Family Conflict and Job Satisfaction

It was hypothesized that "*There will be a significant relationship between work-family conflict and job satisfaction*". The results of the study have proven the hypothesis as false. Recent research indicates the work-family conflict and work satisfaction as weakly negatively correlated (Hennessy & Lent, 2007). The study finding imply that the working mothers in the education industry do not exhibit spillover effects in the Work-Family Interface and aspects of Job Satisfaction. Moreover, the sample for the study comprised of women belonging to varied age brackets, with approximately one-third having work experience of more than 22 years.

At this juncture, a woman has not only matured in her dealings with work and family imbalances but would also have emerged as relatively free from her responsibilities of motherhood. Therefore, job and family would as a result be considered as two separate, though mutually interdependent systems.

4.4   Conclusion

Working Mothers of the education industry do not experience spill-over effects of their Work-Family Conflict on work related variables of Job Satisfaction and Organizational Commitment. As the member of years of work experience increases, working mothers adapt, adjust and acquire a balanced state in their roles on the family front and the work front. Therefore, the world of work and the world of family may be perceived as not in conflict but in harmony with each other.

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