



Impact of Work- Family Conflict on Organizational Performance

Muhammad Nazim Khan

The Faculty of Management Sciences, Foundation University, New Lalazar Rawalpindi, PAKISTAN

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Abstract

Work is the most important factor in our society and all over the world, but family is also the most important and crucial factor and the part for human beings. No one can be leave or left from both of them these both should be parallel for successful life. If a person left even a single one or disturbed from one of them then the other one is also been disturb or it cannot be go efficient in work place. The inappropriateness between these two factors or domains creates stress and psychological strains. Thus this study examined the effect of work family conflict on the turnover and on the performance of an employee. Our area to collect the data and conduct the research from banking sector of Pakistan. We collected the data through a well-defined and reliable questionnaire. This study showed that employees assigned in various banks had experiences of conflicts, strain, conflicts in their workplaces, which impacted negatively on their work, family, and health. Moreover, the employees have perceived on a general basis that their work and life are not balanced in with their current jobs. Furthermore, the findings suggest that conflicts and stress positively correlated among employees. Similarly, organizational performance is also positively correlated with the employee performance. In other words, the employees were neither saved nor spared from work-life conflicts. It is recommended that management tackle and implement work-life enrichment initiatives, both affective and instrumental, to improve the market position of employer of choice and thereby it will enjoy significant cost savings related to human resources because it will be able to attract and retain a crop of quality front-line employees.

Keywords: Work-family conflict, stress, turnover, employee performance and organizational performance.

Introduction

Literature review shows that the relationship between work family conflict, stress, turnover and the performance of the employee. These all factors can affect the organizations productivity and overall the performance of an organization¹. Stress is a psychological and physiological tension and depression in nature. This stress is common in all type of business and jobs in all over the world. Stress is now convert into global problem, stress can create major problems for business and for organizations². Our area of study is banking sector so we will analyze our data and information in the perspective of banking sector. In banking sector we have been found that the stress is commonly invents when the employees of banks are get tension and depression due to minimum time or less time for their family they give most of time to their work or their organization³. This issue creates conflicts in personal life which results in stress and depression. When an employee is in stress then he cannot give proper attention to his or her work then the will be in inefficient ineffectiveness. This problem creates stress which will effect on the turnover, performance and also on the performance of an organization⁴.

Rationale of the Study: Employees in developing countries are being faced with long working hours and heavy workload and this has a consequential impact on their individual lives, as well

as on their respective families. Would there be a possibility of having a life and career together? Could an employee possibly balance his or work and life? These questions are not only posed by the employees, but rather more importantly to the employers. Managements have the responsibility to ensure that their employees' work-life balance is improved, not only for the mere compliance of laws and statutes but rather to mitigate the pitfalls of high turnover and high health care costs associated with work-family conflicts, which are proven to be financially disadvantageous over putting into place a healthy human resources recruitment and retention strategy⁵.

This study will use a quantitative approach in order to gather empirical evidence as well as an insight into the Pakistani organizations existing Work-Family Conflicts and progress.

Objectives of the Study: In particular, this study aims to accomplish the following objectives, To find out relationship of work-family conflict to stress, To find out relationship between stress and turnover, To find out relationship of stress and employee performance, To find out relationship between turnover and organization performance, To find out relationship of employee performance to organizational performance

Significance of the Study: There is no comprehensive study available on evaluation of the work-family conflict in

employees working in public and private banking sector in Pakistan. This research is intended to probe work and family issues among the employees in the Pakistan context in order to gain a better picture and understanding thereof; and subsequently provide invaluable suggestions in creating a comprehensive work-life balance approach to improve the position of the employer of choice. On a larger scale, the results of this research are aimed at clarifying and enriching the concept of work and life balance and simultaneously to providing insights into the decision-making processes, in bringing about a sustainable approach to boost productivity among employees through a comprehensive strategy on work-life balance.

Literature review: Work-family conflict: Work-family conflict is “a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect 6. Work family conflict can be defined as interruption of two aspects or two factors of life e.g. (work and family life) on each other they create stress⁷. Whenever the conflict occurs it will impact adversely on individuals and on an organization. Previously most of researches shows that work family conflict can be found in two types one is Work to family conflict and second is family to work conflict. In work to family when work life interfere the family life. And family to work is the situation when family life interfere the work life⁸.

Stress: Stress is a feeling of strain and pressure. Symptoms may include a sense of being overwhelmed, feelings of anxiety, overall irritability⁹. Stress invents when wok life and family life interfere each other and creates conflict in family and work life¹⁰.

Employee Performance: Work family conflict affect negatively on employee performance. When the stress occurs in an individual’s life due to work family conflict then he or she

losses the performance and cannot work effectively in his or her work palace.

Turnover: Turnover is sometimes a synonym for revenue. Turnover is the revenue which is generated in an organization through employees work and their efficiency¹¹. Attention given to the concept of organizational commitment signifies that it is related with turnover. The turnover traditional factors, organizational commitment and work Intention is related to turnover intention¹².

Organizational Performance: In this study we examine that the work family conflict creates the stress in employee on work palace due to this stress the employee cannot perform well and turnover for his or her performance reduced and it will affect overall performance of an organization.

Methodology

Hypotheses: H1: Work-Family Conflict is positively related to stress. H2: Stress and turnover are positively related to each other. H3: Stress and employee performance are negatively related to each other. H4: Turnover and organization performance are negatively related to each other. H5: Employee Performance is positively related to organization Performance.

Research Model: The Universe and Sampling: The target population in this study is employees of scheduled banks operating in Pakistan (meeting the specific criteria) excluding the lower staff e.g. security guard, peon, office boy, sweeper etc. The rationale for selecting the banking sector of Pakistan to test the proposed deductive model is the assumption that the banks’ employment criteria are almost the same thereby creating less variation in the population. Modified form of random sampling i.e. disproportionate stratified random sampling technique^{13,14} is used to meet the objectives of the study.

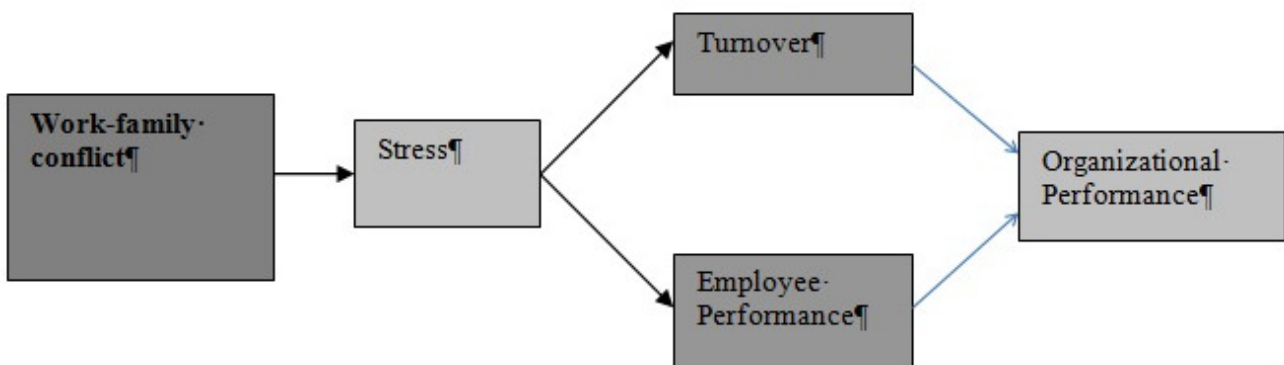


Figure-1

Ref: Examining the Relationship between Work Life Conflict, Stress And Turnover Intentions among Marketing Executives in Pakistan

Source: Research own processing

Rationale for the Unit of Analysis: The criteria for bank employees to participate in this study include: i. Participant should be the employee of the bank and must be dealing with bank customers e.g. Cashiers, branch manager, operations manager, accountant, public relations officer etc. The lower staffs like security guards, peons, office boys and sweepers were excluded from this research as they are not considered to be educated and competent enough to understand the nature and purpose of the study, and its implications. ii. The gender difference is ignored in this study because banking sector is equal opportunity employer and is equally preferred by males and females. The main population of this study is the staff of banking sector only the banks. We had collected our data through questionnaires. These questionnaires filled by the banks staff.

Tools and Techniques: The primary data has been collected through questionnaires. At the end of the questionnaire willingness of the participants for interview was sought. Altogether there were 187 people contacted to take part in this study but only 68 of them responded positively and returned the properly/ completely filled questionnaires.

Questionnaires: The main research instrument that has been employed in this research is the questionnaire. The different statements included in the survey are, therefore, adapted from previous research or developed specifically for the study. The questionnaire is divided into three different parts. The first part is the demographic section that includes gender, highest educational attainment, marital status, and total number of years that the respondent has been working in the current bank. The second part of the questionnaires is about Work-Family Conflicts comprised of 17 items while third part of the questionnaire looks into the stress and comprised of 18 items. Fourth, fifth and sixth portions are related to employee performance, turnover and organizational performance respectively.

Data analysis: Frequencies and percentages of demographic data was calculated. Composite mean and standard deviations of all the factors were calculated and used for Pearson correlation and regression analysis. The data was analyzed by using SPSS.

Results and Discussion

Profile of the Respondents: Respondents were taken from the different banks in the Rawalpindi city, which are in full-time employment. Employees are assigned in different fields dealing bank customers e.g. Cashiers, branch manager, operations manager, accountant, public relations officer etc. A summary of the demographic profile of respondents is presented below.

Gender: The result showed that 70.59 percent of the respondents were male while 29.41 percent were female. Thus, majority of the respondents were male (table-1). As shown in the results, there are considerable women who are working as

front-line bank employees. This proportion agrees to the point that the increased participation of women in the workforce is strongly considered as a key factor in the formulation of work-life balance policies in various organizations.

Education: The result showed that 63.24 percent of the respondents were graduates; and the remaining 36.76 percent were master's degree holder. Therefore, majority of the respondents are bachelor's degree holders (table-1). The organizations usually require prospective candidates who possess tertiary education and underwent training and the results clearly show that 25 percent of the respondents have higher education, which indicates that banks are looking at or into individuals who have a background of shown competence in terms of education and/or training received. The subject frontline employees' base of educational training is the educational institutions such as universities that offer degrees in business administration.

Marital status: Table-1 shows the summary of the marital statuses of the respondents. The results constitute that of 41.18 percent of respondents are married while 58.82 percent are single. Thus, considerable number of respondents is married. Work and life balance has important consequences for employee attitudes towards their organizations as well as for the lives of employees and this has imposed a challenge to employers on how to retain and attract employees¹⁵. The results suggest the finding that considerable number of the respondents are married which highlights that the number of dual-career couples continuous are continually increasing and as such, work and family issues have become areas of concern not just for employers but in society in general¹⁶.

Age: The result showed that 21.9 percent of the respondents are 30 years old and/or below; 32 percent belong to 31-40 age bracket and 16 percent are 41-50 years old. Majority of the respondents are 40 years old and/or below while minority of the respondents are 41 or above (table-1).

Seniority: The result showed that 13.24 percent of the respondents are working in their current organization for less than 1 year; 25 percent of the respondents are working in their current organization for 2 to 4 years; 35.29 percent of the respondents are working in their current organization for 5 to 7 years, 19.12 percent are working for 8-10 years and only 7.35 percent of the respondents are working in their current organization for 11 or more than 11 years. Majority of the respondents are working in their current organization for 5-7 years while minority of the respondents is working in their current organization for 11 or above years.

Dependent variable: Organizational Performance: The multiple regression between all predictors and the organizational performance shows that these factors contribute more than 61% in the organizational performance ($R^2=61\%$) in the organizational performance. These factors affect

organizational performance in their own ways positively or negatively (table-2). Regression coefficient confirms that the WFC is a source, though non-significant, of stress in the studied employees. Work-Family Conflicts instigate negative health outcomes such as sleeping difficulties, exhaustion, irritability, or social withdrawal. The work-family conflicts experienced by employees will result in the latter to undergo various strains such as dissatisfaction, tension, anxiety, and fatigue^{17,18}. Work-Family Conflicts instigate negative health outcomes such as sleeping difficulties, exhaustion, irritability, or social withdrawal. The work-family conflicts experienced by employees result in the latter to undergo various strains such as dissatisfaction, tension, anxiety, and fatigue^{19,20}. Whenever the conflict occurs it will impact adversely on individuals and on an organization²¹.

Table 1
Profiles of the respondents

Gender		(%)
	Female	29.41
	Male	70.59
Age-group (years)		
	Under 21-30	29.41
	31-40	47.06
	41-50	23.53
	Over 50	0
Marital Status		
	Married	41.18
	Single	58.82
Education		
	Under Graduate	0
	Graduate	63.24
	Post Graduate	36.76
Seniority		
	Under 1 Year	13.24
	2-4 years	25
	5-7 years	35.29
	8-10 years	19.12
	Over 11 years	7.35

Source: Filed Data

Relationships of various predictors (work-family conflict, stress, employee performance and turnover) with organizational performance: Work family conflict has significant negative correlation ($r=-0.347$) with the organizational performance as shown by (table-3). One unit increase in work family conflict decreases the organization performance. Correlation coefficient (r) shows that turnover is negatively associated with the organizational performance and regression coefficient confirms that the turnover is a significant source of low organizational productivity. Employee performance is positively and strongly associated with the organizational performance and regression coefficient confirms that the employee performance is a significant source of organizational productivity (table-3). Correlation coefficient ($r=-0.552$) shows that turnover is negatively associated with the organizational performance and regression coefficient confirms that the turnover is a significant source of low organizational productivity.

Discussion: The results of this research suggest that employees assigned in various banks had experiences of conflicts, strain, conflicts in their workplaces, which impacted negatively on their work, family, and health. Moreover, the employees have perceived on a general basis that their work and life are not balanced in with their current jobs. Furthermore, the findings suggest that conflicts and stress positively correlated among employees. Similarly, organizational performance is also positively correlated with the employee performance.

Table-2
Regression analysis of all predictors and organizational performance

	B	t-value	Sig.
Intercept	0.682	1.014	0.315
Work-Family Conflict	-0.363	2.422	0.018
Stress	0.317	2.618	0.11
Employee Performance	0.326	4.848	0.000
Turnover	-0.137	-3.158	0.002

Source: Filed Data, R square= 0.613; F= 24.95; Sig=0.000;n=68

Table-3
Correlation analysis of all the parameters

Variable	Mean	S.D.	Pearson Correlation Coefficient (r)				
			WFC	Stress	Employee Performance	Turnover	Organizational Performance
WFC	3.82	0.20	1				
Stress	3.35	0.24	0.118	1			
Employee Performance	3.33	0.50	0.260*	0.173	1		
Turnover	3.85	0.36	-0.19	-0.213	-0.477	1	
Organizational Performance	2.69	0.76	-0.347**	0.375**	0.677**	-0.552**	1

Source: Filed Data, N= 68, WLC= Work Life Conflict, S.D. = Standard Deviation, * Correlation is significant at the 0.05 level (2-tailed). , ** Correlation is significant at the 0.01 level (2-tailed).

Conclusion

The employees were neither saved nor spared from work-life conflicts. It is recommended that management tackle and implement work-life enrichment initiatives, both affective and instrumental, to improve the market position of employer of choice and thereby it will enjoy significant cost savings related to human resources because it will be able to attract and retain a crop of quality front-line employees.

It is further recommended that the human resource department conduct orientation and enculturation programs to open dialogue and communication between management and employees to clarify needs and issues to address work-life conflicts, achieve cooperation and understanding of current and future work-life enrichment plans. For this particular instance, supervisors and managers should be trained to provide work-life support to their colleagues who are at the forefront of providing quality service. It also pointed out on the need frank, candid, and straightforward communication procedures in order that the best solution will emerge and the unique and particular needs or situation in every workplace are addressed.

The results suggest on whether there is a need for government and labour regulatory agencies to intervene and ensure that the physical and psychological health of the workers, especially the frontline employees, are within the permissible levels in accordance with the current laws and statues, and determine for themselves if there is a need for strict enforcement and following up of the implementation of the childcare, maternity leave, and paternity leave provisions under the law so that the employees are fully able to enjoy their privileges under the law, considering the nature of the industry itself.

Future research directions include validating the results gained from the survey via qualitative data collection with the respondents and conducting parallel interviews with the management to examine and explore the examiner conflicts, tensions, perception, cultural mediators, implications, and so on, to further broaden and strengthen the horizon and the understanding of work-family conflicts in Pakistani perspective. Moreover, a larger scale research can also be conducted for frontline employees across various organizational categories and can also include part-time workers.

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