

# Antecedents and Consequences of Work Family Conflicts

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## ABSTRACT

This study is conducted to examine the impact of supportive supervisor and emotional labor on work family conflicts and also the impact of work family conflict on job satisfaction and organizational commitment among female teachers of Punjab (Pakistan a) as well. A sample of 138 female teachers was randomly selected. The results of the study indicate that emotional labor has a strong positive impact on work family conflicts while supportive supervisor effects negatively to work family conflicts. Further, Work family conflict has strong and negative influence on organizational commitment, whereas, negative but weak influence on job satisfaction. Moreover this research is an insight for the management of colleges of Pakistan by reducing the work family conflict between female lecturers, they can enhance the level of job satisfaction and organizational commitment among them.

**Key words:** Emotional Labor, Supportive Supervisor, Work Family Conflicts, Job Satisfaction, Organizational Commitment

## INTRODUCTION

Work and life are two important aspects of a human's life. Both of these have a great influence on the life and behavior of human. Although these two variables are separate but researchers have long examined that these two variables are related to each other and this relation is emerged in the form of a conflict. Stress can pressurize the individuals in almost all fields of life. It is the result of over loaded responsibilities at work, home or both which ultimately causes the poor performance of an individual. If most of the employees in an organization are facing problems of conflicts between responsibilities at home and at work, it results whole of the organization performing poorly.

In today's business world effective and efficient workforce has become the competitive edge for most of the organizations. In order to keep the employees satisfied and committed to their employers it has become mandatory to keep them away from the causes that negatively affect job satisfaction and organizational commitment among them. Because the work family conflict causes the stress in employees which influence the performance so, it is necessary to keep the employees away from these conflicts.

Kahn, et al. (1964), first defined the work family conflict, by inspecting the conflicts people faced between their roles at work and those of at home. When demands from work and demands from family are incompatible to each other then the inter role conflict occurs (Kahn, et al. 1964). Greenhaus & Beutell, (1985) further suggested that when demands from one domain affect the person's capability to meet the demands from other domain then conflict arise between these domains.

Mentor's support reduces the level of work family conflict. Moreover, employees having mentors face less work family conflict than employees who don't have mentors (Nielsona, Carlsonb & Lankau, 2001).

Work family conflict relates to emotional labor (Yanchusa, Ebyb, lance & Drollinger, 2010). Emotional labor is defined as *an employees' expression of organizationally desired emotions at the work place* (Judge, Robbins & sanghi, 2008). Work family conflict works as a mediator between emotional labor and burnout (Noor & Zainuddin, 2011). Cheung & Tang (2009), concluded that emotional labor is the independent antecedent of work family conflict.

Today's Managers are more concerned with specialized, trained and loyal employees for their organizations. They cannot afford turnover or absenteeism of their employees because of being demotivated at their work because motivation further leads to job satisfaction. Job satisfaction can be the anticipant of the employees' loyalty with their job and their being committed with the organization.

Bedeian, Burke, & Moffet, (1988), concluded that work family conflict influences job satisfaction, marital satisfaction, and the satisfaction of the life as a whole. Job satisfaction is discussed in number of scientific researches. But it could not be defined in the way that is agreed by all researchers. However, the most cited definition of job satisfaction is given by (Spector, 1997) according to whom *job satisfaction is all about people feel about their job and its different aspects.*

Rehman & Ajmal (2012) provide evidence from their study that organizational commitment is negatively affected by conflict between work and family. Organizational commitment is the employee's sense of being attached and committed to his organization. Mayer, Salovey & Caruso (2000) concluded that the more the employees committed to the organization, the more likely they strive to the organization's mission, objectives and goals to remain with the employer. So, when employees face high level of work family conflicts their job will be negatively influenced by family roles (Ajiboye, 2008).

Cooper & Davidson, (1982), suggested in their studies that as compare to male counterparts, female managers experience greater stress at work and marital problems.

Now days, female employees are increasing day by day and most of the females are employed in educational sector. In Pakistan female professionals have responsibilities to manage work and family together. A teacher's job satisfaction and commitment to educational sector is very important. She acts as a councilor of young generation and plays a vital role in reshaping and refining the future of students. If the teacher will be stress free she can perform her job efficiently.

### LITERATURE REVIEW

This section includes the brief discussion about the previous studies related to the present study. It is necessary to mention previous studies to build up the analytical model for the present study. A review of the previous literature in the fields of work family conflict and job satisfaction and organizational commitment is followed by the hypotheses based on their relationships. This review also provides the theoretical and empirical backgrounds for the study.

Namayandeh, Yacoob, & Juhari, (2010) made an attempt to find out the relationship between supportive family and coworkers and work family conflicts. The study was conducted in Iran with the sample size of 323, out of total 647 nurses in 13 public hospitals in Shiraz. The findings depicted that the increasing support from supervisor, husband, family members and other relatives lead to decrease in work-family conflicts faced by nurses in Iran whereas the coworkers' support has no effect on work family conflict.

Jansen, at al. (2003), provided evidence that work family conflict had 10.8% proportion of the total fatigues that employees face at work, demands at work, work shifting, insecurity in job, non cooperative coworkers and supervisors, household responsibilities and taking care of the ill family members or child at home, causes to arise work family conflict which can be recovered with social support of coworkers and supervisors whereas in women work family conflict was the result of late sitting at work, physical demands and having dependent children which can be eliminated through support from the family. According to (Leaptrout, n.d.), conflict between work and family roles negatively affect the logic based decision making to initiate the business. They proved that work family conflict negatively affected the process of sourcing information for their start up businesses of child care. Female entrepreneurs were the sample of the study. In past, very few women were working outside home in Pakistan but from a pair of decades it has been seen that women now work to support their sole bread winner to overcome the consequences of poverty and inflation (Hussain, 2008). Married female professionals were experiencing more conflicts between roles of family and work. (Akintayo, 2010)

According to Beal, at al. (2006), employees felt negative emotions due to surface acting which ultimately caused work family conflicts among them. Montgomery, Panagopolou & Benos (2005), also suggested that emotional labor in which the employees are forced to do surface acting experienced work family conflict

On the other hand, deep acting was supposed to have positive relation with employees' emotions. Deep acting cause the employees to experience valuable resources such as sense of accomplishment Brotheridge & Lee, (2002) and job satisfaction (Grandey, 2003). Most of the previous studies revealed that supportive supervisor has an influence on conflicts that are faced by employees between their work and family. Supervisor support predicted work family conflict (Frye & Breugh, 2004). Goff, Mount & Jamison (1990), discussed that when supervisor was ready to listen employee's family related problem and had flexible attitude against emergencies at home then the employees experienced low level of work family conflict. Existence of mentor decreased the level of work family conflict in employees (Nielsen, Carlson & Lankau, 2001). There are certain consequences that arise in employees due to work family conflict. Anafarta, (2011) argued that work family conflict influences job satisfaction. Santhapraj & Alam (2005), provided evidence from the sample of 400 respondents that female teachers had higher level of job satisfaction because their expectations for salary and promotion are not so high. Job satisfaction is negatively related with work family conflicts and perception about supervisor support and internal locus of control moderately affect the relationship between job satisfaction and work family conflict. Ahsan, at al. (2009), in the study of finding relationship between job stress and job satisfaction, with the sample size of 500 respondents, argued that there is highly negative relationship between job satisfaction and job stress there are some internal and external factors i.e. Relationship with others workload pressure, home-work interface, role ambiguity, role conflict and performance, which cause job stress. Work family conflict influence organizational commitment (Rehman & Ajmal, 2012).

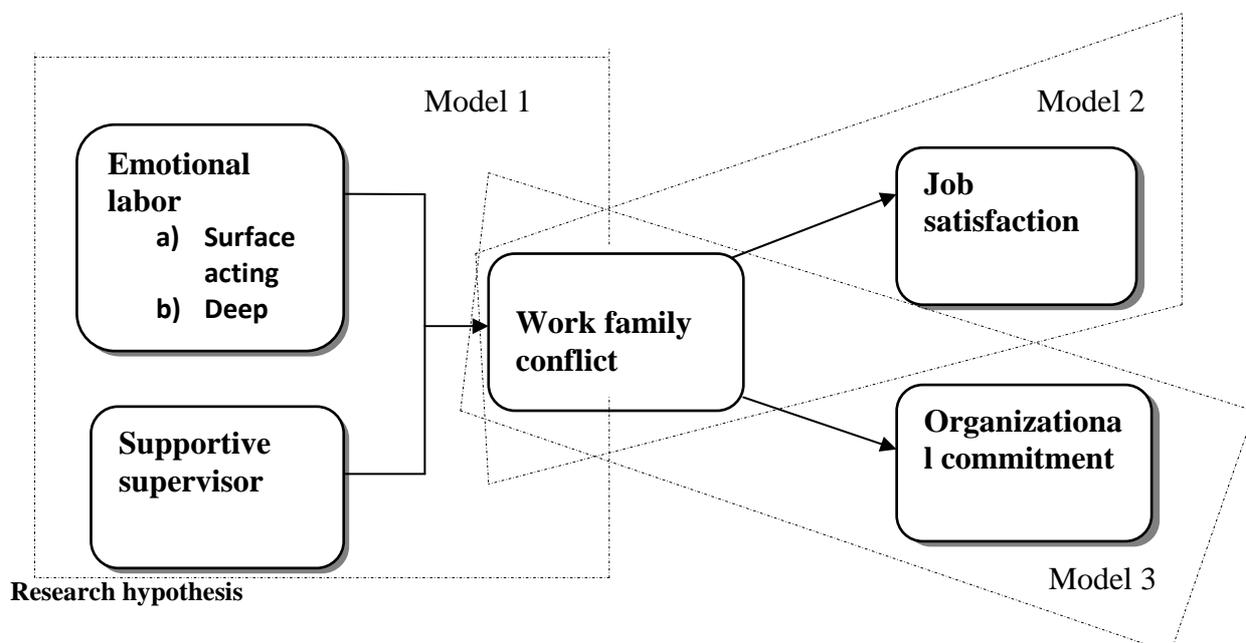
Malik, Nawab, Naeem & Danish (2010), studied the significant predictors of organization commitment were nature of work, salary, satisfaction and quality supervision in the faculty of public sector universities of Pakistan. Using the sample size of 131 respondents, findings suggested that job satisfaction with its various dimensions and organizational commitment of teachers in public universities of Pakistan were linearly correlated.

Warsi, Fatima & Sahibzada (2009), after finding the relationship between organizational commitment and its determinants, concluded that there was a strong positive correlation between work motivation, overall job satisfaction and organizational commitment. If the organizations maintain and increase these two independent level variables: work motivation and overall job satisfaction, then they will achieve a greater level of organizational commitment. Akintayo (2010), suggested that organizational commitment is significantly and negatively associated with work family conflict with more married and female respondents experiencing more conflicts and lessor commitment to the employer.

Current study is aimed to find out the effect of emotional labor and supportive supervisor on work family conflicts, considering the formers as causes of the later. Further the impact of work family conflict on job satisfaction and organizational commitment considering the former as causes of the later.

### Theoretical framework

Theoretical frame is divided into two models. Model 1 comprises of three variables in which emotional labor (surface acting and deep acting) and supportive supervisor are independent variables and work family conflict is dependent variable. Model 2 also consists of three variables that are work family conflict as independent variable and job satisfaction and organizational commitment as dependent variables.



- H1: Emotional labor has positive impact on work family conflict
- H2: Supportive supervisor has negative impact on work family conflict.
- H3: Work family conflict has negative influence on job satisfaction.
- H4: Work family conflict has negative effect on organizational commitment.

### METHODOLOGY

This study analyzes the impact of emotional labor and supportive supervisor on work family conflict and impact of work family conflict on job satisfaction and organizational commitment. The present study intends to study the attitudes of female faculty members of private and government colleges in Punjab, Pakistan.

Survey questionnaire consists of 59 items, four inquiries were asked about demographics, eight questions asked about emotional labor, fourteen items included to know about supportive supervisor, six inquiries about work family conflict, 18 questions about job satisfaction and nine items asked to know the attitudes about organizational commitment. Items about emotional labor were adopted from Dutch Questionnaire on Emotional Labor (D-QEL). Widely used by management practitioners, the MSQ-Minnesota Satisfaction Questionnaire was considered for the questions regarding job satisfaction. Behaviors about supportive supervisor were measured according to the scale developed and validated by (Hammer, at al. 2009). The dimensions of work family conflict are measured using the scale developed by (Kopelman, Greenhaus, & Connolly, 1983). Scale of organizational commitment was adopted from that was produced by (Meyer & Allen, 1991)

The survey questionnaire used in this study is self administered and is given by hand to the respondents. The survey target group consists of female teachers both married and single. Simple random sampling technique has

been adopted for sample selection and size for because environment in Pakistan is highly unfriendly toward research work. So, it could be difficult to reach desired sample size by using cluster sampling or stratified sampling techniques. To ensure fair results the technique of reaching the employees themselves rather than through their employers was adopted as adopted by (Igalens & Roussel, 1999). Items on the questionnaire are measured using 5-point Likert scale from 5 = strongly agree to 1 = strongly disagree.

200 questionnaires were distributed to different female faculty members of public and private colleges out of which 141 questionnaires were received back. 13 questionnaires were excluded because of incompleteness and inappropriate responses. So, 138 questionnaires are included in this study and the response rate is 69% which is quite adequate. Descriptive statistics are used for the analysis about demographic section of the questionnaire whereas, the impact of independent variables on dependent variables is determined by using regression analysis and one way ANOVA to test the hypotheses of the study.

### ANALYSIS AND FINDINGS

Descriptive statistics technique is used to study the demographics of the respondents. Further the correlation and linear regression analysis tools are used to measure the relation and the association between study variables.

#### Demographics

Most of the teachers are in the age group of below 25-50 years (49.3%). 33.3% teachers are in below 25 years and 17.4% are above 50 years old. Almost 41.3% female faculty members are married and 58.7% are unmarried, with 35% holding graduate level degree and 64% holding post graduate level of education. 26.8% faculty members have less than one year of teaching career, 34.8% have 1-5 years and 23.9% have 6-10 years of job tenure. So the respondents of the study are highly qualified, experienced and mostly unmarried female faculty members in the colleges of Punjab, Pakistan.

#### Measure of Association

Correlation is run to check the degree and the direction of association between variables. Table— in the present study emotional labor is positively and strongly ( $r = .842$ ) associated with WFC. Supportive supervisor and organizational commitment are strongly but negatively ( $r = -.857$ ,  $r = -.418$ ) correlated with WFC. Whereas job satisfaction and WFC has no significant relation in the current study ( $r = .119$ ,  $p\text{-value} = .164$ ).table 1.

		EL	SS	WFC	JS	OC
EL	Pearson Correlation	1				
SS	Pearson Correlation	-.857**	1			
WFC	Pearson Correlation	.842**	-.961**	1		
JS	Pearson Correlation	-.119	.171*	-.058	1	
OC	Pearson Correlation	-.418**	.721**	-.632**	.415**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

To validate the results of correlation and to test the research hypotheses, regression analysis is used further so that each independent variable's detailed impact on dependent variable can be depicted out. The decision regarding rejecting or accepting the hypotheses is taken on the basis of regression analysis.

#### Model 1

Model 1 consists of emotional labor, supportive supervisor and WFC where the former two are independent and the later is dependent. Table 2 depicts that emotional labor and supportive supervisor cause 78.1% variations in WFC based on adjusted  $R^2 = .781$

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.886 <sup>a</sup>	.784	.781	.49916	2.088
a. Predictors: (Constant), SS, EL					
b. Dependent Variable: WFC					

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.280	.483		6.791	.000
	EL	.434	.087	.385	4.957	.000
	SS	-.511	.074	-.533	-6.874	.000

a. Dependent Variable: WFC

Table 3 shows that the value of intercept is 3.280 which means this is the level of WFC conflicts which exists when EL and SS are at zero level. Thus faculty members still have level of WFC irrespective of its influencing variables. An examination of these variables indicated that emotional labor represented significantly the strong and positive impact on WFC, with the standardized beta of .434 that is 43.4 unit variations occur in WFC due to 100 units change in emotional labor. Whereas standardized beta of supportive supervisor is -.511 which depicts its relatively low strong negative and significant impact on WFC. It means 1 unit increase in supportive supervisor decreased the level of WFC in .511 units.

Linear regression line that predicted Work family conflict from emotional labor and supportive supervisor under adjusted  $R^2 = .781$  which measures goodness of the linear model, is as under:

$$\text{Work family conflict} = \alpha + \beta_1(\text{EL}) + \beta_2(\text{SS})$$

$$\text{Work family conflict} = 3.280 + .434(\text{EL}) - .511(\text{SS})$$

This regression analysis shows that emotional labor has strong positive impact on work family conflict and supportive supervisor has strong negative impact on work family conflict. It means when female faculty members have to put a show, or put an organizationally derived mask on them the level of conflicts between their family and work starts increasing. This happens because they are fatigued enough that their relation colleagues and family suffers. Whereas, the perception about the supervisor that he/she is family supportive, decreases the level of conflicts between their job and home. These results are similar to the many previous researches in general and specially with (Nielsona, Carlsonb, & Lankau, 2001; & Namayandeh, Yacoob, & Juhari, 2010). So, the First two research hypotheses are accepted through these analysis that:

Ho: Emotional Labor impacts positively to work family conflict.

H<sub>1</sub>: Supportive supervisor impacts work family conflict negatively.

### Model 2:

Model 2 consists of two work related behaviors which are job satisfaction and work family conflict. Taking former as dependent and the later as independent variable. Previous studies have suggested a strong negative impact of WFC on job satisfaction. Table 4 tells that work family conflict create very minor variations in job satisfaction in this study, as adjusted  $R^2$  is .054 (5.4%).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
2	.246 <sup>a</sup>	.061	.054	.22932	2.298

a. Predictors: (Constant), WFC

b. Dependent Variable: JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.896	.067		43.443	.000
	WFC	.054	.018	.246	2.960	.004

a. Dependent Variable: JS

In table 5 intercept is 2.869 which give a sense that there always remains some level of job satisfaction without regarding any factors impacting it. Faculty members are satisfied with their job up to this extent irrespective of any other behaviors which might influence its level. The beta of WFC is .054 which suggests that in the present study work family conflict has very less influence on job satisfaction. Linear regression line shows the relationship as follows:

$$\begin{aligned} \text{Job Satisfaction} &= \alpha + \beta(\text{WFC}) \\ &= 2.869 + 0.054(\text{WFC}) \end{aligned}$$

This weak positive relation depicts that female staff members in the colleges of Punjab are still satisfied with their jobs even after having conflicts between their jobs' responsibilities and those of at home. This phenomenon is due to increased employment and inflation rates in Pakistan.

So, on the basis of this analysis we reject the hypothesis that:

H<sub>3</sub>: WFC has strong negative influence on job satisfaction.

### Model 3:

Model 2 shows impact of Work family conflict on another organizationally felt behavior of employees i.e., organizational commitment. Studies have revealed that WFC negatively effect employees' sense of comitment to the organization. R<sup>2</sup> = .161 means that work family cause 16.1% variations in organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
3	.409 <sup>a</sup>	.167	.161	.31741	1.734

a. Predictors: (Constant), WFC  
 b. Dependent Variable: OC

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	3.318	.093		35.785	.000
	WFC	-.133	.026	-.409	-5.204	.000

a. Dependent Variable: OC

Intercept is 3.318 that is, in the absense of all the influencing factors, organizational commitmen still exits up to such level in the female faculty members of Punjab, Pakistan. When an employee work in organization he/she must have some leve of commitment to the organization witout keeping regard of its influential factors. The beta of WFC (-.133) states that 100% change in WFC cause 13.3% negative variations in organizational commitment of teachers.

$$\begin{aligned} \text{Organizational culture} &= \alpha + \beta (\text{WFC}) \\ &= 3.318 -.133(\text{WFC}) \end{aligned}$$

Regression equation is formed to illustrate that work family conflict has moderate influence of work family conflicts in the present study. Further, when conflicts between work and family raise 100% then the sense of commitment with the organization, 13.3% decreases. This is also due to high unemployment rate in Pakistan. Employees don't want to leave their jobs only due to conflicts in their roles at home and at work. They still remain committed to the organization because of frequent unavailability of jobs in Pakistan.

### Limitatations:

The argument developed to explain why one outcome of this study is not supporting the hypothesis proposed spotlight different limitations attached to the study. The first limitation is that the data is collected only from the female teachers of southern Punjab. So, any conclusion formed is not able to be generalized to Pinjabi Tecahers in general or the teachers in other cultural make ups. The other limitation is sample size. These differences might be due to small sample size as well.

## Recommendations

In the light of these limitations the researcher suggests that this study can be replicated with different sample sizes, different respondents and in different cultures. A study can be conducted to test this model in married and unmarried female teachers separately.

## CONCLUSION

The present study aimed at to examine the impact of supportive supervisor and emotional labor on work family conflict and then the impact of work family conflict of job satisfaction and organizational commitment. Survey conducted with the sample of 138 female teachers of Punjab, concluded that; the emotional labor increases Work family conflicts between employees. That is, it impacts WFC negatively. Whereas the supportive supervisor lessens the Work family conflicts by positively influencing it. On the Other hand, work family conflicts cause a decrease in organizational commitment as it impacts OC negatively. Finally work family conflict does not have any influence on job satisfaction among female teachers of Punjab.

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