

Examine the Relationship between Workfamily Conflict and Its Impact on Job Satisfaction Leading To Turnover

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Abstract: In today's era, the business success is based on the employee abilities and capabilities. Work-family conflicts is becoming more common now a day due to work pressure and family responsibilities. This research focuses on the relationship between work-family conflict and its impact on job satisfaction leading to turnover. The Sample size selected for this research is about 200 participants that are employees working in the Pakistani Telecommunication industry as employees of (Zong, Telenor, Ufone, and Mobilink,). After the study, it is identified that there are several factors that are resulting in work-family conflict which result in lower job satisfaction. This research is limited towards the sample size and in the future, the researcher can expand the sample size in order to explore new factors or dimension related to work-family conflicts and employee job satisfaction. This research plays a significant role for managers because it can help in identifying strategies through which managers can increase employee job satisfaction.

I. Introduction

People working at different places often face pressures from their families and at work because these two areas are incomparable in various aspects. Such type of conflicts are known as work family conflicts that are the form of one of the inter role conflicts. These two conflicts are inseparable because an individual is influenced from these both ends. However, Pevney (2004) stated that there seems to be a two dimensional relationship between family and work life. Hence, this can be distinguished based on two major types i.e. Work Meddling with the family life, which is (WFC) and the second is Family Meddling, which is (FWC). However, both types of conflicts affect individual performances, but conflict that arises between work and family creates serious concerns for individuals because this negatively influences their performances and may results in turnover most of the time. This had become one of the rising issues in various organizations all over the world where individuals fail to handle their work life with their family life (Dasgupta and Mukherjee, 2011).

Conflicts that arise based on work-family create various adverse effects on individuals' performance and their life, specifically towards their health and wellness. They fail to create a balance, which also start affecting the well-being of their working environment. This also affects the social acceptance level of individual where they fail to mingle within social gatherings. Hence, an individual becomes the victim of stress and anxiety (Pevney, 2004).

However, the matter to understand by employees is to find reasons that lead towards work family conflicts. Crane and Hill (2009) identified that the factors that increased WFC include competition, challenging demands, change in technology, economic change, and globalization. This factors along with some undiscovered factors resulted in employee dissatisfaction towards their jobs, which leads towards turnover. This also made difficult for employees to create balance between their quality of work and family life and responsibility.

II. Literature Review

2.1 Employee Job Satisfaction

According to Goris, (2007), Job satisfaction refers as the degree to which employees working in an organization are positive towards their work. It shows that how many employees are committed towards their job and they feel motivated towards work. The positive attitude of employee result in job satisfaction and the employees are then emotionally attached with their company. Batt and Valcour (2001), as a pleasurable emotional state in which the employees show affective reaction towards the job is called job satisfaction. The author also believes that the employees working at high level are more satisfied towards their job as compared to low rank people. Furthermore, he also explained that the job satisfaction increases with the level of employee occupation and experience because it results in monetary and non-monetary rewards. Hennessy (2005), explain that there is link between benefits, job satisfaction, allocation, and wages of older workers. However, if the abilities and capabilities of employees are mismatched with job description, then it may also result in job dissatisfaction. According to Goris, (2007), people at the highest level are more complex and autonomous because of high level of job and satisfaction. He also noticed that different person's level has different level of

job complexity and job importance, which determines the level of satisfaction. Goris, (2007), believes that working condition is directly linked to job satisfaction. The personality and attitude of employees also influence on job satisfaction because the psychological condition is directly linked with the employee performance. According to Batt and Valcour (2001), it is identified that there is unconstructive relationship between union members and satisfaction towards job. Ganzach (1998), argues that employee intelligence and job satisfaction effects on each other due to cognitive abilities of employees. Hence, it means that intelligence is associated with job satisfaction which result in positive attitudes of employees. In today's competitive era, the employee job satisfaction plays important role in business success. The satisfied employees maintain long-term relationship with company, which helps, in enhancing organizational performance. According to Aminah Ahmad (1996), job satisfaction, also result in organizational citizenship behavior because when employees are satisfied then they feel positive towards their job and they get satisfaction from their life as well. Ladebo (2008), explain the relation between subjective well-being and job satisfaction because it is linked to employee well-being. According to Wong, Hui and Law (1998), work, family conflict plays important role in job satisfaction because it investigates the link between satisfaction towards job and WFC. According to Major and Burke (2013) there is negative relationship between job life of an employee and WFC. He also explains that in women the relation between job satisfaction and work family is more than men. Furthermore, job perception is another crucial factor, which plays an important role in determining job satisfaction. It is denoted by three theories, which includes job characteristic model, informational processing theory, and cognitive and social learning theory. According to Clutterbuck (2003), workforce turnover is considered as an expense for organization because it wastes all the investment done on employees through training and development. Hence, it is essential for companies to keep the employees satisfied, so that they can remain in the company.

2.2. Employee Work-Family Conflict

According to Clutterbuck (2003), work-family conflict is now a day's becoming common in many countries because it helps in determining the interference of family with work and vice versa. According to the research done by Hassan, Dollard, and Winefield (2010), it is identified that western society is higher in WFC than Malaysians are, and it shows the negative link of WFC with job satisfaction. Hsu (2011) investigated work, family conflict through examining different societies and it shows that the UK is more individualistic, Taiwan is collectivist, and they were having a positive relationship between work and WFC. Beutell (2010), explain that organizations can adopt various programs through which they can provide flexible working schedule which result in effectiveness of job. In this way, through balancing the work the company can reduce work family conflicts. Furthermore, the flexible working schedule also helps in increasing employee performance and job satisfaction (Major and Burke, 2013). Mangels (2008) explained that from the past few decades the employee turnover is becoming a major concern of manager's because it relates with the job satisfaction and work-family conflict. Those organizations that are combining work families policies and adapting human resource planning are able to maintain WFC. According to Merrill and Merrill (2004), remuneration is one of the vital factors, which decreases the job satisfaction and result in employee turnover.

2.3. Understanding Impact of Wfc towards Job Satisfaction

According to Schneider and Wite (2005), WFC creates a negative association with job satisfaction because job satisfaction is based on individual abilities to gain opportunities for future career development. Work family conflict leads the individual towards low satisfaction because when the employees are facing trouble in working, then it is difficult to maintain interest towards work. Furthermore, when the employees are satisfied toward their job, then they receive promotions, which lead towards career development. Julien (2007), studies the WFC on job satisfaction, which results in labor turnover. According to Faith Dyson- Washington (2006), labor turnover can be predicted by job satisfaction and work family conflict. It shows unique effect with (FIW) and (WIF) because it is controlled by several factors, which are interlined with personal and job characteristics. According to the study done by Julien (2007), it is investigated that females shows lower jobs satisfaction then men. According to the study shared by Childs and Klimoski (1986), it is analyzed that the work family conflicts also influence on individual psychological well-being because when the individual are unsatisfied then they are unable to perform well. In this way, the labor turnover increases, which also affect negatively on the organizational performance? Hence, it is the duty of managers to adopt strategies through which they can result the work-family conflict and retain employees for future business success. Studies shared by Schneider and Wite (2005), explain that there is negative association between job satisfaction and WFC.

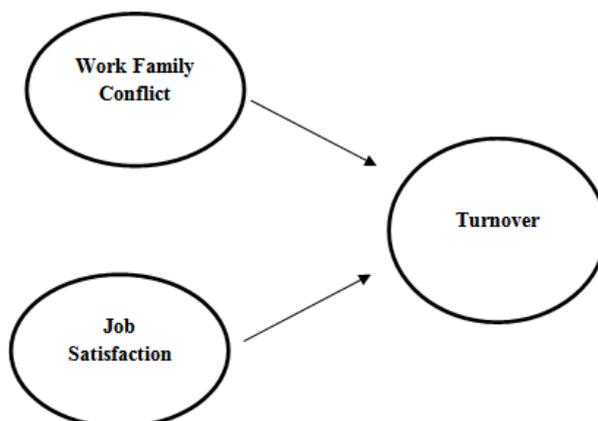
III. Methodology

The hypothesis testing is used in order to check the relationship among variables. This research helped to explain the impact of WFC in an organization, which leads towards job satisfaction and leads further towards turnover. Data was collected through utilizing the personal survey technique and administrated questionnaire was prepared which includes three sections. The first section includes those questions, which were related to family conflict. The question from second section was based on job satisfaction and the third section includes a question related to turnover. The question was based on a five-point Likert scaling and the participants were selected from different companies operating in telecommunication industry. The sample size is larger than 30 and smaller than 300 which is suitable because 300 questionnaires were distributed in which 200 were received back. The questionnaire that were not completely filled were not were not considered because they include on 70% response which was not providing complete information. The instrument used in this research is questionnaire. The validity of reliability is generated through using 5 point likert scale. The scale includes 5 options which are 1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, 5 strongly disagree. The question related to job satisfaction and work, family conflict is designed through studying (Netemeyer, Boles and Mc Murrain, 1996) whereas, questionnaire for turnover are designed through studying research shared by (Bass and Avolio, 1995). The researcher performed pilot testing in order to check that do the questionnaire is reliable or not. A sample of 50 participants was selected for pilot testing. The Cronbach's Alpha was performed, which shows that the range of the test was within 0.779 to 0.901. The table shows the reliability test.

Table 1: Reliability Coefficients for Major Variables

Variable	Number of items	Cronbach's Alpha
Job Satisfaction	7	0.779
Work Family Conflict	7	0.811
Turnover	6	0.901

IV. Research Methodology



Hypothesis

H1: Work family conflict has positive impact on turnover.

H2: Job satisfaction has negative impact on turnover.

V. Data Analysis

In order to find out the dependency and correlation between the DV and IDVs, the researcher conducted correlation test. Correlation technique is one of those techniques that have been used widely for investigating two quantitative variables in order to measure the level of dependency and co-linearity among them. Hence, in this research, Pearson's Correlation Matrix was used in order to test the strength of relationship between DV (i.e. Turnover) and IDVs (i.e. Work Family Conflict and Job Satisfaction).

Correlation Analysis

		Job satisfaction	Turnover	Work family conflict
Job satisfaction	Pearson Correlation	1	-.447**	-.332*
	Sig.(2-tailed)		.001	.019
	N	50	50	50
Turnover	Pearson Correlation	-.447**	1	.475**
	Sig.(2-tailed)	.001		.000
	N	50	50	50

Work family conflict	Pearson Correlation	-.332	.475**	1
	Sig. (2-tailed)	.019	.000	
	N	50	50	50

		Turnover	Job satisfaction	Work family conflict
Turnover	Pearson Correlation	1	-.808	-.016
	Sig.(2-tailed)		.000	.847
	N	150	150	150
Job satisfaction	Pearson Correlation	-.808**	1	.002
	Sig.(2-tailed)	.000		.979
	N	150	150	150
Work family conflict	Pearson Correlation	-.016	.002	1
	Sig. (2-tailed)	.847	.9779	
	N	150	150	150

The above figure illustrates the correlation matrix test conducted for all the variables of the research. This revealed the summarized relationship of DV and each IDV. From this, the first relationship i.e. Employee Turnover and Job Satisfaction revealed the sig value is 0.000, which is < 0.05. Hence, based on the given sig value, it can be concluded from the results that there is direct impact of job satisfaction on employee turnover. It means that when employee is satisfied, then the turnover ratio would be lesser, but if employee were dissatisfied, then turnover ratio would be high. Similarly, the second relationship tested and identified from the above table was between WFC and Turnover. From the sig value i.e. 0.847 is > 0.05, which shows that there is negative correlation between WFC and turnover. It highlights that there is negative effects between these two domains.

Regression Analysis

In order to find out linear relationship, researchers conduct Regression Analysis. Through regression analysis, researchers are able to examine the relationship between different DV and IDVs. Hence, to identify the existence of relationship level among the variables of this research, regression analysis was conducted. Following is the regression analysis to justify the acceptance and rejection of hypotheses of the research.

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.808 ^a	.652	.648	.505

Figure 1: Summary of Regression Analysis model

The above table illustrates the summary of the regression analysis model conducted for the research. In the table, R value is mentioned, which helps in knowing the relationship level among the DV and IDVs. As the value is 0.808, which is 80.8% means to facilitate the correlation between DV (turnover) and IDV (job satisfaction and WFC) shows strong bond. However, the R square value that is coefficient of determination is 0.652, which is 65.2% shows the variable between DV and IDV.

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	70.48	2	35.214	137.979	.000 ^b
Residual	37.516	147	.255		
Total	107.944	149			

Figure 2: ANOVA Table of Regression Analysis

The above table reveals the F-test i.e. 137.979, which shows significant relationship and this is further justified from the sig value i.e. 0.00, which is < 0.05. Hence, this proves the correlation table values and justifies that there is a correlation between the DV (turnover) and IDVs (job satisfaction and WFC), and proves that the results are statistically significant and the regression model prepared is valid.

Model	Unstandardized Coefficients		Std. Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	5.068	.228		22.188	.000
	-.576	.035	-.808	-16.609	.000
Job Satisfaction					
	-.016	.057	-.014	-.290	.772
Work family conflict					

Figure 3: Coefficients of Regression Analysis

The above table illustrates the justification of regression test conducted between DV and IDVs based on Beta value. The value of Beta for job satisfaction is -0.808 and the value for WFC are -0.014, which justifies that alternative hypotheses are accepted and relationship is significant.

VI. Conclusion

By conducting this study, it was identified that Work Family Life is a mediating factor in employee performance and one of the reason for employee turnover. Job satisfaction plays an equal role. as, the economic condition of Pakistan is not favorable; hence, people are discreet towards their jobs, whereas in developed nations, WFC is considered as the serious issues, which can leads towards bad reputation of organizations. Hence, by concluding this research, it can be stated that when employees are satisfied, then turnover decreases, whereas dissatisfaction increases turnover risk and results in WFC.

VII. Limitations and Future Recommendations

While conducting the research, the researcher faced various limitations that can pave a new way for future researchers. The first limitation was based on discussing only two factors in order to conduct the research. However, in the future, the research could be expanded to more dimensions of the same area.

Discussing the same variables in link with fewer new mediating variables can make the research more interesting. Moreover, currently, the study was done on telecom industry, but in future, researchers can change the industry to make better comparison.

The study was conducted within Pakistani region, which means that in Pakistani economy one has to work even under stressful situation for the survival of their family. No matter how organization treat employees, they have to work, whereas in the future, researchers can conduct the same study in European region in order to know the impact of WFC and job satisfaction their employees' turnover.

Based on gathered results, it was identified that employee satisfaction revolves around the quality of their work and family life. An employee tends to be more committed at the workplace when they find that they receive considerable benefits to engage them in their job execution. However, this research raised various allegations on job satisfaction and WFC. This further revealed that job satisfaction is one of the major concerns of management, which cannot be ignored and requires proper focus in order to develop positive relationship of employee with work. Moreover, this also results in developing loyalty among the internal customers of the organization.

However, to reduce employee turnover, measurement can be done based on relating it with different variables, which include letting employees to work for limited working hours and not forcing them for unnecessary work, minimum conflicting and flexible schedules, compensations, leaves etc. Hence, focusing towards minimizing conflicts situation for employees at work would help them to cope up with their personal stress and results in productive performances.

This study aimed to investigate the impact of WFC and job satisfaction as the predictor of employee turnover from the job. To investigate the issue, it was first essential to understand the in-depth of this rising issue and its effect towards employee performance. Hence, for this, the researcher discussed literature to make the discussion more informative. Based on the results and analysis, it was identified that each variable shows somewhat relationship. There was direct association between dependent variable i.e. Turnover and independent variable i.e. Job Satisfaction, but there was inverse association between dependent variable i.e. Turnover and independent variable i.e. Work Family Conflict. In order to prepare the theoretical framework of the research, different literatures have been reviewed. While reviewing different literature, it was identified that various authors conducted study on same issue and 20 articles have been reviewed on each variables, which helped in reaching towards appropriate results.

Based on results, it is identified that H1 of the research shows positive impact and direct relationship, whereas H2 of the research shows negative impact and indirect relationship. H1 proves that when employee receive considerable benefits and comfortable work environment, then they are satisfied, which results in employee retention, but from H2, it was identified that WFC arises because there are many factors involve in this relationship. Firstly, higher inflation rate resulted in unemployment, which developed stress among working classes. Moreover, this also affected the family life because individuals are unable to meet their basic demands and needs. Hence, due to this, every employee tries to safe their jobs in order to fulfill their needs in order to avoid WFC. However, this matter is still debatable for various economies based on its sensitivity and seriousness. Therefore, to encourage positive work environment, it has become essential to make employees trained to handle stress and organizations should ensure employees regarding their job security to avoid WFC.

The objective to conduct this research is to provide guidance to employees and organization in order to alleviate the consequences, which results in dissatisfaction at work and WFC. These factors are the major one to result in employee turnover and that is why the research discussed these two variables in detail.

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