

EFFECT OF WORK FAMILY CONFLICT ON TEACHERS' FAMILY STRESS, WORK SATISFACTION AND FAMILY SATISFACTION IN NATIONAL SCHOOLS IN JAFFNA DISTRICT

Mrs.S.Ananthasayanan,

Department of Management Studies, University of Jaffna
sayanakshi@yahoo.com

Mrs.M.Raveeswaran

Department of Management Studies, University of Jaffna

Mrs.T.Raveendran

Department of Management Studies, University of Jaffna
rthanes@jfn.ac.lk

ABSTRACT

Managing the conflict between work and family role demands is a critical issue, since that has generated substantial interest for both individual and organization in recent decades. Work /Family Conflict have various outcomes to the individual, the family environment, and the work environment. At the same manner most of the individual level outcomes of work- family conflict focus on the physical and mental health of the individual as well as overall wellbeing. The effects of Work Family Conflict have got the attention of many researchers in various occupations. There has been no attempt to study those effects on national school teachers. In this manner, this study aims to investigate the effects of work family conflict on family stress, work satisfaction and family satisfaction of teachers. The present study has been conducted among the sample of selected five schools (with 200 respondents) from Jaffna District. The study revealed that work family conflict has positive impact on family stress and, have negative impact on work satisfaction and family satisfaction.

Key Words: - Work-Family conflict, Family-Work conflict, Work satisfaction, Family satisfaction, and Family stress

INTRODUCTION

Balancing multiple roles can increase the interpersonal and intrapersonal conflict experienced by women and men who simultaneously maintain professional and personal responsibilities. Work and family are the central components in people life and this demand a great deal of time and energy spent managing multiple responsibilities. This creates potential problem of managing work and family role. Work-family conflict is an inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respect (Carmeli, 2003). That is, the participation in the work - family role is affected by participation in the family -work role. Work-family conflict is a common problem among employees; it is an undesirable situation and it negatively affects quite a number of other areas within and outside the family, these include: an increase in prolong fatigue, high level of absenteeism at the work, and labour turnover intentions, among others (Nicole, 2003) 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. That is participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (Greenhaus & Beutell, 1985).

Conflict between work and family is important for organizations and individuals because it is linked to negative consequences. For example, conflict between work and family is

associated with increased absenteeism, increased turnover, decreased performance, and poorer physical and mental health. The main objective of the present study was to find out the impact of work- family conflict on teacher's family stress, work Satisfaction, and family satisfaction.

PROBLEM STATEMENT

Work-family conflict has become an issue of particular concern for today's businesses. Its prevalence among employees and the negative consequences of this conflict for one's job satisfaction has led it to become one of the problems that managers and directors have to deal with most. Therefore the present study is

- 1) Intended to find out to what extent teacher experience work family conflict
- 2) Intended to find out the impact of work/ family conflict on teacher's family stress, job satisfaction and family satisfaction.

REVIEW OF LITERATURE

The construct of work/family conflict has roots that reach far backing history. Prior to the industrial revolution, work was primarily done at home, making work and non- work life virtually inseparable. The concept of work and family as distinct domains, each with the possibility of interfering with other, did not exist in the same manner as it dose today. Since, then, however, industry has moved out of home. Most jobs now require time away from the family. This create potential for conflict between the domains of work and family.

Work / family conflict

Conceptually conflict between work and family is bi-directional. Most researchers make the distinction between what is termed work-family conflict, and what is termed family-work conflict. Work-to-family conflict occurs when experiences at work interfere with family life like extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, and unsupportive supervisor or organization. For example, an unexpected meeting late in the day may prevent a parent from picking up his or her child from school. Family-to-work conflict occurs when experiences in the family interfere with work life like presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, and unsupportive family members. For example, a parent may take time off from work in order to take care of a sick child. Although these two forms of conflict-work interference with family (WIF) and family interference with work (FIW) are strongly correlated with each other, more attention has been directed at WIF more than FIW. This may because work demands are easier to quantify; that is, the boundaries and responsibilities of the family role is more elastic than the boundaries and responsibilities of the work role. Also, research has found that work roles are more likely to interfere with family roles than family roles are likely to interfere with work roles.

The issue of work-family conflict has become an area of high interest, both in the research and present literature (Frone, 2003). Recent studies have investigated the work-family issue from various perspectives, i.e., theoretical, conceptual, construct-domain, and benefit-loss ratio. However, most investigators consider the work-family issue as multifaceted and multi-directional: satisfaction and flexibility on the job impacts employees' satisfaction and happiness at home and vice-versa (Clark 2000, 2001).

Jayaweera() examined the impact of work family conflict and job satisfaction and found that work family conflict have a negative relationship with job satisfaction.

Work/family conflict, satisfaction, and stress

Number of research has attempted to explain the relationship between Work/family conflicts and lowered job and life satisfaction (Kossek & Ozeki, 1998; Netemeyer et al., 1996). Both work – family conflict and family – work conflict have been linked to decreased satisfaction in the particular domain in which the interference experienced (Adams et at., 1996), For example work - family conflict decreases marital satisfaction while family – work conflict decrease work satisfaction. The increased interest in understanding the work-family interface stems from the demonstrated outcomes of work-family conflict on role and life satisfaction. Life satisfaction was conceptualized as deriving from satisfaction through having a good job and family life (Sekaran 1983). Some prior evidence supports the relationship between work-family conflict, job and family satisfaction, and life satisfaction. Several studies havefound negative relationships between interrole conflict and job satisfaction Uones and Butler 1980; Pleck *et al.* 1980; Staines and O'Connor 1980; Kopelman *et al.* 1983; Sekaran 1985; Greenhaus and Parasuraman 1986; Parasuraman *et al.* 1989; Mohamed Hashim 1993). Work-family conflict was also found negatively related to family satisfaction (Pleck *et al.* 1980; Staines and O'Connor 1980; Greenhaus and Kopelman 1981 ; Jonesand Butler 1980; Parasuraman *et al.* 1989; Aryee 1992). Several earlier researchers have found a positive relationship between job satisfaction and life satisfaction (Bamundo and Kopelman 1980; Rice *et al.* 1980; Sekaran 1985; Burke and McKeen 1988; Rice *et al.* 1992), and between family satisfaction and life satisfaction (Campbell *et al.* 1976; Lee 1978; Kopelman *et al.* 1983; Riceetal.1992).

Antonia (2010) examined the work/ family conflict and job satisfaction. The results confirmed the moderating effect of gender on the relationship between work-to-family conflict and job satisfaction, such that women showed a lower level of job satisfaction than men. However, the salience of the family and work roles were not found to have a moderating effect on the aforementioned relationship, neither in the case of men nor in women. Moffett (1998) evaluated the relationship between Work/family conflicts and satisfaction. They found that works -related role stress increases, life satisfaction decreased because of subsequent increases in Work/family conflicts, providing evidence of Work/family conflicts as a mediating variable.

Some research identified several variables as meditor between Work/family conflict and job satisfaction. Keiwitz (1999) investigated the role of value attainment as a mediator in the relationship between Work/family conflict and job satisfaction and life satisfaction and suggested that value attainment dose function as a partial mediator of relationship between Work/family conflict and job satisfaction and life satisfaction. Christopher J. Mathis (2007) examined the mediating effects of Job- focused self efficacy on the relationships between work family conflict and the facets of job satisfaction. They found that job-focused self-efficacy mediated the relationship between work –family conflict and the promotion and supervision facets of job satisfaction. Konstantinos (2007) found that a mediated effects of work family conflict on job satisfaction and psychological distress. Wang (...) examined the relationships between two types of work/ family conflict, job-related self-efficacy, work satisfaction, and supervisor satisfaction in China and India. Results showed that WIF was negatively associated with work satisfaction.

Ahmad (1996) examined Association of work family conflict, Job satisfaction, family satisfaction and life satisfaction. Work family conflict was shown to significantly lead to lower job satisfaction as well as family satisfaction significantly related to life satisfaction. The results of the study implied that work family conflict is an important concern for individual and organizations alike because of its negative consequences leading to reduced Job satisfaction as well as family satisfaction.

Aallen et al (2000) found differential result across studies in the relationship between Work/family conflict and life satisfaction. WFC leads to less family satisfaction and negative correlation. Carly S. Bruck,(2000)examined the Relation between Work–Family Conflict and Job Satisfaction.The results indicated that WFC related significantly to both types of job satisfaction, but the relation was significantly stronger to composite job satisfaction than to global job satisfaction.

Poelmans(2000) examined the relationship between work stressors and mental health outcomes has been demonstrated in a whole range of work stress models and studies This implied that mental health problems will increase if work stress spills over to the family and consequently causes work-family conflict..

Weifan investigated the Stressors in Professional Women’s Work-family Conflict. The result showed that (1) professional women’s self-role perceived and social-role perceived have conflicts;(2) education, incoming ratio, professional experience can influence the stress;(3) domesticity satisfaction, family activity, spouse stress, work devotion and work load are stressors of professional women’s work-family conflict.

Steven Poelmans(2001) analyzed about Work-family Conflict as a Mediator of the Work Stress. He found that TWFC mediates the relationship between some work stressors and mental health. This implies that mental health problems will increase if work stress spills over to the family and consequently causes work-family conflict.

MATERIALS AND METHODS

Sample and procedure: The sample of this present study consisted of teachers working in national schools in Jaffna district. Stratified Random sampling method has been adopted to select sample school and simple random sampling method is used to select respondents from each sampling unit. five national school have been selected from Jaffna District. Data were collected from a sample of 200 teachers using self-administered questionnaire. The questionnaire was administered in the Tamil language.

Data were gathered through a variety of measures including: a demographic questionnaire; a work- family conflict scale and a family work conflict scale (Netemeyer et al, 1996) ; a family satisfaction measure (Bray field & Rothe, 1951); a work satisfaction measure (Hackman & Oldham, 1975);and a measure of family stress(Caplan, Cobb, French, Van Harrison, and Pinneau, 1975) .The demographic questionnaire, developed for this study , was completed by all participants. The question asked participants to answer question regarding their age, marital status, whether they have children, experience, Total family income and educational qualification.

Work / family conflict questinnarire using a 7- point Likert scale, participants are asked to indicate the extent to which they agree with each them. The responses range from 1 (strongly disagree) to 7 (Strongly agree). High score indicate high levels of work/family conflict, while low scores indicate low levels of work/family conflict.In the current study,

the cronbach alpha for family work conflict was 0.94 and the work to family conflict was .912.

Family satisfaction was assessed using a 5-point Likert scale, participants are asked to indicate the extent to which they are satisfied with the five family satisfaction items. Responses range from 1 (Strongly disagree) to 5 (strongly agree). High scores indicate a high level of family satisfaction, while low scores indicate a low level of family satisfaction. In the current study, the cronbach alpha for family satisfaction was 0.89

Using a 7-point Likert scale, participants are asked to indicate the extent to which they agree with the three-work satisfaction items. Responses range from 1 (strongly disagree) to 7 (strongly agree). High scores indicate a high level of work satisfaction, while low scores indicate a low level of work satisfaction. In the current study, the cronbach alpha for work satisfaction was 0.78.

Family stress using a 5-point Likert scale, participants is asked to indicate the extent to which they experience particular feelings. Responses range from 1 (never) to 5 (always). High scores indicate a high level of stress, while low scores indicate a low level of stress. In the current study, the chronbach alpha for family work conflict was 0.94

STATISTICAL ANALYSIS: Correlation and regression analyses were employed to test the hypotheses of the study and to examine the relationships among work/family conflict, family satisfaction job satisfaction and stress.

C ONCEPTUAL MODEL

According to the review of literature, the researcher forms the following model.

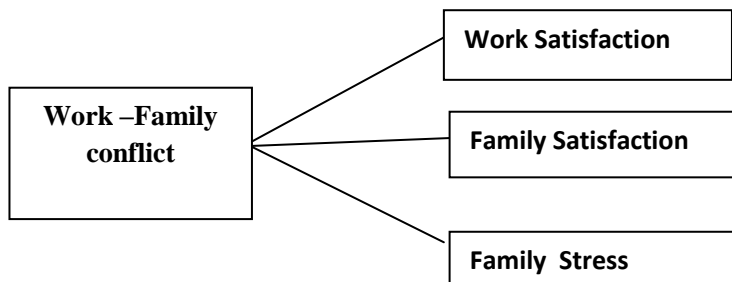


Figure 1 Conceptual model

Based on the conceptual model the following hypotheses were proposed:

H1: There is positive correlation between work family conflict and job stress.

H2: Work family conflict negatively influence job satisfaction.

H3: Work family conflict negatively influence family satisfaction.

RESULTS AND DISCUSSIONS

Mean score of Family work conflict is 4.96 (Standard deviation 1.53) indicating high level of family work conflict. The mean score of work family conflict is 4.53 (Standard deviation 1.25) indicating high level of work family conflict. Mean value of family stress is 3.99 (Standard deviation .92) showing high level of family stress. Mean value of family satisfaction 2.43 (Standard deviation .87), showing average level of family satisfaction. Mean value of work satisfaction is 2.11 (Standard deviation .933) showing low level of work satisfaction. All descriptive data (Mean and standard deviation) were reflected in Table 1.

Table 1: Mean, standard deviation and Correlations matrix.

	Mean	SD	1	2	3	4	5
1. Family - Work Conflict	4.96	1.53	1				
2. Work- family conflict	4.53	1.25	.467**	1			
3 Family Stress	3.99	.92	.539**	0.415**	1		
4. Family Satisfaction	2.43	.87	-.484**	-.429**	-.449**	1	
5. Work Satisfaction	2.11	.933	-.419**	-.482**	-.288**	.502**	1

**P< .01

Correlation analysis revealed that work to family conflict is negatively related to work satisfaction ($r = -.482$; $p < 0.01$), family satisfaction ($r = -.429$; $p < 0.01$) and positively related to family stress ($r = 0.415$; $p < 0.01$). The family to work conflict is also negatively related to work satisfaction ($r = -.419$; $p < 0.01$) family satisfaction ($r = -.484$; $p < 0.01$) and positively related to family stress ($r = .538$) $p < 0.01$). There based on the correlation analysis the hypothesis **H1**: There is positive correlation between work / family conflict and family stress. **H2**: work family conflict negatively influence on family satisfaction and **H3**: work family conflict negatively influence on work satisfaction have been supported.

Multiple Regression analysis was used to find out the impact of Work/Family conflict on family stress, family satisfaction and job stress. Table 3 shows the regression output summary.

Table 2: Regression summary

Model	Dependent variable	Independent Variables	Beta	Standard error	R ²	t	Sig
1.	family Stress	Family- work conflict Work- family conflict	.589 .297	.102 .109	.315	5.758 2.725	.000 .007
2.	Family satisfaction	Family- work conflict Work- family conflict	-.349 -.266	.076 .080	.278	-4.615 -3.301	.000 0.001
3.	Work satisfaction	Family- work conflict Work- family conflict	-.138 -.218	.044 .047	.271	-3.129 -4.638	0.002 000

The Table 2 presents the multiple regression summaries. In model 1 the specification of two variables (work to family conflict and family to work conflict) revealed the ability to

predict family stress ($R^2=.315$). Further respective R^2 value of .315 denotes that 31.5 % of the observed variability in family stress can be explained by the differences in both independent variables namely work to family conflict and family to work conflict. The remaining 68.5 % is not explained which means that the remaining 68.5% of the variance in job stress is related to other variables not depicted in the model. In the above model 1 (table 3) t values are significant for both independent variables namely work to family conflict and family to work conflict. ($\text{Sig} < .05$). Both variables have a positive coefficient, which means family stress decreases with decreasing level of work to family conflict and family to work conflict. Family to work conflict has a greater positive impact on family stress than Work to family conflict. So H 1 is supported. Both forms of Work / family conflicts have an impact on family stress. That is Work to family and family to work conflict influence the level of family stress

In model 2 the specification of two variables (work to family conflict and family to work conflict) revealed the ability to predict family satisfaction ($R^2=.278$). Further, respective R^2 value of .278 denotes that 27.8% of the observed variability in family satisfaction can be explained by the differences in both independent variables namely work to family conflict and family to work conflict. The remaining 72.2% is not explained which means that the remaining 72.2% of the variance in family satisfaction is related to other variables not depicted in the model 2. In the above model 2 (table 3) t values are significant for both independent variables namely work to family conflict and family to work conflict. ($\text{Sig} < .05$). Both variables have a negative coefficient, which means family satisfaction decreases with decreasing level of work to family conflict and family to work conflict. Family to work conflict has a greater negative impact on Family satisfaction than Work to family conflict. So H2: Work/family conflicts negatively influence on family satisfaction was supported by the research findings. Based on the findings it is clear that Work to family and family to work conflict negatively influence the level Family satisfaction

In model 3 the specification of two variables (work to family conflict and family to work conflict) revealed the ability to predict work satisfaction ($R^2=.271$). Further, respective R^2 value of .271 denotes that 27.1 % of the observed variability in work satisfaction can be explained by the differences in both independent variables namely work to family conflict and family to work conflict. The remaining 72.9% is not explained which means that the remaining 72.9% of the variance in work satisfaction is related to other variables not depicted in the mode3. In the above model 3 (table 3) t values are significant for both independent variables namely work to family conflict and family to work conflict. ($\text{Sig} < .05$). Both variables have a negative coefficient, which means work satisfaction decreases with decreasing level of work to family conflict and family to work conflict. Work to family conflict has a greater negative impact on work satisfaction than Family to work conflict. So H3 Work/family conflicts negatively influence work satisfaction was supported. Therefore the present research clearly depicted that Work to family and family to work conflict negatively influence the level Family satisfaction

CONCLUSIONS

The present research clearly shows that work to family conflict is negatively related to work satisfaction, family satisfaction and positively related to family stress. In the same manner the family to work conflict is also negatively related to work satisfaction, family satisfaction and positively related to job stress. The present research findings are consistent with the past research findings. For example, Allen et al (2000) found that both

directions of WFC leads to less family satisfaction and Work/ family conflict related positively with family stress level. Bedeian, Burke, and Moffett (1998) found in the same manner. Number of research has found the relationship between Work/family conflicts and lowered job and life satisfaction (Kossek & Ozeki, 1998; Netemeyer et al., 1996). Further according to the research findings both forms of conflict influence on work satisfaction, family satisfaction and job stress. Based on the past and present research it is clear that work/family conflict is related with several variables of employees. Therefore in order to attain the organizational objectives with the valuable human resources, it is necessary consider the predictors and consequences of the work/family conflict. Then only the present organizations easily attract and withhold efficient and effective human resources with themselves.

Even though, the number of sample in this study is limited to 150 only. Further research is needed that looks at men's and women's work family conflict and the related variables. Additional research is also needed that looks at how men's and women's differ with regard with work/family conflict

BIBLIOGRAPHY

1. Steven Poelmans (2001) Work-family Conflict as a Mediator of the Work Stress-mental Health *Relationship IESE Business School Research Paper No. 443*
2. Christopher J. Mathis, Jackson (2007) WORK-FAMILY CONFLICT AND JOB SATISFACTION: Allied Academies International Conference page 5
3. *konstantinos kafetsios* work-family conflict and its relationship with job satisfaction and psychological distress: the role of affect at work and gender hellenic journal of psychology, vol. 4 (2007), pp. 15-35
4. GREE HAUS, J. and N. BE TELL. 1985. Sources of conflict between work and family roles. *Academy of Management Review* 10: 76-88.
5. SEKARAN, U. 1983. Factors influencing the quality of life in dual-career families. *Journal of Occupational Psychology* 6: 161-174.
6. SEKARAN, U. 1985. The path to mental health: An exploratory study of husbands and wives in dual-career families. *Journal of Occupational Psychology* 58: 129-138.
7. SEKARAN, U. 1986. *Dual-Career Families*. San Francisco: Jossey-Bass.
8. STAINES, G. and P. O'Connor. 1980. Conflicts among work, leisure, and family roles. *Monthly Labor Review* 103(3): 35-39.
9. PARASURAMAN, S., J.R. GREENHAUS, S. RABI TOWITZ, A.G. BEDEIAN and K.W. MOSSHOLDER. 1989. Work and family variables as mediators of the relationship between wives' employment and husbands' well-being. *Academy of Management journal* 32: 185-201.
10. MOHAMED HASHIM MOHD KAMIL. 1993. Overall job satisfaction among managerial employees in the Public Services Department, Malaysia. Ph.D. dissertation, Universiti Pertanian Malaysia.
11. PLECK, J., G. STAINES and I. LANG. 1980. Conflicts between work and family life. *Monthly Labour Review* March: 29-32.
12. KOPELMAN, R.E., J.H. GREENHAUS and T.F. CONNOLLY. 1983. A model of work, family, and interrole conflict: A construct validation study. *Organizational Behavior and Human Performance* 34: 198-215.
13. Carmeli, P. T. (2003). Work- family balance, facilitation, and enhancement and work-related outcomes. In *Handbook of Work-family Integration: Research, Theory and Best Practices*.

14. AMINAH AHMAD. 1995. Role conflict and coping behaviour of married working women. *Pertanika Journal of Social Science and Humanities* 3(2): 97-104.
15. BEUTELL, N.J. and J.H. GREE ;HAUS. 1982. Interrole conflict among married women The influence of husband and wife characteristics on conflict and coping behavior. *Journal of Vocational Behavior* **21**: 99-110.
16. Clarke, J. U. (2000). Emotions and leadership: The role of emotional intelligence. *Journal of Human Relations*, 53 (8), 127-155.
17. Frone, Michael R. (2000). Interpersonal conflict at work and psychological outcomes: Testing a model among young workers. *Journal of Occupational Health Psychology*, 5, 246-255.
18. Nicole, E. A. (2003). The difficulty of leaving work inside the prison walls: An explanatory analysis of female co relational officer identity. Presented at the annual meeting of the American Society of Criminology, Chicago, IL.
19. Bedeian, A.G., Burke, B.G., & Moffett, R.G. (1989). Outcomes of work-family conflict Among married male and female professionals. *Journal of Management*, 14,(3), 475-491.
20. Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35, 307-311.
21. Kossek, E.E. & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior – human resources research. *Journal of Applied Psychology*, 83 (2), 139-149
22. Netemeyer, R.G., Boles, J.S., & McMurrian, R. (1996). Development and validation of work – family conflict and family – work conflict scales, *Journal of Applied Psychology*, 81 (4), 400-410.
23. Christopher J.Mathis, Jackson(2007) Work family conflict and Job satisfaction ; The meadiating effect of Job focused self efficacy .Allied Academics International conference 5-8
24. Animah Ahmad (2008) Direct and Indirect effects of Work-family conflict on Job Performance. *The Journal of International ManagementStudies*, Volume 3 ,Number 2,August 2008 p176-179.
25. Konstantinos Kafetsios(2007) Work family conflict and its Relationship with Job Satisfction and psychological distress. *Hellenic Journal of psychology* Vol4(2007),p 15-35.
26. Animah Ahmad(1996) Association of work family conflict, Job satisfaction, family satisfaction and Life Satisfaction. *Pertanikaj Social Science and Human Resour management* , 4(2) 101-108
27. Jaffrey H.Greenhaus , Drexel University. Work Family conflict. Summary of main points.