Work-Family Conflict and Its Association with Organizational Commitment and Satisfaction among Women Professionals

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Abstract:
"Power in organizations is the capacity generated by relationships. It is an energy that comes into existence through relationships."
Margaret Wheatley

In recent scenario the existence of work-family conflict has become a trending issue to almost all working people. The existence of WFC among employees and its negative impact on one organizational commitment and satisfaction has led it to become one of the serious problems that employers have to deal with most of the time. This study examined the work-family conflict and its association with organizational commitment and satisfaction among women professionals in Chennai city. This study also specifically determined work-family conflict and the dimensions of organizational commitment and satisfaction between single and married individuals. Ninety-seven women professionals were contacted and received response through structured questionnaire. Regression analysis suggested negative impact of work-family conflict on organizational commitment and satisfaction. This study proposes that for married women professionals face high WFC which leads to reduced organizational commitment and satisfaction.

Keywords: Women Professionals; Work-family Conflict; Organizational commitment; job satisfaction; Family satisfaction and life satisfaction.

I. INTRODUCTION

It is an evident that 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). Several 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). Several research studies has proved that work is more significant for identity of man and family is more significant for women (Cinamon and Rich, 2002; Mauno and Kinnunen, 2000; Parasuraman et al., 1992). Thus, Work-Family Conflict (WFC) causes an imbalance between work and family life, such that work affects family life or family life interferes with affecting outcomes such as organizational commitment, job satisfaction, and turnover (Akintayo, 2010). Porter et al (1974) define organizational commitment as “strong conviction in and compliance of the organizational goals and values, readiness to strive extensive effort on behalf of the organization, and a precise desire to maintain organizational membership”. Organizational commitment is of
three types, i.e., affective commitment, normative commitment, and continuous commitment (Allen & Meyer, 1990, 1996; Boehm, 2006; Canipe, 2006; Greenberg, 2005; Karrasch, 2003; Turner & Chelladurai, 2005). Affective commitment refers to the emotional bond and identification of the employees with the organization. Continuance commitment is defined as physical benefits gained from being with the organization (Akintayo, 2010). While, normative commitment admit a perception of demand to continue employment (Jaros, Jermier, Koehler, & Sincich, 1993).

Meyer, 2000). Mayer, Salovey, and Caruso (2000) found that committed employees are more likely to remain with the organization and strive towards the organization’s mission, goals, and objectives than others. Therefore, if employees contact high degree of family-work conflict, their roles and duty in family life interfere with the work and develop a negative affect towards the organization (Ajiboye, 2008). From time immemorial women role has concentrated on mothering, so when married women work they face role struggle (Hussain, 2008). It is a tough task that many married working women have to handle both work and family responsibilities which increases WFC. This conflict may have negative effect on managing their work conclusively affect their organizational commitment. Duxbury and Higgins (1991), The present study aimed to assess the prevalence of Work-family conflict and its association with organizational commitment and satisfaction among professionals in Chennai City.

II. LITERATURE REVIEW

According to Netemeyer et al. (1996), work-to-family conflict refers to “a form of inter-role conflict in which the normal requirements of, time devoted to, and strain created by the job intrude with operating family-related responsibilities,” while family-to-work conflict refers to “a form of inter-role conflict in which the present demands of, time devoted to, and strain effect by the family interfere with carrying out work-related duty.” Anne (2007) highlighted that women in jobs with high demands and high control did not experienced more work-family conflict than men, even working equal number of hours. Women are more prone to work-life conflict as compared to men (Grzywacz et al., 2007) which led to health problems. Lo (2003) found that female professional faced more work-life conflict due to long working hours.

One of the researchers suggested that work-life balance policies could be helpful in increasing organizational commitment. Because higher levels of organizational commitment was found related with reducing the turnover intentions and increasing the job performance (Eaton, 2001). Anne (2007) highlighted that women in jobs with high demands and high control did not experienced more work-family conflict than men, even working equal number of hours. Women are more prone to work-life conflict as compared to men (Grzywacz et al., 2007) which led to health problems. White et al. (2003) found that high commitment management practices had a negative effect on employees’ lives, even after controlling for the hours worked.

According to Brief (1998), job satisfaction is “an internal state that is expressed by affectively and/or cognitively evaluating an experienced job with some degree of favor or disfavor.” Family satisfaction, on the other hand, may be defined as the degree to which family members feel happy and fulfilled with each other. Researchers have proposed that both job and family satisfaction are evaluative states that vary substantially over time (Judge et al., 2006; Ilies & Judge, 2002). Carlson and Kacmar (2000) stated that impact on job satisfaction is caused by work-role conflict which high than employees with greater essence of their family role.

Workload and irregular work-time schedules were significant medium of work-to family conflict, and the conflict between work and family roles was correlated with lower levels of job and life satisfaction. Life satisfaction was visualized as deriving from satisfaction through having a good job and family life (Sekaran 1983).

III. OBJECTIVES OF STUDY

◆ To study the work-family conflict and its association with organizational commitment and satisfaction.
The current study aims to describe the relationship between organizational commitment and WFC and intends to find out the degree of satisfaction.

IV. LIMITATIONS OF STUDY

The present study focussed on work-family conflict focusing on FWC and WFC and its association with organizational commitment and satisfaction.

The sample for the study is drawn from women professionals in Chennai city.

V. DATA COLLECTION

Sample Size

The study sample was made up of 97 women professionals.

Instrument Measures

To assess the WFC, the scale developed by Netemeyer, Boles and McMurrian (1996), with set of two subscales to measure the degree of WFC that arise from work domain and family domain. Organizational commitment was measured using a scale developed by Natalie J. Allen & John P. Meyer (1990). Job satisfaction was measured using scale developed by Weiss et al. (1967). APGAR Family satisfaction scale developed by Smilkstein, G. 1978 to measure family satisfaction. Life Satisfaction scale developed by Diener et al. (1985) was used in the present study.

Statistical analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>S.D</th>
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<tbody>
<tr>
<td>Work-family conflict</td>
<td>8.32</td>
<td>5.23</td>
</tr>
<tr>
<td>Family-work conflict</td>
<td>5.85</td>
<td>1.52</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>5.29</td>
<td>1.46</td>
</tr>
<tr>
<td>Family satisfaction</td>
<td>6.30</td>
<td>1.09</td>
</tr>
<tr>
<td>Life satisfaction</td>
<td>6.12</td>
<td>1.11</td>
</tr>
</tbody>
</table>

From the above descriptive statistics which shows the Mean and Standard deviation among all study variables. Mean for work-family conflict was (8.32) which is higher than Job satisfaction (5.29) which is an evident that women professionals face more of WFC than FWC. Standard deviation ranges from 5.10 for work-family conflict and 1.09 for family satisfaction.

Table 2: Regression analysis testing the relationship of work-family conflict, organizational commitment and satisfaction.

Null Hypothesis $H_0$: There is a no negative relationship between work-family conflict, organizational commitment and satisfaction.

Alternative Hypothesis $H_1$: There is a negative relationship between work-family conflict, organizational commitment and satisfaction.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Standardized coefficient</th>
<th>R²</th>
<th>F</th>
</tr>
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<tbody>
<tr>
<td>Work-family conflict</td>
<td>0.18**</td>
<td>0.08</td>
<td>8.14***</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0.22***</td>
<td>0.06</td>
<td>11.21***</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.24**</td>
<td>0.06</td>
<td>7.52**</td>
</tr>
<tr>
<td>Family satisfaction</td>
<td>-0.06</td>
<td>0.03</td>
<td>3.42*</td>
</tr>
</tbody>
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Note: Significant level: * p<0.05; **p<0.01; ***p<0.001; n =97
Regression analysis showed that work-family conflict was significantly related to factors such as organizational commitment, job satisfaction, family satisfaction and life satisfaction. Thus there is a negative relationship between work-family conflict with organizational commitment, job satisfaction, family satisfaction and life satisfaction.

VI. DISCUSSIONS AND CONCLUSION

The study focussed on finding the work-family conflict and its association with organizational commitment and dimensions of satisfaction among women professionals. From the statistical analysis it is revealed that WFC has a negative impact on organizational commitment and dimensions of satisfaction (Job, Family and Life) of women professionals in their workplaces which support the research hypothesis. Findings are also consistent with other studies indicating that WFC has an impact on several variables like organizational commitment, job satisfaction, family satisfaction and life satisfaction and that WFC particularly is negatively associated with affective and continuance commitment, which are the dimensions of organizational commitment. Married women professionals expressed higher degree of WFC than professionals who were single. The reason behind this scenario is that married professionals handle dual role of women (i.e) to manage the household responsibilities with job responsibilities. This finding is in line with Collins and George (2004) who reported that married individuals face dual challenges of marital life and workplace which results in low commitment and effectiveness both at home and workplace. As a result of negative organizational commitment leads to reduced satisfaction. These results have implications that reduced work-family conflict among women professionals could increase organizational commitment and satisfaction.

References