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Work-Family Life Conflict of Government & Private Organization Personnel

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Abstract:
Pressure of modern world has dramatically changed how work affects people worldwide. As we enter the new millennium, governments, employers, employees and families face a common challenge how to make it easier to balance their work life and their desire to have a meaningful life outside of work. The subject matter that have discussed in this study are employee working life, their work-family life conflicts, work-life balance and quality of work-life. This report conceptualizes work-family life conflict broadly to include the issue associated with balancing work and family conflict. From this survey, it is identify that work-family life conflict hamper employee relationships with others, impression, satisfaction, commitment, performance and as well as family attachment. It is clear that there are limitations in our organization policies, government role and employee consciousness.

Keywords: Work-family life conflict, work-life balance, performance, satisfaction, quality of work-life

1. 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 central components in people's lives and thus demand a great deal of time and energy spent managing multiple responsibilities. In addition, work and family roles can have a meaningful impact on psychological wellbeing and satisfaction.

The work-family life conflict is a very significant problem. It breaks down the mental and physical well-being of employees. It affects the quality of their personal relationships outside of work. Consequently, it will increase the cost of doing business because employees experiencing high levels of work-family life conflict are likely to miss more work days per year, are less committed to the organization, are less satisfied with their job, and are more likely to intend to leave their job. Work-family life conflict may be characterizes by a lack of fit between employees and their life responsibilities, and the goal of the organizations. Work-family life conflict may include issues such as- difficulties faced related to child rearing, other kinship responsibilities or stressful life events.

Work-family conflict is defined as conflict that arises due to work responsibilities interfering with family responsibilities. It is described that work-family conflict as a form of inter-role conflict in which the general demands of time, devoted to, and strain created by the job interfere with performing family related responsibilities. The construct of work-family conflict (WFC) is multidimensional and refers to conflict that may be time-based, strain-based or behavior based (Greenhaus & Beutell, 1985). Time-based conflict occurs when job and family responsibilities compete for the individual's time. Time related conditions such as long work hours; schedule inflexibility, shift work requirements, and overtime or evening duties are consistently related to WFC (Byron, 2005, Judge, Boudreau, & Bretz, 1994; Parasuraman, Purohit, Godshalk, & Beutell, 1996). Strain-based conflict suggests that strain experienced in one role crosses-over and interferes with participation in another role. Work stress is caused by conflict within one's occupational role, work role ambiguity, and work role overload (Kahn & Byosiere, 1992) and leads to role pressure and incompatibility (Greenhaus & Beutell, 1985).

2. Literature Review

The concept of work-family life conflict has been explained by Kahn, Wolfe, Quinn, Snoek, & Rosenthall (1964) using the role theory framework. They proposed that the major determinant of an individual's behavior is the expectation of behavior that others have for him or her. A model is developed on predictors of work-family conflict which suggests that the predictors could be job-related, family-related and individual-related. This present model is based on the stress-strain model (Dunham, 1984) whereby the predictors are referred to as stressors, and the conflict as strain. Empirical evidence also confirms that work-family conflict is often a severe stress factor at work leading to various negative outcomes, including impaired well-being (Karatepe & Tekinkus, 2006).

Work-family life conflict has been conceptualized by Greenhaus and Beutell (1985) on the basis of source of conflict. They divided work-family conflict into three types of conflict, namely, time-based, strain-based and behavior-based conflicts. Kahn et al. (1964)

defined work family conflict as a form of inter-role conflict in which the role pressures from work and family spheres are mutually incompatible. Such incompatibility is indicated by the fact that participation in the work role is made more difficult by virtue of participation in the family role and vice versa. Researchers have identified work-family conflict as one of the major stressors in the workplace in the United States (Allen, Herts, Bruck, & Sutton, 2000; Frone, 2003). In Canada, time in employment increased for many, as did the non-work demands resulting from the continued change in family structure and the continued rise in the percentage of employees with child care, elder care or both (Duxbury & Higgins, 2003).

Aminah Ahmad and Maznah Baba (2003; 2004) examined the role overloaded experienced at work and its relationship with work-family conflict among Malaysian female physicians in public hospitals. Researchers have also demonstrated a significant relationship between role overload and work-family conflict (Fu & Shaffer, 2001). Research has demonstrated a positive relationship between job involvement and work-family conflict (Hammer et al., 1997; Darry & McCarthy, 2007).

Work-family researchers have found that time committed to work contributes to conflict between employees' work and non-work role (Beauregard, 2006; Grzywacz & Marks, 2000; Darcy & McCarthy, 2007; Kinnunen, Vermulst, Gerris, & Makikangas, 2003; Major, Klein, & Ehrhart, 2002; Nielson, Carlson, & Lankau, 2001). Casey and Chase (2004), and Allen (2001) stressed the importance of flexible work arrangements including job schedule flexibility. They found that the adoption of job schedule flexibility was related to less work-family conflict.

According to Day (2010), approximately 50 percent of Nova Scotians reported some work-family conflict, and 25 percent of Canadians experienced high levels of work –family conflict. The presence of children in the household has also been positively related to work-family conflict (Carnicer et al., 2004). Work-family conflict has been consistently linked to negative outcomes for individuals, families and employing organizations (Allen et al., 2000; Netemeyer, Boles & McMurrian, 1996; Boyar, Maertz, Pearson & Keough, 2003; O'Driscoll et al., 1992; O'Driscoll et al., 2003; Grant-Vallone & Donaldson, 2001; Hammer, Saksvik, Nytro, Torvatn & Bayazit, 2004; Frone, 2000; Grzywacz & Marks, 2000).

Mauno and Kinnunen (1999) report that work-family conflict, combined with other stressors like job insecurity and time pressures at work, predicted marital quality. Work-family conflict is conceptualized as an outcome of work and family stressors (Boyar et al., 2003). Work-family conflicts are increased levels of stress, decreased performance at home and work, decreased life and work satisfaction (Adams et al., 1996; Allen et al., 2000; Frine et al., 1992; Higgins et al., 1992; Kelly and Voydanoff, 1985).

Researchers suggesting that work-family conflict are increased levels of stress, decreased performance at home and work, and decreased life and work satisfaction (Adams et al., 1996; Allen et al., 2000; Frone et al., 1992; Higgins et al., 1992; Kelly and Voydanoff, 1985). Researchers also suggesting that work-family conflict are a bi-directional construct (Frone, Russell and Cooper, 1992; Gutek, Searle, and Klepa, 1991; O'Driscoll, Ilgen,and Hildreth, 1992; Williams and Alliger, 1994; Stephens and Sommer, 1996; Adams, King, and King, 1996; Netemeyer, Boles and McMurrian, 1996).

2.1. Objectives
The objective of this research is to contribute towards a contemporary issue of Human Resource Management that is work-family life conflict of government and private organization personnel in Bangladesh. The research will analyze the factors related to work-family life conflict and its impact on both private as well as government organizations' job satisfaction, job performance.

2.2. Methodology, Sample Collection and Hypothesis
The study tries to address the realities of work family life conflict between government and private organization. Survey among different organization has provided the input of the research. However, at the beginning of the study various literatures, publications, books were studied properly. In addition, group discussion, personal interview and face-to-face conversation had taken place among some professional.

This study involved a sample of employees who work in the public organizations and private organizations. All employees in the sample came from well-known organizations of Bangladesh. In total 15 organizations with 50 employees participated in the study, 25 from the private sector, and 25 from the public sector. Private organizations include banks, school, Life Insurance Company, private medical college etc. government sectors include bank, school and colleges, employees of different government sectors.

- Hypothesis 1: there is a significant negative relationship between work-family life conflict and job performance of private and public organization personnel.
- Hypothesis 2: there is a significant negative relationship between work-family life conflict and job satisfaction.
- Hypothesis 3: there is a significant positive relationship between job satisfaction and job performance.

3. Analysis and Results
In order to meet the objectives analysis is the main portion of this study. The aim of this study is to examine work related factors associated with work-family life conflict among adult employees living and working in Bangladesh.

3.1. Analysis-1
From the survey, it is found that majority of duel career couples have work-family life conflict. Specially, employees in service sectors are facing this problem. About 82 % employees have work-family life conflict and this conflict is high (44%) in the private sectors whereas in the public sector, work-family life conflict is 38%. In private sector, about 6% employees and in public sector, about 12% employees who do not have work-family life conflict. The work-life conflict among employees has shown below-

Issues	Public sector (25)				Private sector (25)				Total (50)	
	Male (15)		Female (10)		Male (15)		Female (10)			
	No.	%	No.	%	No.	%	No.	%	No.	%
With work-life conflict	11	22%	8	16%	13	26%	9	18%	41	82%
Without work-life conflict	4	8%	2	4%	2	4%	1	2%	9	18%

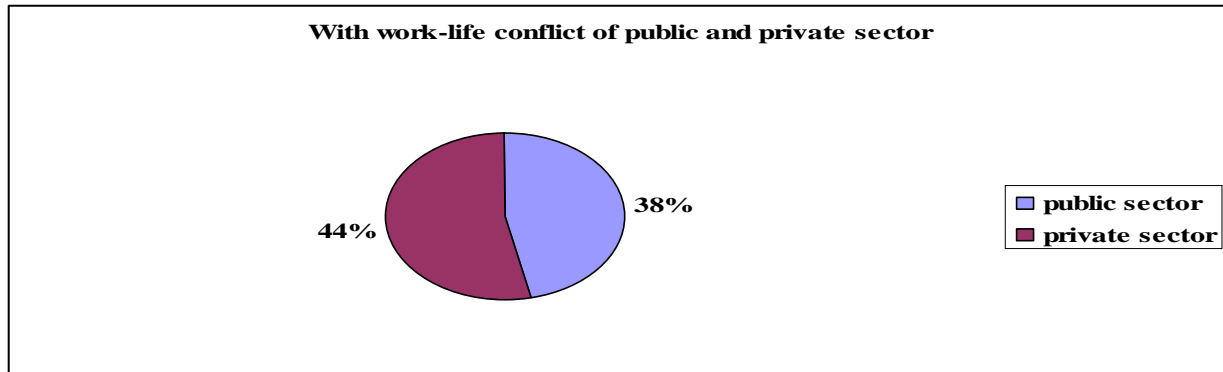*Table 1: work-family life conflict of public and private organization personnel*
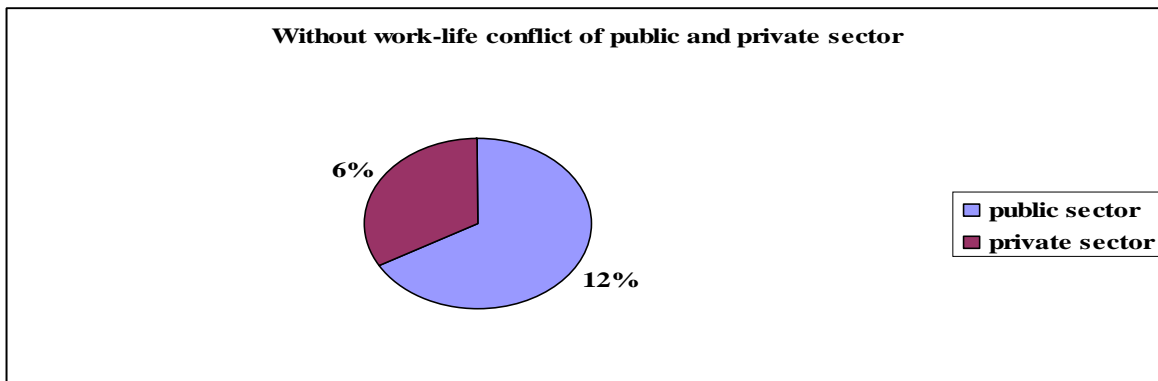

Figure 1

Figure 2

3.2 Analysis-2

Here, we found that all of the employees are doing service oriented job and 41 employees have work-family life conflict.

In this survey, from private sector, ten employees spend 11-12 hrs. six employees spend 10-11 hrs.; four employees spend 9-10 hrs. and two employees spend 8-9 hrs. in their job. From public sector, none of the employees spend 11-12 hrs.; all employees spend 8-9 hrs. in their job.

It is found that, in private sector, 11 out of 22 employees can perform their family responsibility properly. On the other side, in public sector, 15 out of 19 employees can perform their family responsibility perfectly.

In case of satisfaction, in the private sector, 8 employees are fully, 12 employees are partially and 2 employees are not satisfied about their job and in the public sector, 12 employees are fully, 3 employees are partially and 2 employees are not satisfied about their job.

It is also found that, in private organization, 20 out of 22 employees said their organizational policies are not enough flexible because they have to maintain time schedule very strictly. For this reason, work-life conflict is created.

Issues		Total employees who have work-life conflict (41)							
		Public sector (19)				Private sector(22)			
		Male (11)		Female (8)		Male(13)		Female(9)	
		No.	%	No.	%	No.	%	No.	%
Hours spend	11-12 hrs.	0	0	0	0	7	17.07	3	7.32
	10-11 hrs.	0	0	0	0	3	7.32	3	7.32
	9-10 hrs.	0	0	0	0	2	4.87	2	4.87
	8-9 hrs.	11	26.83	8	19.5	1	2.44%	1	2.44
Family responsibility	Yes	9	21.95	6	14.6	7	17.07	4	9.75
	No	2	4.87	2	4.87	6	14.6	5	12.2
Job satisfaction	Fully	9	21.95	5	12.2	5	12.2	3	7.32
	Partially	1	2.44	2	4.87	7	17.07	5	12.2
	Not at all	1	2.44	1	2.44	1	2.44	1	2.44
Policy	Flexible	9	21.95	6	14.6	1	2.44	1	2.44
	Strict	2	4.87	2	4.87	12	29.3	8	19.5

Table 2: working life perspectives of the employees who have work-life conflict

3.3. Analysis 3:
In the private sector, it is found that, most of the employees have work-life conflict because their spouse are also employed and they cannot spend enough time for their family. On the other hand, in the public sector, all employees can spend enough time for their family. The analysis showed that, in the private sector, nine employees come from nuclear family and in the public sector; 8 employees come from nuclear family. From the analysis, it is also found that, employees are suffering from more than one type of conflict. Role overload and work to family interference are most common type of conflict. The study found that, in the private sector, every employee has the problem of role overload.

Issues		Total employees who have work-life conflicts (41)							
		Public sectors (19)				Private sectors (22)			
		Male (11)		Female (8)		Male (13)		Female (9)	
		No.	%	No.	%	No.	%	No.	%
Family type	Nuclear	5	12.2	3	7.32	5	12.2	4	9.76
	Extended	7	17.07	5	12.2	8	19.51	5	12.2
Perform family responsibility	Yes	8	19.51	2	4.89	6	14.63	3	7.32
	No	3	7.32	6	14.63	7	17.07	6	14.63
Hours spend	4-5 hrs.	0	0	0	0	7	17.07	3	7.32
	5-6 hrs.	0	0	0	0	3	7.32	3	7.32
	6-7 hrs.	0	0	0	0	2	4.89	2	4.89
	7-8 hrs.	11	26.83	8	19.51	1	2.44	1	2.44
Satisfied with family member	Yes	8	19.51	3	7.32	6	14.63	3	7.32
	No	3	7.32	5	12.2	7	17.07	6	14.63

Table 3: Family life perspectives of the employees who have work-life conflict

3.4. Results
The present model proposes that the consequences of work-family life conflict can be traced through four different paths-

Path 1: Work-Family life conflict ⟶ Job performance

Path 2: Work-Family life conflict ⟶ Stress and Pressure ⟶ Job performance

Path 3: Work-Family life conflict ⟶ Job satisfaction on both private and public organization personnel

⟶ Job performance

Path 4: Work-Family life conflict ⟶ Stress and Pressure ⟶ Job satisfaction on both private and public organization personnel ⟶ Job performance
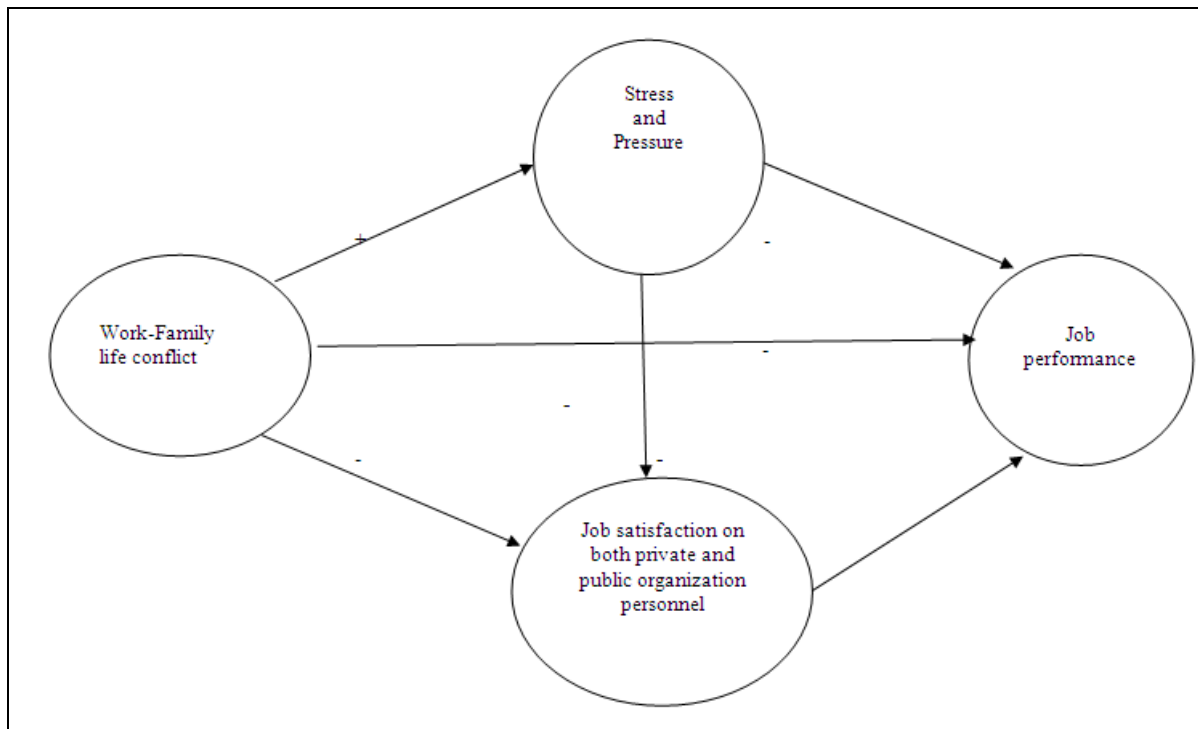
Figure 3: Model: effects of work-family life conflict on job performance and job satisfaction

This model proposes that work-family life conflict has a direct effect on job performance. Additionally, this conflict has an indirect effect on job performance through stress and pressure, and job satisfaction. The model implies that there is a need to realize the consequences of work-family life conflict and there outcomes.

From the analysis, it is found that time is a prominent feature of work–life discussions. Time-based approach to work–life issues is sufficient to guide effective policies and interventions.

1. Workload is a stronger, or at least equal, factor in work–family life conflict as time-related demands. In our country, work-family life conflict becomes a part of duel career couples life. Working more hours is associated with increased work–life conflict. Work-life conflict is a major problem in the private sector than public sector because of time pressure (tight deadlines), high speed of work, and the quantity of work (work overload).
2. 'Life' activities outside paid work include activities in the household and with friends, family and community. There are important reasons for specifically focusing upon the effects of changes at work on family life (and vice versa), especially the well-being of children and of working parents, it should be recognized that all workers, regardless of their personal circumstances, desire and have a right to a healthy relationship between their paid work and the rest of their lives. But private and public sector, both are affected by these work-life conflicts. This problem is greater in the private sector than public sector. Among 44 % employees of private sector and 38% of public sector have work-life conflicts. Private organizations are most likely to concentrate on their task, target and profit. For this reason, employees require long hours to complete that task. Long work hours increase the work-life conflict.
3. From the analysis it is clear that in the private sector, 20 % employees are satisfied to their job and in the public sector 34% employees are satisfied to their job. Most of the employees bound to maintain extra time duty in the private sector to meet the job demand. Therefore, such employees are not happy with their organizations and facing different psychological problem.
4. In our country, there are two types of family- nuclear and extended. For duel career couple, extended family is required because they cannot give enough time for the family and childcare. From the study, it is found that work-life conflict occurs in the nuclear family.

3.5. Findings and Conclusion

From the survey and interview with employees, many aspects of work-family life conflict have brought out. Those aspects are given below-

1. In our country, organizational policies and cultures are not supportive to employees.
2. Human resource planning is not suitable.
3. Women employment has major impact on work-family life conflict.
4. Government rules are not enough to protect employees' right.
5. Employers are not concern about their employees' welfare.
6. Employees are also not conscious about their duties.
7. Excessive work load, highly job involvement, extra time duty create work-family life conflict.

8. Family interference is one of the reasons of work-family life conflict.
9. Family support is essential to improve the work-family life conflict.
10. Work–family life conflict can create stress and pressure thus it will enhance job dissatisfaction and decrease of job performance.
11. Suitable work environment is also essential to resolve the work-family life conflict.
12. Work-family life conflict decrease job performance in both private and public organization personnel.

Work-family life conflict promises to be on the nation's agenda for policy development in both the public and private sectors for many years to come. In the near term, improvements are likely to be achieved primarily by voluntary changes in work policy by employers and by adaptations made by communities and families themselves.

The purpose of this research is to highlight the concept about family life, working life and the nature of work-life conflict and suggests some solution of this problem to establish a fair and balance life. The results of this study will be useful to human resource practitioners who are interested in evaluating quality of work-life personnel practices to better meet the needs of duel-career families who face conflict in managing work responsibilities and family commitments.

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