IMPACT OF WORK FAMILY CONFLICT ON JOB SATISFACTION AMONG EMPLOYEES IN A PUBLIC SECTOR ORGANIZATION

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ABSTRACT

According to the role theory, the expected relationship between Work-Family Conflict and Job Satisfaction is such that an increase in Work-Family Conflict reduces the level of Satisfaction (Frone et al., 1992; Kopelman et al., 1983). This hypothesized negative relationship has been found in most studies. Job Satisfaction is an attitude associated with the degree to which people like or dislike their job. A low level of job satisfaction predicts negative attitudes and behavior in the work context, such as absenteeism, external turnover and reduced productivity (Spector, 1997). This research study was undertaken to identify the impact of Work-Family Conflict on Job Satisfaction among the executives of a public sector organization in Tamil Nadu state. In this study a sample size of 473 executives was selected by adopting proportionate stratified random sampling technique. A well-designed and pre-tested questionnaire was used to collect the data from the respondents. The researcher has obtained the impact of work family conflict on job satisfaction at 15.90 per cent of the total variation. Suitable suggestions are provided in this study.

Key Words: Work-Family Conflict, Job Satisfaction

1.1. INTRODUCTION

Job satisfaction is an attitude associated with the degree to which people like or dislike their job. A low level of job satisfaction predicts negative attitudes and behaviour in the work context, such as absenteeism, external turnover and reduced productivity (Spector, 1997). Given these negative consequences, an analysis of the factors that determine this satisfaction or dissatisfaction is of great interest to managers and directors in an organisational context, as such an analysis can facilitate and improve the creation of programmes that are designed to increase job satisfaction and, as a result, reduce negative behaviour. Among others, the characteristics of the job itself and the employees’ work values have been identified as factors that may predict satisfaction and dissatisfaction. However, due to its increased prevalence among employees, one of the factors that is currently arousing substantial interest
in researchers and business professionals is work-family conflict (Bond et al., 1997; Grandey et al., 2005).

Work-family conflict occurs when the demands or expectations associated with one domain are incompatible with the demands or expectations associated with the other domain (Greenhaus and Beutell, 1985). Studies have distinguished two components or dimensions of work-family conflict: when activities related to work interfere with family responsibilities (WIF) and when activities related to the family interfere with work responsibilities (FIW) (Gutek et al., 1991). According to the role theory, the expected relationship between work-family conflict and job satisfaction is such that an increase in work-family conflict reduces the level of satisfaction (Frone et al., 1992; Kopelman et al., 1983). This hypothesised negative relationship has been found in most studies (e.g. Adams et al., 1996; Boles, 1996; Carlson et al., 2000; Netemeyer et al., 1996; Perrew et al., 1999), although not in all (e.g. Aryee et al., 1999; Beutell and Wittg-Berman, 1999; Lyness and Thompson, 1997; O’Driscoll et al., 1992). Kossek and Ozeki (1998), after revising the studies, have found an average correlation of -0.31, -0.27 and -0.18 between job satisfaction and (global) work-family conflict, WIF and FIW, respectively. Likewise, the study review carried out by Allen et al. (2000) on WIF indicates an average correlation of -0.24 with job satisfaction. However, the authors of both reviews point out that the nature and strength of the relationship varies greatly from study to study, revealing inconsistent results.

Different authors suggest that these inconsistent results may be due to different limitations and problems in the research studies (Kossek and Ozeki, 1998; Allen et al., 2000; Bruck et al., 2002; Casper et al., 2007; Lapierre et al., 2008, Mesmer-Magnus and Viswesvaran, 2005). To this effect, one of the most important limitations that have been pointed out is that the studies have not considered the conflict’s multi-dimensional nature, as most of the researchers continue to use a global measure, without taking into account the two dimensions of the subject (Casper et al., 2007; Mesmer-Magnus and Viswesvaran, 2005). Recognising the two-way nature of work-family conflict is important because the empirical literature has shown that each type of conflict has a different background and results (Byron, 2005; Eby et al., 2005). The consequences of not distinguishing between both dimensions are that the researcher still has very little knowledge about how each one relates to job satisfaction.

Furthermore, research on the work-family relationship has been found to have focused essentially on analysing the main effects, but little attention has been given to the effects of the moderating variables, despite the fact that the inconsistent results between the studies suggest that unidentified moderating variables may be involved (Allen et al., 2000; Boles et al., 2003; Kossek and Ozeki, 1998). So, most of the studies that have looked into the relationship between work-family conflict and job satisfaction have assumed similar expectations.

The theory of identity salience suggests that the importance, or salience, of the family role may intensify the negative relationship between WIF and job satisfaction. Roles form part of a person’s identity when people award them personal significance and when they label themselves in the context of these positions within the social structure (Marcussen et al., 2004). Identity, or role identity, refers to the significance that one gives to oneself on the basis of a structural position and the relationship with a given role (Stryker and Serpe, 1982). Although people generally fulfil and identify themselves with multiple roles, not all roles are equally important or salient for a person’s identity (Thoits, 1991). So, people organise the different role identities hierarchically according to the importance or significances
that they award them (Stryker, 1980). In this way, there are individual differences in the salience of the family and work roles.

The extent to which work is considered to be satisfactory or unsatisfactory may depend on the degree to which work is seen as a threat to other relevant or salient roles for that person. When the relevant or salient roles for the self, that is, the roles that define our identity, are threatened, some assess the source of the threat negatively (Carlson and Kacmar, 2000; Grandey et al., 2005; Greenhaus and Beutell, 1985; Noor, 2004). So, for example, when the work role interferes with the performance of the family role (WIF), there should be a negative assessment of work, providing that the family role is relevant for the self. In keeping with that, Carlson and Kacmar (2000) find that the work role conflict has a greater impact on job satisfaction in those workers who have a high centrality of the family role. The researchers conclude that stress in the work domain could reduce the level of job satisfaction due to the fact that work is not assessed and considered to be anything other than an intrusion on the family role.

Given that some of the employees are more involved with the work role and that others are more involved with the family role. Moreover, some classic models of job satisfaction, such as that of March and Simon (1958), establish that job satisfaction is influenced by the degree of compatibility between the work role and other important roles in life. Given that the roles of work and family are two of the most important roles in life, we would expect men to also develop negative attitudes, such as a low level of job satisfaction. Furthermore, different studies have suggested that workers with a high degree of involvement in their work spend a large amount of time and energy on their jobs, and as a result, they are more likely to develop a greater sense of control and skill in their work than those who are less involved, which in turn leads to higher level of job satisfaction (e.g. Adams et al., 1996; Rabinsons and Hall, 1977; Sekaran, 1989). Consequently, the researcher has to find out the significant differences with regard to the employees characteristics on job satisfaction.

Statement of the Problem

Balancing work and family responsibilities has become challenge for many employees now-a-days. It is widely known that the incompatability or conflict between these two domains has negative effects on employees’ Job Satisfaction. The above studies indicate the impact on work-family conflict and family-work conflict. Men had experienced mere of WFC than women. In turn women had experienced FWC more than the men. The Indian culture by and large adored, admired and appreciated women who reared the family. The present scenario of women empowerment and growing number of them entering the jobs had to fight between the two ends. Hence, this study is aimed to examine the work interference with family, family interference with work inter-role (work-family conflict), impact on work and family outcome job satisfaction.

Profile of the Study Organization

Bharat Heavy Electricals Limited (BHEL) is an integrated power plant equipment manufacturer and one of the largest engineering and manufacturing companies in India in terms of turnover. Established in 1964 ushered in the indigenous heavy electrical equipment industry in India, a dream that has been more than realized with a well-recognized track record of performance. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77. BHEL is engaged in the
design, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of the economy, viz., Power, Transmission, Industry, Transportation, Renewable Energy, Oil and Gas and Defense. The company has 15 manufacturing divisions, two repair units, four regional offices, eight service centres, eight overseas offices and 15 regional centres and currently operates at more than 150 project sites across India and abroad. The company places strong emphasis on innovation and creative development of new technologies. The company has realized the capability to deliver 20,000 MW p.a. of power equipment, enabling to address growing demand for power generation equipment.

**Objectives of the Study**

There are several studies which examine the influence of Work-Family Conflict on Job Satisfaction.

1. To investigate the relationship between Work-Family Conflict and Job Satisfaction of Executives.
2. To study the influence of Work-Family Conflict on Job Satisfaction.

**Hypothesis of the Study**

There is no significant relationship between work-family conflict and Job Satisfaction.

**Methodology**

The population of the study is the executives working in various departments of the organization in Trichy. Hence, population of this study is 1575. The desired $n$ level is 382. Expecting non-response of 30.00 per cent, the researcher has distributed about 500 questionnaires to the respondents and received only 487 of them. Finally, out of 487 filled-in questionnaires, 473 were taken for this study. The samples are selected for the study by using proportionate stratified random sampling. The samples are stratified according to strength of the departments. The Work Family Conflict has 54 statements consists of six dimensions according to Carlson *et al.* (2000) by adopting Likert’s five-point scale (Always – 5, Often – 4, Sometimes – 3, Seldom (rarely) – 2 and Never – 1) was used to measure the responses. The job satisfaction has 7 statements, which assess job satisfaction by combining employee satisfaction with the work, co-workers, supervision, promotional opportunities, pay, progress, and the organization to assess overall Job Satisfaction developed by Taylor and Bowers (1974) by adopting Liker’s five-point scale (Completely Satisfied – 5, Satisfied – 4, Neutral – 3, Unsatisfied – 2 and Completely Unsatisfied – 1) was used to measure the responses. Reliability of work-family conflict and job satisfaction has been measured with internal consistency Cronbach alpha and the validity of the scale utilized in this study are satisfied.

**Results**

**Demographic Factors**

Demographic factors-wise Sample distribution of this study shows that Age-wise, 54.33 per cent of the respondents are ‘above 45 years’, 36.79 per cent are ‘upto 30 years’, and ’31-45 years’ category respondents are 8.88 per cent. Gender-wise, 89.22 per cent of the respondents are male and 10.78 per cent of them are female. Educational qualification-wise, majority of them are graduates. Department-wise, 54.97 per cent of them are from production department, 14.59 per cent of them from administrative department, 12.47 per cent of them from finance department, 10.36 per cent of them belong to the HR department and only 7.61 per cent of them are distributed from the marketing department. More than half of the respondents are working for above 20 years of experience. Marital
status-wise, majority (70.19 per cent) of them married and 29.81 per cent are single. Among the respondents, 50.32 per cent of them have above two members and 49.68 per cent of them have upto two members. Almost half of the respondents have more than two dependents in their family. Family type-wise, 59.20 per cent are residing in nuclear family and 40.80 per cent of them are residing in joint family system. In case of age of the youngest child in their family, majority of the respondents have above 10 year old children in their family. According to the elderly person in the family, majority of the respondents have reported that 79.49 per cent of them live with their parents and 27.27 per cent of them are mothers and only 12.05 per cent of them have revealed that they are caring others. According to their earning heads of the family, majority of the respondents (83.51 per cent) are belonged to ‘Single’ earner category and only 16.49 per cent are ‘dual’ earning member category.

**Relationship Between Work-Family Conflict and Job Satisfaction**

The relationship between the study variables, Work Family Conflict (Work Interference with Family and Family Interference with Work), and Job Satisfaction Pearson’s Correlation Co-efficient test was conducted. The results are presented in Table – 1.

**Table - 1. Correlation between Executives’ Work-Family Conflict and Job Satisfaction**

<table>
<thead>
<tr>
<th></th>
<th>Job Satisfaction</th>
<th>Work Interference with Family</th>
<th>Family Interference with Work</th>
<th>Work-Family Conflict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Interference With Family</td>
<td>-0.150**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family Interference with Work</td>
<td>-0.086</td>
<td>0.703**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Work- Family Conflict</td>
<td>-0.131**</td>
<td>0.936**</td>
<td>0.908**</td>
<td>1</td>
</tr>
</tbody>
</table>

** - Significant at 0.01 level

**Hypothesis – 1.** There is no significant relationship between Work Family Conflict and Job Satisfaction of the Executives

Table - 1 represents the results of the correlation between Work Family Conflict (Work Interference with Family and Family Interference with Work), and Job Satisfaction by using, Pearson’s Correlation Co-efficient test. Work Family Conflict is correlated significantly at 0.01 level with Job Satisfaction (r = 0.131), but Job Satisfaction is not correlated significantly with Family Interference with Work. Work Interference with Family is correlated significantly at 0.01 level with Job Satisfaction (r = 0.150). Hence, the proposed null hypothesis is rejected. The results of the correlation analysis show that Work Family Conflict is correlated significantly with Job Satisfaction. This finding is similar in line with the findings of Kopelman et al. (1983).
Impact of Work Family Conflict on Job Satisfaction

In order to know the influence of Work Family Conflict on Job Satisfaction, multiple regression analysis was used and the results are presented in Table 2.

Table 2. Results of Regression analysis of the Executives’ Work Family Conflict and Job Satisfaction

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
<th>B</th>
<th>t</th>
<th>R²</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>Job Satisfaction</td>
<td>29.446</td>
<td>45.893**</td>
<td>0.159</td>
<td>8.202**</td>
</tr>
<tr>
<td>WFC</td>
<td></td>
<td>-0.015</td>
<td>-2.864**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Computed.

** - Significant at the 0.01 level;

WIF – Work Interference with Family;
FIW – Family Interference with Work

The above Table presents the results of the Regression analysis for influence of work family conflict of the respondents, on the dependent variable job satisfaction. Considering the significant difference of regression coefficients, using ‘t’ statistics, the result reveals that the independent variable work family conflict (B = -0.015, t = -2.864), is influenced at the 0.01 level on job satisfaction. Also, it is clear that ‘R²’ value is found to be 0.159, which is significance, because the ‘F’ statistics (8.202) is significance at the 0.01 level. Hence, it is concluded that 15.90 per cent of the total variation is accounted by the explanatory variables.

Summary of Findings

Work Family Conflict is correlated significantly at 0.01 level with Job Satisfaction (r = 0.131), but Job Satisfaction is not correlated significantly with Family Interference with Work. Work Interference with Family is correlated significantly at 0.01 level with Job Satisfaction (r = 0.150). Hence, the proposed null hypothesis is rejected. The results of the correlation analysis show that Work Family Conflict is correlated significantly with Job Satisfaction.

Considering the significant difference of regression coefficients, using ‘t’ statistics, the result reveals that the independent variable work family conflict (B = -0.015, t = -2.864), is influenced at the 0.01 level on job satisfaction. Also, it is clear that ‘R²’ value is found to be 0.159, which is significance, because the ‘F’ statistics (8.202) is significance at the 0.01 level. It is concluded that 15.90 per cent of the total variation is accounted by the explanatory variables.

Suggestions

The researchers have examined the significant relationship between the respondents for the factors work family conflict and job satisfaction. Further, the impact of work family conflict on job satisfaction is identified in the study organization. Based on the obtained results, certain suggestions are contributed to the executives in order to balance the work and family. These are,
The organization should focus on psychological aspects of managers involving needs, desires and intrinsic motivation and other variables to maintain reduced work family conflict and increased job satisfaction.

Management should be encouraged to try various interventions such as, family friendly policies, programmes and flexible working hours so as to minimize.

Work family conflict and to provide intrinsic and extrinsic rewards to maximize job satisfaction in order to enhance an individual’s passionate desire to develop through management development opportunities. Individual employees shall maintain a fairly consistent schedule that allows specific blocks of family and work that in turn would facilitate setting high expectations towards development through management development opportunities.

In order to minimize the negative effects of role conflict, management can provide training to help employees develop strategies for dealing with the conflict.

Conclusion

Several studies have found that negative relationship has been found in most studies (Adams et al., 1996; Boles, 1996; Carlson et al., 2000; Netemeyer et al., 1996; Perrew et al, 1999). Although work-family conflict leads to lower job satisfaction, the inter-relationship between work-family conflict and job satisfaction in this study indicates that the conditions at work can affect the quality of work life and family life as well as the overall well beings of the executives in the study organization. Thus, based on the identified problems, the researcher has given suitable suggestions in this study.

References