

# Impact of Work Family Conflict/Family Work Conflict on Job Satisfaction and Life Satisfaction: A Case Study of a Public Sector University, Gujranwala Division, Pakistan

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**Abstract**– This study has been undertaken to find out the impact of work family conflict and family work conflict on job satisfaction and life satisfaction of University employees. To see the impact of work and family conflicts on job satisfaction and life satisfaction, the study was conducted in education sector of Pakistan i.e. Public Sector University of Gujranwala Division of Pakistan. The data was collected from 180 respondents from the public sector university through questionnaire. The data was analyzed using SPSS. The results supported past literature and revealed that relationship exists between work & family conflicts and life & job satisfaction. The results also explored the new dimension that strong positive relationship exists between work-family conflict and family-work conflict. Further it revealed that job satisfaction and life satisfaction of an employee get affected due to the imbalance between his/her work and non-work responsibilities.

**Keywords**– Public Sector University, Work-Family Conflict (WFC), Family-Work Conflict (FWC), Job Satisfaction (JS) and Life Satisfaction (LS)

## I. INTRODUCTION

This research was aimed at finding the relationship of work-family conflict and family-work conflict on an employee's job satisfaction and life satisfaction. This research focused to find out that how the conflict between work and life affects the satisfaction of an employee both at work and in personal life. The research was conducted in education sector of Pakistan. Out of this sector, a public sector university from Gujranwala division of Pakistan was selected for this purpose. The selected education sector is catering the needs of the youth of Gujranwala division and its surroundings, therefore the teaching and administrative employees of Universities have to work harder for long hours and even on holidays. Due to this, the employees are unable to efficiently meet demands of their both domains i.e. work and personal life. Workplace environment is changing abruptly and constantly, causing organizational policies and

practices to change which lead towards work & life conflict. The Employers and researchers are showing interest in Family Life Conflict and its consequences (Esson, 2004); therefore, this area of study was selected for research. The concepts of work-family conflict, family-work conflict, life satisfaction and job satisfaction were point of consideration in this research. Both job and family domains demand huge amount of time and energy from an employee for fulfillment of their respective roles efficiently and effectively.

Interpersonal and intrapersonal conflicts occur in balancing these roles and this finally results in conflict in work and family (Rathi & M, 2012). The person is pleased with the job when the job enables a person to meet his/her family/personal commitments and this is called as job satisfaction (Robbins, 2005). Life satisfaction results from satisfaction of many aspects of a person's life like his job and family as they make a major part of a person's life. Thus, job satisfaction and marital satisfaction results in life satisfaction (Kim & Ling, 2001).

### A. Statement of Problem

The work family conflict has become an important issue in contemporary organizations because both work and family lives of an employee have started to overlap and hence, disturbing each other due to one's heavy commitments at work. The organizational structures/ policies/ practices are changing abruptly and the workforce has become crucial for the employer and the organization. The organizations are demanding most from the employees i.e., the time, efforts, priorities and attractions etc. to be competitive/ profitable in this ever changing world. The completion of role demand in one domain is badly affecting the other one and the employee either married or single is suffering a lot. These conflicts are resulting in different attitudes (both at work and family life) and these attitudes are job satisfaction and life satisfaction. So the problem statement for this research was formulated as follows:

“What is the impact of work-family conflict (WFC) and family-work conflict (FWC) on job satisfaction and life satisfaction”.

### B. Objectives of the Study

Following are the main and sub objectives of the study:

**Main Objectives:** To find out the impact of work family conflict and family work conflict on job satisfaction and life satisfaction.

#### Sub Objectives:

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

## II. LITERATURE REVIEW

### A. Work Family Conflict/Family Work Conflict

The male and female do not have significant dissimilarities in their experience of Work- Family issues due to their gender difference (Nasuridin, Ahmad, & Zainal, 2013). Social support (childcare, spousal & organizational) often acts as a mediator between life demands and stress, it is equally important for men and women. It is directly related to Work-Family Conflict and plays important role in reducing WFC (Aycan & Eskin, 2005). There is direct relationship between job demands and psychological distress while home demands are directly and indirectly related to psychological distress through family-work conflict (Shimazu, Bakker, Demerouti, & Peeters, 2010). The work family conflict causes work related, non-work related and other stress related consequences (Esson, 2004). Perception of family supportive organization plays instrumental role in reducing work family conflict in all life stages. WFC was significantly related to turnover intentions of persons with children whereas turnover of parents without children is related to FWC (Trout, 2012). Most of the working mothers have suffered a lot to balance the imbalance of work and family responsibilities and they feel huge stress in maintaining the balance as compared to non-working mothers (Sultana, 2012).

### B. Job Satisfaction

Job Satisfaction refers to collection of positive and negative feelings that an individual (employee) holds towards his job (Robbins, 2005). Job Satisfaction is an important attitude (habitual and deep-rooted) which covers cognitive, affective and behavioral aspects of both work and non-work lives of individuals. Job Satisfaction is important for organization as well as subjective well-being (Judge & Klinger).

The contemporary managers found job satisfaction as one of the most complex areas, which they face while managing their employees. Job satisfaction puts unusual large impact on

motivation, which in turn affects productivity and performance of the organization (Aziri, 2011).

### C. Life Satisfaction

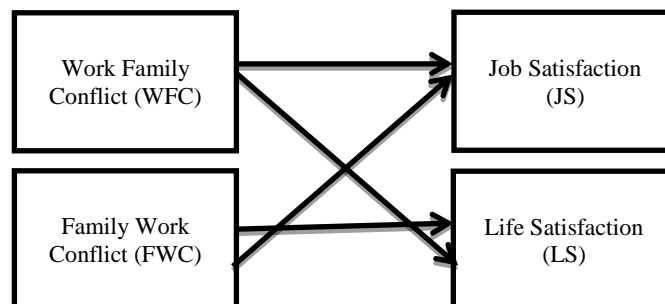
Life satisfaction is the understanding of a person that his/her life is going on the right track and faith about being happy with one's own life (Lippman et al., 2012). High job demands and lack of job resources results in exhaustion and disengagement respectively. Burnout plays a mediating role between working conditions and life satisfaction (Demerouti, Bakker, Nachreiner, & Schaufeli, 2000). Social contacts and family have more influence on life satisfaction than job and daily activities and income do have least impact on that (Kapteyn, Smith, & Soest, 2009).

### D. Relationship between Work-Family and Family-Work Conflict, Job Satisfaction, and Life Satisfaction

There is significant negative correlation of work-family conflict with job satisfaction and family satisfaction whereas no correlation has been found between work-family conflict and Life Satisfaction. Family-work conflict significantly and negatively correlated with job satisfaction, life satisfaction and family satisfaction. The job, family and life satisfaction can be improved by reducing conflict between work and family (Karimi, Jomehri, Asadzade, & Sohrabi, 2012).

Demands in work domain have significant impact on WFC. Two factors of work domain i.e., job autonomy and family friendly polices plays important role in managing and satisfying the demands of both work and non-work domains (Nawab & Iqbal, 2013). Work-family conflict and family-work conflict are negatively related to job satisfaction as well as life satisfaction where social support from co-worker acts a mediator between WFC, FWC and family satisfaction (Rathi & M, 2012).

There is significant relationship between work-family conflict and stress reactions as stress reactions acts as a mediator between work related stress (WFC & FWC) and work attitudes (job satisfaction & turnover intentions). Behavioral stress moderates the effect of WFC on Job Satisfaction (Panatik, Badri, B, & Yusuf, 2012).



Predictive Model of Study with Factors of Work Family Conflict, Family Work Conflict, Job satisfaction and Life Satisfaction

Figure 1: Theoretical framework

The employees have to play multiple roles in the family in addition to their careers. When these roles/ responsibilities are not efficiently satisfied, it results in work family conflict. Job satisfaction and life satisfaction occurs when work family conflict is alleviated with the help of greater spouse support and flexible work schedule (Kim & Ling, 2001).

### III. THE STUDY

#### A. Hypothesis

- H1:** There is a negative relationship between WFC and JS.  
**H2:** There is a negative relationship between WFC and LS.  
**H3:** There is a negative relationship between FWC and JS.  
**H4:** There is a negative relationship between FWC and LS.

#### B. Design

Research design is a logical plan of research, a strategy of inquiry, that explain the way research is conducted from the underlying assumptions to research design, and data collection (Myers, 2009).

##### 1) Positivism paradigm

Positivism is based on logics, realities and truths. This philosophy is of the view that there is only one objective reality which is studied independently from the researcher. It follows quantitative approach which prescribes fix design. This shows cause and effect relationship (Tuli, The Basis of Distinction Between Qualitative and Quantitative Research in Social Science: Reflection on Ontological, Epistemological and Methodological Perspectives, 2010).

As my research is also dealing with one reality i.e. impact of work & family conflict on job & life satisfaction which has been proven on the basis of information by the representative population; therefore this research has followed the paradigm of positivism. This paradigm will include, the following philosophical assumptions;

**Ontology:** Ontology generally refers to what is knowledge or what is reality, for which research is undertaken. According to Hathaway (1995), ontology reflects a reality, belief and perception which is the focus of study. The reality under consideration in this research was “*the impact of work family and family work conflict on job satisfaction and life satisfaction*”.

**Epistemology:** This refers to how the knowledge is created or acquired. According to Hathaway (1995), in epistemology of positivism, causal relationship is hypothesized and knowledge is the objective reports of measured dimensions of the phenomenon. According to Tuli (2010), the positivist epistemology argues that the knower and the things to be known exist independently.

In this research, hypothesis were developed about relationship of conflict and satisfaction and later on proved by collecting information about this reality from employees of a Public Sector University. Here the knower and the facts known were detached.

**Methodology:** According to Hathaway (1995), positivism methodology starts with developing a hypothesis of a relationship and includes steps like testing it, developing instruments, identifying sample, analyzing results and then generalizing it. According to Tuli (2010), quantitative methodology quantify social phenomenon by collecting and analyzing numerical data. My research has also followed the same method for acquiring knowledge.

##### 2) Population

The employees of a public sector organization of Gujranwala Division were selected for research purpose. Target population consisted of all gazetted (16& above) employees (except visiting and Govt. of Punjab employees) working at the aforesaid University in Gujranwala Division. It included both teaching and non-teaching employees. Total teaching and non-teaching gazetted employees (regular, contractees, and daily-wager e.t.c.) of University were 430 which included 269 teaching and 161 non-teaching employees working in selected Public Sector University and served as the study population for this research.

##### 3) Sampling Design

In stratified random sampling, the heterogeneous population is divided in to groups of homogeneous objects, where sample is taken out either equally from each strata or it is drawn according to the proportion of each strata. This kind of sampling argues that each element in the population has equal chance of selection (Levin & Rubin). As sampling frame of the population was available and population was heterogeneous in term of their nature of appointment, cadre and designations; therefore, the sampling design i.e. stratified random sampling was suitable to be used in order to reduce heterogeneity by dividing population into relatively homogeneous strata.

##### 4) Sample Size

The sample size was determined by using Taro Yamane’s formula.

Taro Yamane’s Formula:

$n = \text{Sample Size}$

$N = \text{Total Population}$

$e = \text{Margin of Error}$

$1 = \text{Constant Number}$

$$n = N / 1 + Ne^2 (e = 0.05)$$

$$n = 430 / 1 + 430 \times 0.0025$$

$$n = 207$$

The sample was generated by using Stratified Random Sampling technique. Two strata i.e. teaching (269 employees) and non-teaching (161 employees) gazetted employees were formed and sample was collected from those strata by using proportionate stratified random sampling in proportion of 0.6 : 0.4 i.e., teaching is 124 and non-teaching is 83 respectively.

#### C. Measures

Questionnaire was used as data collection method/ instrument during this research study. It was distributed

among the selected sample of the target population of the selected Public Sector University of Gujranwala Division.

Work-family conflict and family-work conflict were measured by ten items scale developed by Netemeyer, Boles, & McMurrian in 1996. This ten item scale consisted of first five items relevant to WFC and next five items relevant to FWC. Each item was measured by using a five point agreement scale ranging from Strongly Disagree which was weighted as 1 to Strongly Agree which was weighted as 5. The average of each 5 items of WFC & FWC was used as the total scale score for work-family conflict and family-work conflict respectively by each respondent.

Job Satisfaction level of University employees was measured with the help of 18 items scale adapted from the work of Drukpa (2010). Each item was measured by using a five-point agreement scale ranging from Strongly Disagree which was weighted as 1 to Strongly Agree which was weighted as 5. The average of 18 items was used as the total scale score for job satisfaction by each respondent.

Life satisfaction of employees of selected university was measured with the help of "Satisfaction With Life Scale", developed by Pavot and Diener (1993). This scale measured life satisfaction with five-point agreement scale ranging from Strongly Disagree weighted as 1 to Strongly Agree which was weighted as 5.

#### IV. PROCEDURES

207 questionnaires were distributed among the selected sample of the target Public Sector University of Gujranwala Division out of which 180 were completed and returned. Hence, response rate was 86 percent. Data collected through questionnaire was processed and analyzed with the help of SPSS 16. Descriptive statistics, reliability and correlation analysis were used to draw results.

#### V. RESULTS

Table I shows the values of Cronbach's Alpha to determine the reliability of data. These values for individual constructs of the research varied from 0.840 to 0.915 whereas the total value of Cronbach's Alpha of all constructs is found as 0.837. These values of Cronbach's alpha indicate that each construct of questionnaire possesses high reliability and consistency.

Table-II gives the demographic information that out of 180 respondents, 135 (75%) respondents were males, 45 (25%) were females and 77 (43%) were single while 103 (57%) were married. Out of 180 respondents, 22 (12%) were from Faculty of Management and Administrative Sciences (FMAS), 36 (20%) respondents belonged to Social Sciences, 32 (18%) were from Faculty of Sciences, 9 (5%) were from Faculty of CS&IT, 7 (4%) were from Faculty of Engineering, 20 (11%) responded from Medical College, whereas; 54 (30%) respondents were from administrative departments. 23 (12.5%) respondents fall under the category of BPS-16, 56 (31.2%) respondents were from BPS-17, 70 (38.8%) were working in BPS-18, 27 (15%) responded were from BPS-19 and 4 (2.5%) were working in BPS-20. 22 (12.5%) possessed less than one year job experience, 70 (38.8%) were having one to three year experience, whereas; 88 (48.8%) possessed

more than three year experience at their a Public Sector University, Gujranwala Division. 117 (65%) and 63 (35%) were from teaching and non-teaching/administrative category respectively. 90 (50%) respondents were holding permanent position in their institute, 54 (30%) were contractual employees and 36 (20%) were working on daily-wage basis.

In Table-III, Correlation analysis shows that WFC and FWC have significant negative relationship with Job satisfaction i.e.  $-0.300^*$  and  $-0.250^*$  respectively. Correlation value ( $-0.283^*$ ) showed that there is significant negative relationship between work family conflict and life satisfaction. Further, Life Satisfaction and family work conflict are found to be negatively correlated with significant correlation value of  $-0.310^*$ . Correlation analysis exhibits that all hypothesis ( $H_1$ ,  $H_2$ ,  $H_3$  and  $H_4$ ) have been proved and hence accepted which were developed in accordance with theoretical framework. It is also found from the Pearson's correlation analysis that highly significant positive relationship also exists between work family conflict and family work conflict and correlation value has been found as  $0.652^{**}$ .

#### VI. CONCLUSION

The conflicts arising in professional life of employees due to their family responsibilities and the conflicts arising in personal life of employees due to their professional demands have become key concerns for employers and the organizations. At the end of our discussion, it is concluded from the research that the University employees are facing imbalance between work and non-work demands, due to this they are finding it difficult to be satisfied both at their job and personal life. It is proved that relationship exists between WFC, FWC, JS and LS; hence, the hypotheses are accepted. Further, relationship is directional i.e. negative relationship exists between variables under study. The employers should try to overcome both the conflicts in order to get satisfied employee from both ends i.e. professionally and personally and this matter needs to be dealt on priority in order to be competitive and productive in market as human resource is the most important resource for every organization / business, irrespective of its size, structure and nature. An employee should also get support from his / her family to be mentally satisfied to perform well on job. From this research, a new dimension has been explored that there is a highly positive significant relationship between WFC and FWC which may provide base for future research as well.

#### VII. SIGNIFICANCE

This study is found to be significant as it addressed the important issue of every person's life who is engaged in job. This has also revealed that non-fulfillment of job and home demands in efficient manner have lead towards conflict in work and family life as each domain requires full attention from the individual. It also showed that the imbalance between both roles resulted in FWC (conflict raised in professional life due to personal life) and WFC (conflict raised in personal life due to professional life) which produced certain attitudes/ outcome like job satisfaction and

life satisfaction. This research would be help full for the organizations to formulate policies and practices which might help the employees to reduce and then alleviate the imbalance between their work and family life. This has contributed to the existing body of knowledge that how much the issue of WFC and FWC is significant in education sector of Pakistan and specially in a Public Sector University. Further it has contributed that how much both kind of conflicts cause satisfaction to change.

### VIII. LIMITATIONS

- The information provided by the respondents is vague due the personal problems of correspondents.
- Time limitation was a major constraint.
- A communication gap found to exist between employees and administration.
- The respondents did not respond accurately due to fear of higher authorities.
- The target population of this research was only the “employees of one institute of education sector of Pakistan i.e. a Public Sector University, Gujranwala Division. So the scope of research was restricted.
- As this is a case study, so its results could only be generalized to whole target population of only one institute i.e. the Public Sector University, Gujranwala Division and not on whole education sector of Pakistan.

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<b>Table 1 Reliability</b>		
<b>Constructs</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Work family conflict	5	0.853
Family work conflict	5	0.915
Job Satisfaction	18	0.886
Life Satisfaction	5	0.840
All Constructs	33	0.837

<b>Table 3 Correlation</b>				
	<b>WFC</b>	<b>FWC</b>	<b>JS</b>	<b>LS</b>
Work family conflict (WFC)	--			
Family work conflict (FWC)	.652**	--		
Job Satisfaction (JS)	-.300*	-.250*	--	
Life Satisfaction (LS)	-.283*	-.310*	.569**	--

<b>Table 2 Demographics</b>		
<b>Respondent Demographics</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	135	75
Female	45	25
<b>Marital Status</b>		
Single	77	43
Married	103	57
<b>Departments/Faculty</b>		
FMAS	22	12
Social Sciences	36	20
Sciences	32	18
CS&IT	9	5
Engg	7	4
Medical College	20	11
Admin	54	30
<b>Grade</b>		
BPS-16	23	12.5
BPS-17	56	31.2
BPS-18	70	38.8
BPS-19	27	15
BPS-20	4	2.5
<b>Job Experience</b>		
Less than 1 year	22	12.5
1 to 3 years	70	38.8
More than 3 years	88	48.8
<b>Job Category</b>		
Teaching	117	65
Non-Teaching	63	35
<b>Appointment Nature</b>		
Permanent	90	50
Contractual	54	30
Daily-wages	36	20