

AN EXAMINATION OF WORK AND PERSONAL LIFE CONFLICT AND JOB SATISFACTION AMONG FEMALE MARRIED PROFESSIONALS IN CHENNAI CITY

*S.Saranya

*Research Scholar in Management, Bharathiar University, Coimbatore, Tamilnadu.

ABSTRACT

“A 'good job' can be both practically attractive while still not good enough to devote your entire life to”

- Alain de Botton

The present study analyzed the effect of two different domains of work and personal life conflict and job satisfaction of female married professionals at Chennai city. The data for the study were obtained from 85 women professionals. Results revealed that women professionals reported greater levels of work interfering with their personal life, than personal life interfering with their Job. The statistical test revealed that work-personal life conflict was positively related to women's stress and depression whereas personal-work life conflict was related to employees and job satisfaction. Every organizations aims at reduction of personal life interfering with work (spouse, parents care and children) and work life interfering with personal. The study suggests that organizations should also concerned with how work is interfering with personal life. Henceforth suitable programmes that address both types of conflict are indispensable to retain high quality employees. Additionally informal types of organizational support programmes are vital for female employees success.

Keywords: *Work–personal life conflict; Job satisfaction; Women; Professional.*

Introduction

Over the past years there is an significant changes in both work and family domain of an individuals in our country. As the women workforce increased and increased dual earner couples and single parents in the workforce coupled with significant changes in gender and personal roles have begun to highlight issues surrounding work and family balance (Googins, Griffin, & Casey, 1994; Hogg & Harker, 1993; Lewis, 1997). Offermann & Gowing, (1990) and Zedeck & Mosier, (1990) found that every individual would like to balance their career and family life. Since the time of globalization the workforce is one of the significant

trends that will influence the workers in the next century. Many employees are struggling to balance their work and family life. In present situation there is significant demographic and attitudinal changes of employees thus it is inevitable for the organizations to address the problem of work and family issues as a primary business concern. Lewis (1997) stated that is necessary for organizations to help employees manage both their work and family demands. The common issues to this state are both spouse and family, however it is less common to focus on the interaction between work and family life. Majority of the study focus on business outcomes such as job satisfaction. The purpose of this current study is (1) to further integrate research on work and family issues of female married professionals (2) to examine the reciprocal nature of work and personal life conflict and job satisfaction.

Work - Personal Life Conflict

Work and family conflict is a state where there is “mutual incompatibility between the demands of the work role and the demands of the family role” (Parasuraman & Greenhaus, 1997). Several researchers stressed the importance of both the work and family conflict in which the importance of making a distinction between two conceptually different types of conflict has been suggested. Specifically, work interferes with personal issues or family life (e.g., a business meeting interferes with a family dinner) differently than personal issues or family life interfere with work life (e.g, a child’s school holiday interferes with a scheduled work conference). It was found that there exist a positive relationship between the work and personal conflict. (Frone, Russell, & Cooper, 1992a,b; Gooler, 1996) highlighted that employees reported higher levels of work–family conflict than family–work conflict. Second, although most research focuses on family life, recent evidence suggests that even workers without traditional families (e.g., non-parents and single employees) experience conflict between their roles (e.g., Galinsky, Bond, & Friedman, 1996). Therefore, rather than focusing on general work–family conflict, it seems beneficial to consider the broader aspects of both work–personal life conflict as well as personal–work life conflict.

There exist conflict between work and personal life for employees in various work background. In a research study conducted by Googins (1994) stated that the majority of employed population in United states reported that they do not have sufficient time for their personal commitment and feel that they are overloaded with their work commitments. It was found that there exist role conflict among parents and non-parents (Galinsky ,1996). The cost associated with work and family conflict are real for employees and organizations. It is an evident that the work related conflict and conflict related to personal demands lead to negative outcomes related to health which will decreased job satisfaction. Researchers found that both work and personal conflict were indirectly and positively related to depression and family-work conflict were related to poor physical health (Frone et al., 1992a; Frone, Russell, & Cooper, 1995).

Job Satisfaction

Job satisfaction is a state in which people either like or dislike their work. People who have low level of job satisfaction predicts negative attitudes and behaviour at work which result in reduced productivity, lack of interest towards the job, absenteeism and more labour turnover.

(Spector, 1997). It is a challenging task for the managers and directors to create programme which facilitate and improve the creation of programmes that reduce the negative outcomes and increase job satisfaction.

Method

Sample

The sample for the study was made up of 85 women professionals at Chennai City. Among the respondents half of the women employees have children's or dependent living with them at home. And half of the respondents were grouped in different services (eg. Lectures, Doctors, Teachers and Engineers) On average, employees worked for more than 44 hours per week and few professional employees travelled for about 4 days per month due to business reasons.

Procedure

The sampling technique used for this study is Simple random sampling. The survey questionnaire was collected from the respondents through mail. A total of 100 surveys were distributed, and around 85% response rate was achieved.

Measures

The questionnaire contains items which measured general demographic variables as well as the items which measures the work related conflict and personal life related conflict and job satisfaction. And the collected questionnaire is being coded so that a higher score indicated a higher level of the construct. In this study two types of conflict such as Professional and personal life conflict were measured with a validated scale of work and family conflict developed by (Netemeyer, Boles, & McMurrian, 1996). Job satisfaction was assessed by using the Spanish adaptation (by Bravo et al. (1994) of the Minnesota Satisfaction Questionnaire (Weiss et al., 1965).

Statistical analysis

ANOVA

Hypothesis

H₀: There is no significant difference among age group with respect to factors of professional conflict and personal conflict with Job satisfaction.

Table 1 represents ANOVA for significant difference among age and the factors of professional conflict and personal conflict with job satisfaction.

Factors	Age Group	Sum of Squares	Mean Square	F	Sig.
Work-Family Conflict	Between Groups	8.906	2.969	1.293	2.969
	Within Groups	238.761	2.296		2.296
	Total	247.667			
Family-Work Conflict	Between Groups	2.586	0.862	0.365	0.862
	Within Groups	245.960	2.365		2.365
	Total	248.546			
Job satisfaction	Between Groups	11.029	3.676	1.376	3.676
	Within Groups	277.962	2.673		2.673
	Total	288.991			

Interpretation

From the above table it was inferred that the P value for work-family conflict, family-work conflict and Job satisfaction is less than 0.05 then accept null hypothesis at 5% level of significant. Hence, conclude that there is no significant difference among age of employee to factors of professional and personal conflict with job satisfaction.

Friedman test

Hypothesis

H₀: There is no significant difference between mean ranks of the variable Job Satisfaction

Table 2 represent Friedman test for significant difference between the mean ranks towards Job satisfaction

Job satisfaction	Mean Rank	Chi-square	P value
I receive appreciation for work done	6.83	26.873	0.001**
I feel convenient with the people at work place	5.37		
I am pleasant about working in this company	5.27		
I feel safe about my job	5.97		
I trust that management is concerned about me	5.32		

Note: **Statistically significant at 1%

*Statistically significant at 5%

Interpretation

The result of Friedman test shown in the above table indicates that there is a significance difference between the mean ranks towards the variable “I receive appreciation for work done” is high at mean of 6.83.

Discussion

There is a general perception that employees feel that their job interferes with their personal commitments more extensively than their family life interference with their work life. From the study it was clear that employees reported that factors such as working hours, work demands were related to their family responsibilities and personal life. Additionally the imbalance between their job and family phase had a negative impact towards their mental well-being and health. Women with higher level of work-family conflict had greater level of depression and anxiety and women professionals with higher level of family-work conflict were more concerned with their health. To overcome this situation the organization has to support the employees which have a positive impact on employees. Employees from organizations which offered a supportive environment likely reported lower levels of depression, anxiety and health and reduced work-family conflict.

REFERENCES

- Adams, G. A., King, L. A., & King, D. W. (1996). Relationship of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*, 81, 411–420.
- Aryee, S. (1992). Antecedents and outcomes of work-family conflict among married professional women: Evidence from Singapore. *Human Relations*, 45, 813–837.
- Black, J. S. (1990). Locus of control, social support, stress, and adjustment to international transfers. *Asia Pacific Journal of Management*, 7(1), 1–29.
- Black, J. S., Gregersen, H. B., & Mendenhall, M. E. (1992). *Global assignments*. San Francisco, CA: Jossey-Bass.
- Black, J. S., & Gregerson, H. B. (1999). The right way to manage expats. *Harvard Business Review*, 77(2), 52–61.
- Black, J. S., & Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment and intent to stay in pacific rim overseas assignments. *Journal of Management*, 15(4), 529–544.
- Donaldson, S. I. (1994). Project WORKWELL. Unpublished raw data.
- Feldman, D. C., & Thomas, D. C. (1992). Career management facing expatriates. *Journal of International Business Studies*, 23, 271–293.

- Fisher, C. D. (1985). Social support and adjustment to work: A longitudinal study. *Journal of Management*, 11, 39–53.
- Frone, M. R., Russell, M., & Barnes, G. M. (1996). Work–family conflict, gender, and health related outcomes: A study of employed parents in two community samples. *Journal of Occupational Psychology*, 1, 57–69.
- Frone, M. R., Russell, M., & Cooper, M. L. (1995). Relation of work–family conflict to health outcomes: A four-year longitudinal study of employed parents. Poster session presented at the work, stress, and health 1995: Creating healthier workplaces, Washington, DC, September.
- Googins, B. K., Griffin, M. L., & Casey, J. K. (1994). *Balancing job and homelife: Changes over time in a corporation*. Boston: Boston University Center on Work and Family.
- Harris, P. R. (1986). Employees abroad: Maintain the corporate connection. *Personnel Journal*, 65(8), 107–110.
- Harvey, M. G. (1985). The executive family: An overlooked variable in international assignments. *Columbia Journal of World Business*, 20(1), 84–93.
- Akintayo, D. I. (2010). Work-family conflict and organization commitment among industrial workers in Nigeria. *Journal of Psychology and counseling*, 2(1), 1-8.
- Allen, J. N., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.
- McDowell, I., & Newell, C. (1987). *Measuring health: A guide to rating scales and questionnaires*. New York: Oxford University Press.
- Mendenhall, H., & Oddou, G. (1985). The dimensions of expatriate acculturation: A review. *Academy of Management Review*, 10(1), 39–47.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, 81(4), 400–410.
- Tung, R. L. (1987). Expatriate assignments: Enhancing success and minimizing failure. *Academy of Management Executive*, 1(2), 117–126.
- Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization. *American Psychologist*, 45, 240–251.