

## Impact of Work Life Conflict on Job Satisfaction

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### Abstract

This study examines the impact of work life conflict on job satisfaction among doctors in the cultural context of Pakistan. The research study the impact of two dimensions of work life conflict i.e. work to family interference and family to work life interference on job satisfaction. Correlation and regression analysis were used to find the relationship between the variables. The results of the study reveal that there is a significant negative relationship between work to family interference and job satisfaction. The results have been discussed in the context of Pakistani culture.

**Keywords:** Work-life conflict, work to family conflict, family to work conflict, job satisfaction, Pakistan.

### 1. INTRODUCTION

Pakistan is included in one of the world's rapidly growing economies. Due to economical and social changes, family and work settings have changed extensively in last three decades. With the increase in the rate of inflation the monthly expenditures are also getting high and the working setups of the country has also changed.

Due to globalization jobs are becoming more demanding and working hours are also increasing in the Pakistani markets. More efforts are demanded from the employees because of the fast rate of economical development in the country. And for that the organizations in Pakistan are demanding more work with good salary packages, compensations and benefits. Economical development has motivated the organizations to reduce cost, increase profits and enhance the operations in order to gain and sustain their competitive advantage.

Now due to acquisitions, downsizing, mergers and evolving technology, the work setups in the organizations have changed. As compared to the last decade, now the employees are more involved in their jobs. But due to long working hours, high demanding work, use of complicated technology and work pressure, it is difficult for employees to balance between their job and work commitments. Due to this situation human resource management has to face a greatest challenge i.e. Work Life Conflict (WLC). The main obstructs in the factors related to work / family interferences are work related stress, work pressure and long working hours that lead to the job dissatisfaction.

In both popular and academic publications, conflict between work and family responsibilities and its effect on employee is an issue of increasing importance. (Hammonds, 1997) rated many firms on the basis of their economic standing and their way of dealing with issues involving the intersection of work and family domains. (Netmeyer et al. 1996) gave two domains of work family conflict which are work – family conflict and family –work conflict.

Scholars have found the different ways of satisfying the employees and facilitate to the human resource managers to attract, motivate and retained the most committed work force. Level of absenteeism, commitment, performance and productivity are directly effected by job satisfaction. Besides cost of hiring new employees can be reduce because of job satisfaction along with this it also improves the retention level of employees.

The significance of job satisfaction can be realized by taking Doctors in Pakistan as example. As the doctors were not satisfied with their pay, promotion development polices and many other factors it lead a very sever strike all over the Pakistan including the capital of Pakistan as well. According to an Economic survey (2008-2009) for 2192 patients there is a single doctor. This shows that the doctors have to work for long hours. In public hospitals doctors are required to work for twenty four hours, forty eight hours and sometimes even more. Long working hours accelerate work to family conflict which in turn results the doctors dissatisfied with their jobs.

Globally most of the research is done on work family conflict and job satisfaction and very few researchers paid attention to work on the relation between the different facets of work life conflict with job satisfaction. The present study is conducted with the purpose to explore the correlation between the different dimensions of work life conflict and job satisfaction in the public hospitals of Rawalpindi, Pakistan.

#### 1.2 Research Questions

The research study addresses the following key question:

What is the impact of work life conflict on job satisfaction?

#### 1.3 Research Objectives

The study aims

To find the impact of work to family conflict on job satisfaction.

To find the impact of family to work conflict on job satisfaction.

## 2. LITERATURE REVIEW

In this era for most of adults, life has two important dimensions, one is home and the other is . In an ideal world, there will be no conflicts that overrun, from one sphere of influence into the other. This, on the other hand, is not compulsory that it will be for all people. Work-family conflict is a consequence when one realm trickle into the other one. WFC had its roots in studies of role conflict in which it was defined on the base of role theory. According to this WFC is a form of inter-role conflict in which the role pressures from the work and family domains are mutually irreconcilable in some respect. It means that when a person plays one role in work or family it will create difficulties for the other role in work or family. (Greenhaus & Beutell 1985).

Two major scopes of work-family conflict are, family on work conflict in which family/home life interferes with work, and work on family conflict in which work life interferes with home life (Netemeyer et al. 1996). In a study, conducted on the restaurant industry's front-line service employees, Boles and Babin (1996) found that work-family conflict is playing mediating role between role stress and job satisfaction. Normally, work to family conflict had a strong impact on attitudes of job in which job satisfaction is strongly related and with job distress and turn-over also (Adams et al, 1996; Frone et al, 1992; Netemeyer et al, 1996). ). Good et al. (1988) revealed that work to family conflict had a great impact on lowering the job satisfaction and increasing employee intention to quit the job among retail managers.

Work life conflict and its impact on employees is a major issue of public and academic researches and publications. Business Week (Hammonds, 1997) is not rating the firms on the basis of their economic standing now but on the basis of their ways of dealing with connection of work and family- life domains issues, Work-family conflict is negatively influencing on employees performance revealed by Lee & Hui (1999), family role influence work performance badly but it is a good pointer of measuring an employee's job enthusiasm . Work-family conflict is insignificantly linked with organizational commitment because if an employee loses commitment then eventually the performance will reduce (Ali & Baloch, 1999). Relationship between Work to family conflict and job performance is tested by insufficient number of pragmatic studies. Many studies have conflicting results with reference to the relationship between employee performance and work to life conflict (Allen et al, 2000).

Burke (2000) found that if organization is exercising work life balance then employees will be more contented and will be more committed to their jobs and responsibilities. When family responsibilities concur with job responsibilities, they result in work to family conflict, which creates decreased job satisfaction .

According to (Boles, Howard and Donofrio (2001), when work- family conflict increases it creates negative relation with employee job satisfaction. These results reveal that responsibilities of home and workplace are not mutually exclusive for employees. (Martins et al., 2002) revealed that work-family conflict had a lot of contribution in negative relation with job satisfaction.

Men who experienced work-family conflict had lower performance than those who did not experience it. Ratings were given to women's performance being effected on the basis of who experienced the work life conflict and who did not (Butler & Skattebo, 2004). Whereas according to Wang, Li and Zhang, 2004 work-family conflict showed the results that female teachers of a university had big pressure on work and family. Some studies supported the relationship between work-family conflict and job performance while others did not. (Bhuyan, Menguc and Borsboom, 2005) found no remarkable relationship between work-family conflict and job performance.

Sharon Foley (2005) in his research found that perceived that organizational support is negatively related to both family to work conflict and work to family conflict whereas the work stressors that include role ambiguity, role conflict and role overload are positively related to family to work conflict and work to family conflict.

Namasivayam and Zhao (2007) studied the relationship among work -family conflict, organizational commitment and job satisfaction in hotel setting. Analysis revealed that both the dimensions of work family conflict were negatively associated with job satisfaction. Mathis and Brown (2007) examined the mediating effects of job satisfaction including work, pay, promotion, supervision and coworkers. The results indicated that the job focused self efficacy mediated the relationship between promotion and supervision and work family conflict.

Lapierre et al. (2008) revealed that when work family conflict is reduced there is more job and family satisfaction which thus increases the life satisfaction. Similar findings were revealed by (Aminah ,2008) that the work family conflict is negatively related to employee's job performance. Zhao, Qu and Ghiselli (2011) in their study examined the relationship between measures of satisfaction and work family conflict. Results explained that work to family interference and family to work interference both has significant negative relation with one's affective reaction to his/ her job. Employees who face less conflict between work as their family carries positive aspects from daily life to the work place (Qu and Zhao 2011).

The study explained the relationship between work life conflict and job satisfaction in cultural context of Pakistan . The results showed that there is a significantly negative relationship between the job satisfaction, and both family to work interference and family to work interference ( Abbas and Nadeem, 2009).

There is a negative correlation between job satisfaction and work to family interference. Bruke (2000) found

that the employees of the organizations, that are supportive of work life balance, are more satisfied and committed to their job. A previous research results explained that the organizations which support work life balance have important work and personal consequences for men. Professional men experienced greater job satisfaction and family satisfaction resulting in higher life satisfaction and more positive emotional and physical well being (Jayaweera 2005).

Many experts consider that job satisfaction trends can affect labor market behavior and influence work effort, work productivity, employee absenteeism and staff turnover. Moreover, job satisfaction is measured as a strong predictor of overall individual being (Diaz-Serrano and Cabral Vieira 2005).

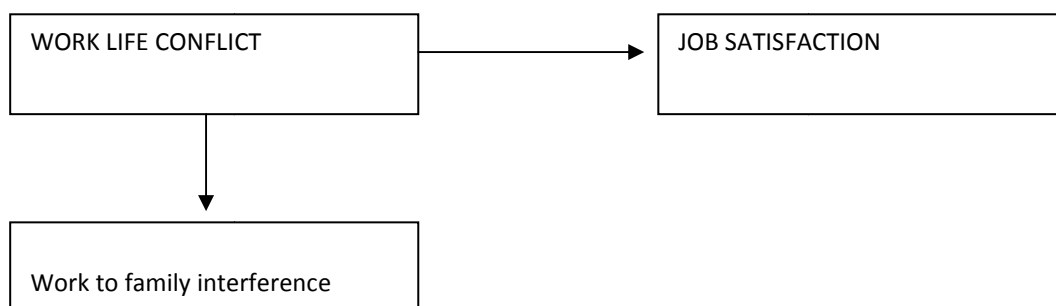
The extensive nursing shortage and high turnover has become a global concern. One of the key factor among nurses turnover is job satisfaction. Different researches in health sector revealed that job satisfaction could be increased through promoting organizational and professional commitment and reducing occupational stress, role conflict and role ambiguity (Lu, While, Barriball 2006). Similarly Shields and Ward, 2001 disclosed that job dissatisfaction regarding pay was positively related to the turnover intentions among nurses.

### **2.1 Hypothesis**

H1: Work to family conflict is negatively related to the job satisfaction.

H1: Family to work life conflict has a significant impact on job satisfaction.

### **2.2 Theoretical frame work**



## **3. RESEARCH METHODOLOGY**

This chapter includes the design and methodology of the study. What measures have been taken to carry out the study, what techniques, tools and procedures have been adopted and followed.

### **3.1 Sampling technique**

Stratified sampling is used as a sampling technique .the strata is defined that is House officers who have job experience of at least one month were taken in to sample ,only House officers , Medical Officers and Post graduate trainees were targeted.

### **3.2 Study participants**

Sample of the study comprised of public hospital of Rawalpindi. Doctors of Benazir Bhutto Hospital and Holy Family were studied through questionnaire .Target sample was 100 and the response rate was 71%.

### **3.3 Mode of inquiry**

Adopted Questionnaire is used for the research. It is comprised of independent variable and dependent variable. It has 18 questions. for job satisfaction the questionnaire is adopted by (Agho et al. 1993; Aryee, Fields & Luk (1999), whereas (Gutek,B.A, Searle,S,& Klepa, L ,1991) (Carlson,D,S,& perrew, P,L.1999) questionnaire was used for measuring work to family conflict and family to work conflict.

### **3.4 Data collection**

Questionnaires were distributed among doctors in Benazir Bhutto Hospital and Holy Family Hospital located in Rawalpindi.

### **3.5 Data analysis**

Data were entered and tested through SPSS (statistical package for social sciences)

Version 17.1 software was used to calculate the statistical measures and then the results were to be analyzed by Pearson Correlation and regression.

### **3.6 Ethical consideration**

The participants were approach at their work place. They were voluntary in order to have honest answer. They were briefed about the nature of study being carried out .Participants were assured that their responses would remain confidential.

## **4.RESULTS AND DISCUSSION**

This section contains the data analysis of the research study to find out the relationship between work to family conflict and family to work conflict on job satisfaction. The independent variables are work to family conflict and family to work conflict and dependent variable is job satisfaction. We have applied Correlation and Multiple Regression tests for conducting analysis.

#### 4.1 Reliability

Following is the reliability of the questionnaire that is used for the study.

##### Reliability Statistics

The value of Cronbach's alpha ( $\alpha$ ) for each variable is

WFC = 0.971 6 items

FWC = 0.904 6 items

JS = 0.759 6 items

The value of Cronbach's alpha ( $\alpha$ ) for the questionnaire is

Cronbach's Alpha	N of items
.731	18

As the value of Cronbach's alpha ( $\alpha$ ) is greater than 0.6 i.e.  $\alpha = .731$  or 73.1%, it means the data is reliable. This suggests that the scale scores are relatively reliable for respondents in this study.

In order to check the normality of data we have applied Skewness. For the data to be normally distributed it is important that the value should lie between -2 and +2 which is shown in the below and it is clearly evident from the figures that the data is normally distributed.

	Skweness	kurtosis
WFC	.871	-.84
FWC	-.665	.023
JS	.414	-.926

#### 4.2 REGRESSION

Regression has been used in order to measure that how much variation in dependent variable has been caused by independent variable. The result are as follow

**Table 4. Regression between work family conflict (WFC) and job satisfaction:**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620 <sup>a</sup>	.385	.367	.61611

a. Predictors: (Constant), FWC, WFC

Our model explains 38.5% of the variation with respect to our dependent variable. If another factor is added, it would further explain 36% as shown by the Adjusted R square

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.151	2	8.075	21.274	.000 <sup>a</sup>
	Residual	25.812	68	.380		
	Total	41.962	70			

a. Predictors: (Constant), FWC, WFC

b. Dependent Variable: JS

Our model is significant as Sig level is less than 0.05 which is required at the 95% confidence interval level.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.325	.290		11.482	.000
	WFC	-.348	.060	-.596	-5.810	.000
	FWC	-.048	.084	-.058	-.570	.571

a. Dependent Variable: JS

#### Interpretation

Hypotheses 1 is accepted, as t value is greater than 1.96 in absolute terms and the Sig is at an acceptable level. Hence, WFC is a significant explanatory variable within the model.

Correlations				
		WFC	FWC	JS
WFC	Pearson Correlation	1		
	Sig. (2-tailed)			
	N			
FWC	Pearson Correlation	.327*	1	
	Sig. (2-tailed)	.011		
	N	60	60	
JS	Pearson Correlation	-.611**	-.180	1
	Sig. (2-tailed)	.000	.170	
	N	60	60	60

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

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

#### Interpretation

WFC is significantly correlated with job satisfaction as can be seen in the table , where Sig is less than 0.05

#### 4.DISCUSSION

The key findings of the study show that work life conflict has a negative relationship with job satisfaction among doctors. Moreover, work to family conflict is negatively related to job satisfaction whereas family to work conflict is weakly negatively related to job satisfaction. The results reveals that the doctors who Have work life conflict are not satisfied with their jobs. The results were consistent with the finding of Namasivayam and Zhao (2007) that both the dimensions of Work family conflict were negatively associated with job satisfaction.

The rationale of the study was to find the impact of work life conflict on job satisfaction .The hypothesis that was tested and happened to be highly significant was H<sub>1</sub>: Work to family conflict is negatively related to the job satisfaction. Results showed that there exists a negatively relation between work to family conflict and job satisfaction. Similar findings were revealed by ( Aminah ,2008)the work-family conflict is directly negatively related to the level of employees' job performance. Work-family conflict reduces employees' job satisfaction which in turn decreases the level of job performance.

Findings of the current study also revealed that the family to work conflict is weakly significantly negatively correlated to job satisfaction .these results were also supported by the findings of (Abbas and Nadeem,2009). that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. It explains that job satisfaction among doctors is not reduced because of family to work conflict but because of work to family conflict. Doctors feel more dissatisfied when their work hinder with their family life. Family to work conflict is significant related to job satisfaction but it is very weakly negatively related to job satisfaction.

#### 5.LIMITATIONS

However we tried our best in collecting the relevant information for our research report, yet there are always some problems faced by the researcher .The limitations of the study may relate to the generalization of the findings. Large sample size may generate different results. Secondly, if the data is gathered from more cities of the country that may results in effective outcomes. Our target sample size was 100 doctors but the response rate was only 71 %. Data acquisition was also a major problem.

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Your responses in filling out this questionnaire will highly be appreciated.

**Note: All the responses will be treated confidential and used for the purpose of research only.**

**SECTION: 1**

The following scale has been employed in this questionnaire.

**SA:** Strongly Agree

**D:** Disagree

**A:** Agree

**SD:** Strongly disagree.

**N:** neutral

<b>WFC</b>	<b>Work to family conflict(WFC)</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>WFC1</b>	After work, I come home too tired to do some of the things I'd like to do.	1	2	3	4	5
<b>WFC2</b>	On the job I have so much work to do that it takes away from my personal interests.	1	2	3	4	5
<b>WFC3</b>	My family/friends dislike how often I am preoccupied with my work while I am at home.	1	2	3	4	5
<b>WFC4</b>	My work takes up time that I'd like to spend with family/friends.	1	2	3	4	5
<b>WFC5</b>	My job or career interferes with my responsibilities at home, such as yard work, cooking, cleaning, repairs, shopping, paying the bills and child care.	1	2	3	4	5
<b>WFC6</b>	My job or career keeps me from spending the amount of time I would like to spend with my family.	1	2	3	4	5
<b>FWC</b>	<b>Family to work conflict (FWC)</b>					
<b>FWC1</b>	I am often too tired at work because of the things I have to do at home.	1	2	3	4	5
<b>FWC2</b>	My personal demands are so great that it takes away from my work.	1	2	3	4	5
<b>FWC3</b>	My superiors and peers dislike how often I am preoccupied with my personal life while at work.	1	2	3	4	5
<b>FWC4</b>	My personal life takes up time that I'd like to spend at work.	1	2	3	4	5
<b>FWC5</b>	My home life interfere with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.	1	2	3	4	5
<b>FWC6</b>	My home life keeps me from spending the amount of time I would like to spend on job or career related activities.	1	2	3	4	5
<b>JS</b>	<b>JOB SATISFACTION</b>					
<b>JS1</b>	I am often bored with my job (R)	1	2	3	4	5
<b>JS2</b>	I am fairly well satisfied with my present job	1	2	3	4	5
<b>JS3</b>	I am satisfied with my job for the time being	1	2	3	4	5
<b>JS4</b>	Most of the day, I am enthusiastic about my job	1	2	3	4	5
<b>JS5</b>	I like my job better than the average worker does	1	2	3	4	5
<b>JS6</b>	I find real enjoyment in my work	1	2	3	4	5

**SECTION: 2**

**L. Demographics**

**L1. Name**----- (optional)

**L2. Age**

25-29  30-39  40-49  50+

**L3. Sex**

a) Male                      b) Female

**L4. Marital status**

a) Married                  b) single

**L6. Designation:**

- a. House officers
- b. Medical officers
- c. Post graduate trainees

**L7. Length of service with the organization:**

- a. Less than one-year    b. 1-3years                      c. 3-5year
- d. 5-10years                      e. More than 10 years