

The impact of work-family conflicts on job stress and turnover – organizational commitment and job satisfaction as a mediator¹

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Abstract: This paper theoretically examines the mediating role of Organizational Commitment and Job Satisfaction on the relationship between Work Family Conflict over Job Stress and Turnover Intention. It is proposed that organizational commitment and job satisfaction both mediate the relationship between Work family conflict over job stress and Turnover Intentions. The study also examines the gender differences regarding the above relationship.

Keywords: organizational commitment, job satisfaction, job turnover, gender, Pakistan

1. Introduction

Work Family Conflict is considered as one of the key research area in organizational sciences. There is growing evidence that the concerns related to work-family conflict are important to individuals, organizations and policymakers. These concerns relate to life satisfaction, work-life balance, or career success at the individual level (Greenhaus et al.,2003;

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Kirchmeyer, 2006; Ford et al.,2007). These issues have impact on job behavior in organizations related to stress, burnout, OCB as well as on organizational outcomes like job satisfaction and organizational commitment (Goff et al., 1990; Lambert et al., 2003; Bedeian et al., 1988; Meyer et al., 2002). Due to its growing importance, ample research has been conducted in this area during last few years. Past research demonstrates that work family conflicts may have adverse effects on the employee's family relations while also causing stress (Googins, 1991; Williams and Alliger, 1994).

Lower work family conflict leads to higher job satisfaction and increased organizational commitment, whereas a higher level of work family conflict leads to a lower level of job satisfaction, organizational commitment, life satisfaction as well as more burnouts and stress (Beutell and Berman, 1999; Boles et al., 1997; Kossek and Ozeki, 1998; Thompson et al., 1999; Organ and Ryan, 1995; Major et al., 2002).

This important aspect of organizational behavior research i.e. work family conflict has been ignored in organizational behavior research in Pakistan and very little evidence is available in literature. Therefore it is imperative to find out the relationship of work-family-conflict on job behaviors and organizational-outcomes in Pakistan.

There has been one study conducted in Pakistan to the best of author's knowledge which mainly focused on work life policy and organizational commitment and work family conflict has been discussed indirectly with respect to work life policy (Bashir and Ramay, 2008). Therefore this study will mainly focus on effect of work family conflict on organizational outcomes, and on job behavior and fill this gap in service industry in Pakistan.

This study will focus on the effect of work family conflict on various organizational outcomes and on job behavior in service industry at Pakistan. The results of study will be helpful for service organizations operating in Pakistan to consider the effect of these factors on the job behavior of individuals which ultimately leads to organizational performance. The study will analyze the intervening role of job satisfaction and organizational commitment in determining the relationship of work family conflict with job stress and intention to leave.

2. Literature Review

Work family conflict is defined as “incompatibility between one’s family role with the demands of one’s job role and vice versa” and “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Frone and Rice 1987; Kahn et al., 1964; Greenhaus & Beutell, 1985). Roles consist of specific behaviors that are expected from a person engaged in a specific social position (Sarbin and Allen, 1968). Role theory indicates that both work and family domain demands numerous and multiple roles from one individual which results in inter-role conflict (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Inter-role conflict has been defined as incompatibility between various roles expected from an individual (Frone and Rice (1987). Likewise, work-family conflict (WFC) occurs when there is incompatibility between one’s family role with the demands of one’s job role and vice versa (Frone and Rice 1987; Kahn et al., 1964; S.L. Boyar, D.C. Mosley Jr., 2007). Thus, an increasing role in one domain (such as work) results an decreasing role in further domains (such as family) (Frone and Rice, 1987).

The antecedents of Work Family Conflict can be classified into three categories: “work domain variables, non-work domain variables, and demographic variables” (Byron 2005). Long working hours and heavy work loads are antecedents of WFC (Frone 2003; Greenhaus & Beutell 1985) and high level of WFC can result in lower level of job satisfaction (Lambert, Hogan, & Barton, 2003). Different meta-analyses have examined the relation between work-family, conflict and its consequences, such as job satisfaction, life satisfaction, burnout, and absenteeism (Allen, Herst, Bruck, & Sutton, 2000; Kossek & Ozeki, 1998).

The work family conflicts can be categorized in two major types: “work interfering with family (WIF)” and “family interfering with work (FIW)”, job-related variables influence on work interference with family while family-related variables influence on family interference with work (Frone, Russell, & Cooper, 1992; Gutek, Searle, & Kiepa, 1991; Kossek & Ozeki, 1998). Role conflict typically provoke negative mood, and these negative moods adversely effects job attitudes (Beehr & Glazer, 2005). Both forms of conflict have been associated with strain, higher absenteeism levels and negatively associated with turnover intention. (Goff, Mount, and Jamison 1990; Netemeyer, Boles, & McMurrian, 1996). WFC has been empirically linked to various

occupational attitude variables, such as job satisfaction, work distress, organizational commitment, and intention to quit (Boyar et al., 2003; Carlson et al., 2000; Frone et al., 1992, 1997). This study will analyze the effect of WFC on stress and turnover intention by analyzing the intervening role of work attitudes i.e. job satisfaction & organizational commitment on organizational outcomes.

3. Mediating role of job satisfaction(JS) and organizational commitment(OC) between work family conflict- turnover intention and job stress.

Job satisfaction is a central and extensively researched variable in organizational psychology (Locke, 1976) and defined as “feeling or affective state that employees have towards their Job” (Brayfield & Rothe, 1951), “an emotional affective response to a job or specific aspect of a job” (Spector, 1985) and as a “pleasurable or positive emotional state resulting from an appraisal of one's job” (Locke, 1969).

Agho et al. (1993) proposed three different antecedents i.e. “role ambiguity, role conflict and role overload” that direct lower level of job satisfaction. Work family conflict is an antecedent of job satisfaction (Bedeian, Burke & Moffett, 1988). The research has found negative association between work family conflict(WFC) with job satisfaction and organizational commitment (Allen, Herst, Burck, & Sutton, 2000; Bruck, Allen, & Spector, 2002; Carlson & Kacmar, 2000). Whereas, WFC has been found to be positively related with stress and turnover intention (Carlson & Kacmar, 2000; Major, et al., 2002 and Anderson, Coffey & Byerly., 2002; Lambert, Hogan, Griffin 2007). The research conducted by Judge and Colquitt (2004) revealed a negative association between work family conflict(WFC) and job satisfaction whereas positive association between work family conflict(WFC) and stress. The research also supports the negative relationship between job satisfaction and stress (Anderson, Coffey & Byerly., 2002; Davis & Wilson, 2000). Job satisfaction also has negative relationship with turnover intention (Schommer et al. 2008).

Therefore it is argued that job satisfaction is relevant to role conflict such as work family conflict (Bedeian, Burke & Moffett, 1988) and also outcomes variables in the organization i.e.

turnover intention, and job stress (Jon C. Schommer, 2008) ; Judge and Colquitt 2004). Hence job satisfaction can be placed as a central construct which mediates the relationship between role conflict and organizational outcomes. Therefore following hypothesis are proposed:

Hypothesis 1: Job Satisfaction (JS) will mediate the relationship between work family conflict(WFC) and turnover intention(TI).

Hypothesis 2: Job Satisfaction (JS) will mediate the relationship between work family conflict(WFC) and job stress(JSt).

Organizational commitment is a “willingness to exert high levels of effort on behalf of the organization” (Mowday, Porters & Steers, 1982). Organization commitment is considered as a very important factor in determining the withdrawal behaviors and commitment is positively correlated with attendance (Steers and Rhodes, 1978; Mathieu and Zajac, 1990) and negatively correlated with lateness (Mowday et al, 1982), absenteeism (Clegg, 1983) and turnover (Mathieu and Zajac,1990). Organizational Commitment positively relates to job satisfaction (Bateman and Stasser, 1984; Mowday, Porter, and Steers, 1982, motivation Mowday, Porter, and Steers, 1979, and attendance Mathieu and Zajac,1990; Steers and Rhodes, 1975) and have negative consequences such as absenteeism and Turnover Intention (Clegg,1983;Cotton &Tuttle,1986).

The relationship of work family conflict has been found negative with organizational commitment whereas positive with stress and turnover intention (Sutton,2000;Spector,2002). WFC is found to be positively related with stress (Major, Klein, and Ehrhart,2002; Judge and Colquitt,2004;Anderson,Coffey&Byerly.,2002) and turnover intention (Greenhaus, Parasuraman, & Collins, 2001; Y. Yonetani., S. Watanabe., Y. Kanazawa, 2007, Carr et al., 2008). WFC is also found to be negatively related with organizational commitment (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002, Carr et al., 2008). WFC has negative relationship with organizational commitment, and positive relationship with job stress and intentions to quit (Boyar et al., 2003; Frone et al., 1992; Frone, Carlson & Kacmar, 2000; Russell, & Cooper, 1997).

Therefore it is argued that WFC has negative relationship with organizational commitment (Meyer et.al., 2002, Carr et al., 2008) and also outcomes variables in the

organization i.e. turnover intention, and job stress (Schommer, 2008; Judge and Colquitt, 2004). On the other side, organizational commitment also has negative relationship with turnover intention, and stress (Meyer et al., 2002, Somer, 2009).

Hence organizational commitment can be placed as a central construct which mediates the relationship between work family conflict – turnover intention and stress. Therefore it is hypothesized:

Hypothesis 3: Organizational commitment(OC) will mediate the relationship between work family conflict(WFC) and turnover intention(TI).

Hypothesis 4: Organizational commitment(OC) will mediate the relationship between work family conflict(WFC) and job stress(JSt).

4. Work family conflict and Gender

Gender is defined as a “socially constructed script that prescribes different personality characteristics, values, attitudes, behaviors, and activities for women and men” (West and Zimmerman, 1991). In the organizational context “Gender is a socially constructed individual variable that is made salient in organizational settings and thus produces distinct experiences for men and women in the organization” (Fraser and Hodge , 2000).

Women may have different values than men, thus they will have different feelings towards the role conflict they experience (Corrigall and Konrad, 2006). These societal-level differences between the lives of men and women may mean that women anticipate different amounts of work-family conflict than men because males and females tend to have somewhat different expectations and experiences in the home and at work domains (Watai, Nishikido and Murashima, 2008). Gender differences are “indicative of different experiences of a workplace and results different outcomes within a single workplace” (Fraser and Hodge; 2000).

Therefore, gender differences may influence the mediating role of Organizational Commitment, Job Satisfaction in the relationship of work-family conflict with Stress and Turnover Intention. Hence it is hypothesized:

Hypothesis 5: The mediating role of organizational commitment(OC) and job satisfaction (JS) will be different for male and female in determining the relationship between work family conflict(WFC) and Turnover Intention (TI).

Hypothesis 6: The mediating role of organizational commitment(OC) and job satisfaction (JS) will be different for male and female in determining the relationship between work family conflict(WFC) and Job Stress(JSt).

5. Theoretical frame work-Model of Study

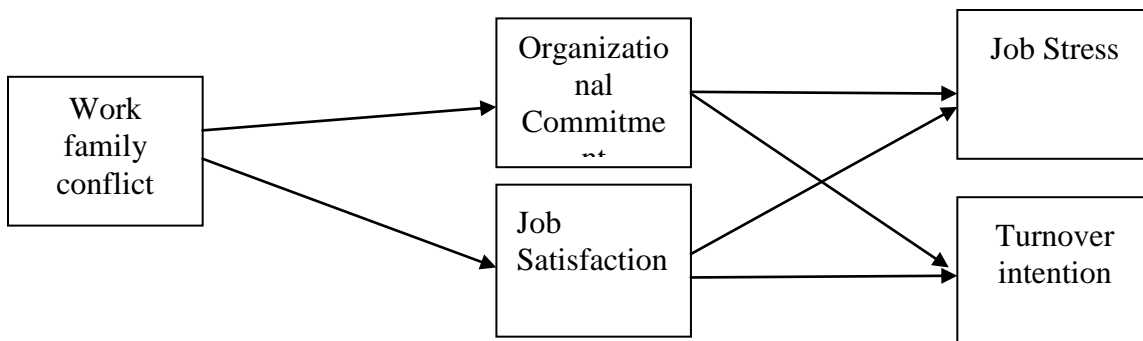


Figure 1. Intervening role of organizational commitment, job satisfaction on the relationship between work family conflict (independent variable) and Job Stress, Intention to leave (dependent variable)

6. Limitations and future research

Although this study theoretically explored the mediating role of organizational commitment and job satisfaction in determining the relationship of work family conflict with

organizational outcomes (stress, turnover intention) but this relationship may be empirically tested. The study exclusively incorporates only two organizational outcomes which are stress, turnover intention, other organizational outcomes like absenteeism, actual turnover can also be explored in future research. The study only focuses on WFC as a single construct, types of work family conflict such as WIF and FIW could be explored independently to find out their effect on job behavior and organizational outcomes. Job satisfaction and organizational commitment are considered as mediating variables; other variables such as job involvement can also be analyzed as mediating variables in determining the relationship between work family conflict and organizational outcome (stress, turnover intention).

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Wpływ konfliktów „praca – rodzina” na stres wynikający z pracy oraz na obroty – zaangażowanie organizacyjne oraz satysfakcja z pracy jako mediator

Streszczenie

Artykuł ten omawia w kontekście teoretycznym mediacyjną rolę zaangażowania organizacyjnego oraz satysfakcji z pracy na relacje pomiędzy konfliktem „praca – rodzina” a stresem związanym z pracą oraz intencjami zarobkowymi. Zaproponowano, że zarówno zaangażowanie organizacyjne, jak też satysfakcja z pracy pełnią rolę pośrednika w zależnościach pomiędzy prezentowanymi zagadnieniami. W badaniach uwzględniono również różnice wynikające ze społeczno-kulturowej tożsamości płciowej, a dotyczące omawianych kwestii.

Słowa kluczowe: zaangażowanie organizacyjne, satysfakcja z pracy, obroty z pracy, społeczno-kulturowa tożsamość płciowa, Pakistan