WORK FAMILY CONFLICT AND JOB SATISFACTION: A CONCEPTUAL STUDY

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ABSTRACT

Work-family conflict was negatively and significantly related to satisfaction outcomes (i.e., job, family, and life) controlling for age, gender, and marital status, while work-family synergy was positively related to these satisfaction outcomes. A post hoc analysis comparing self-employed participants to wage and salary participants indicated better overall adjustment for the self-employee. The personal factors affecting working life balance are age, marital status, time spent on family affairs, gender, education, experience and number of children and dependents. But, social support at work can be derived from superior and coworker. Earlier studies have successfully demonstrated relationship between social support and work interference with family. Supervisory support included both instrumental and emotional supports. Instrumental support implied providing assistance and advice whereas emotional support referred to supervisor's emphatic understanding and sensitivity to work-family issues. This paper is an attempt to study the relationship of work family conflict and job satisfaction of the employee.

KEYWORDS: *Job Satisfaction, Work Family Conflict.*

INTRODUCTION

Work–family conflict was first studied in the late 19th century. During this time period, work and income moved from inside the home (agricultural work) to outside the home (factories). Industrialization challenged the current relationship between working and family.

Boundary theory and border theory are the foundations used to study work-family conflict. Boundary theory divides social life into two interdependent sections, work and family. Individuals have different roles and responsibilities in each section. Since the sections are interdependent, two roles cannot take place at the same time. Individuals have to participate in role transformation between expectations of the workplace and expected roles within the family structure.

It seems presently employees experience work family conflict with her increasing participation in the labour force. However, work family conflict is a situation where the demands of the work role deplete resources such as time, energy emotions etc., required participating in the family role, individuals with greater access to workplace social support garner additional job psychological

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resources that providing a stress buffer to manage strain. When individuals feel socially supported at work, they feel cared by others and feel that they have access to help. When the work role interferes with the performance of the family roles there should be a negative assessment of work, providing that the family role is relevant for the self. The work role conflict has a greater impact on job satisfaction in those workers who have a high centrality of the family role. The researchers conclude that stress in the work domain could reduce the level of the job satisfaction due to the fact that work is not assessed and considered to be anything other than an intrusion as the family role Conflict between work and family is bi-directional. There is a distinction between what is termed work-to-family conflict and what is termed family-to-work conflict.

Work-to-family conflict occurs when experiences and commitments at work interfere with family life, such as extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, or an 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 and commitments in the family interfere with work life, such as the presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, or unsupportive family members.[3] For example, a parent may need to take time off from work in order to take care of a sick child, or to witness a tournament or performance of a child. Family-to-work conflict is perceived to result in lower work productivity of employees.

Within work-to-family conflict and family-to-work conflict, three subtypes of conflict have been identified: time-based, strain-based, and behavior-based. *Time-based* conflict entails competing time requirements across work and family roles, *strain-based* conflict entails pressures in one role impairing performance in the second role, and *behavior-based* conflict entails an incompatibility of behaviors necessary for the two roles.[4]

Although work interface with family (WIF) and family interface with work (FIW) are strongly correlated, more attention has been directed toward WIF. Research, largely attributed to the idea Ariel Russel Hochschild termed the "ideal worker", depicts the inelastic nature of work roles and responsibilities. The expectations employers hold of an "ideal worker" already rest on unrealistic assumptions about how the family should operate. Many employers expect that employees with families have someone tending to everything at home, leaving the worker unencumbered. Despite the fact that a majority of families in the U.S are dual earning, the image of the "ideal worker" persists, presenting work-family conflict.

Job Satisfaction In the field of organizational behavior, job satisfaction was most widely research and it was considered as an important and complex dimensions of job performance. The earliest study and research on job satisfaction can be traced back to year 1931 by Fisher and Hanna. They described the job satisfaction as a product of non-regulatory mood tendency. Fisher and Hanna saw the factors or symptoms of dissatisfaction as the product from chronic emotional disturbance taking dispositional approach towards job satisfaction (Fisher & Hanna, 1931). In the early days, Robert Hoppock had done a lot of studies on job satisfaction carrying about 32 articles. Hoppock's definition on job satisfaction take in 3 aspects, psychological, physiological, and environment conditions that leads to employee's expression of satisfaction or dissatisfaction towards their job. The 3 aspects that Hoppock included in his definition on job satisfaction and the quantitative approach was rather well accepted that even many decades later, researches often use his definition. The environmental factors include the internal environment of the organization, the industrial environment, the political environment, etc. The individual factors include the demographic characteristics, the capabilities, the family background, or their perceptions. The outcome of job satisfaction affected three aspects, i.e., the employees' individual reflection, the organization's reflection, and the social reflection. One of the frequently cited theories in job satisfaction was Herzberg Two-Factor theory. Herzberg and his colleagues reviewed over 2000 articles relating to job satisfaction from year 1900 to 1955 and came out with a framework called two-factory theory (Stello, 2011). The theory pointed out two factors, hygiene-motivation also

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known as intrinsicextrinsic factors that leads to job satisfaction. Intrinsic motivators tend to create 13 motivation when they are present while extrinsic factors reduces motivation if they are absent. Extrinsic motivators are rather tangible and surround the work or the job that includes supervision, interpersonal relations, physical working condition, salary, company policy and administration, benefits and job security. These factors are not necessarily motivating, but their absence will be demotivating and lead to dissatisfaction of the employees. Intrinsic motivators are less tangible and represents emotional fulfillment that seems parallel with Maslow's Hierarchy of Needs. That includes the needs for recognition, sense of achievement, and growth potential. The motivators if present, contribute to increase in job attitudes as they satisfied the need for self-actualizations which then lead to job satisfaction. Herzberg and his team also did research on the consequences on job performance, turnover, attitude towards the company and employee mental health. When both intrinsic and extrinsic factors are absent or either one absent, it leads to unfavorable attitude of employee. The favorable attitude affects job performance more than unfavorable attitude, and the negative attitude also causes physiological withdrawal from work, and degree of employee loyalty vary with the degree of job satisfaction. In short, job satisfaction was affected by the extrinsic factors offered by the job in relation with the intrinsic factors of self-needs of fulfillment.

Relationship between Family-Work conflict and Job Satisfaction Family-work conflict (FWC) is also known as work and family conflict in FIW direction. It is generally refer to the form of inter-role conflict in which the role pressures from the work and family domains where participation in the work role is made more difficult by virtue of participation in the family role. Prof. Dr. Aminah mentioned that family lives can also have positive or negative influence on our work, attitudes, behaviours and outcome. The family-work conflict can be caused by extensive care-giving responsibilities and intensive involvement with family activities that can negatively affect their work involvement, job satisfaction, and intention to quit. As compared to study of work-family conflict, family-work conflict had lesser research and some researches finding on FIW with job satisfaction was rather inconsistent. In addition, there were also several studies who reported that family-work conflict was negatively correlated with job satisfaction and further reported lower average level of FIW than WIF. This means that FIW did affect the level of job satisfaction but the associate level of FIW to job satisfaction was lower than in WIF direction.

CONCLUSION

Work-family conflict hurts employees' productivity and harms job performance by decreasing the job satisfaction of employees. It also affects employee turnover, psychological distress, and life satisfaction.

Attrition of staff and other occupational threats can have negative implications for the performance of organizations. On the other hand, job performance, and mental health of individuals increase when the organizational principles encourage work-family balance. Knowing that a "happy" employee is a more productive employee, organizations become increasingly interested in the family life of employees and engage actively in resolving work-family conflicts. Here it becomes essential to consider factors generating psychological contentment and thus inciting more significant work achievements. At the same time, factors that bring about uncertainty, dissatisfaction, insecurity, and conflict are responsible for decreasing personal as well as organizational well-being and therefore warrant more attention. A limitation of prior studies in the psychological well-being context is that they do not sufficiently explore impact of non-organizational factors on performance. This study addresses the limitation by introducing family as a key factor that has implications for the well-being and psychological safety of individuals. Up until this point, there has been very little empirical investigation on the relationship between work-family conflict and work performance.

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