

The Effect of Work Family Conflict on Employees Job Attitudes and Mediating Role of Organization Citizenship Behavior: A Study of the Banking Sector of Pakistan

Mohsin Bashir, Government College University Faisalabad, Pakistan
Sidra Rana, Government College University Faisalabad, Pakistan
Muhammad Imran Ali, Bank Alfalah Limited, Pakistan

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Abstract

Researchers have repetitively verified the unconstructive effects of work and family conflict on employee's behaviors and attitudes. For this reason interference of work and family was key concern for individuals and as well as for the organizations around the globe. This research was an attempt to analyze significant impacts of Work Family Conflict on job attitudes like Job Satisfaction, Job Burnout and Turnover intentions through mediation of Organizational Citizenship Behavior in banking sector of Pakistan. Findings demonstrated that Work Family Conflict was positively related with Job Burnout, Turnover intentions and negatively related to Job Satisfaction. OCB mediates the relationship between WFC and Job attitudes of employees.

Keywords: Work Family Conflict, Family Work Conflict, Job Satisfaction, Turnover intention, Job Burnout, OCB

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1. Introduction

Currently employees are probably more concerned with how to keep equilibrium between their work and family realms. Nobody can manage a satisfying and pleasing life without family, psychological satisfaction, social obligations and divine enlightenment. To sustain the wheel of life moving and striking it is essential to maintain the stability between life and work. Modern inclination such as pecuniary expansion, globalization and equal employment opportunities for both the genders has led to an increasing attentiveness on the impact of work life issues on the employee's attitudes. As work and family both are the most considerable constituent of an individual's life. During fulfilment of manifold responsibilities of work and family realm require immense time and vivacity. At the workplace, increased inclusive competition and the espousal of new technologies that permit workers to easily contact around the clock have amplified the demands of time, attention and work (Valcour, 2007). Scores of employees report considerable echelon of work and family conflicts as a result of trends at their place of work and home (Galinsky, Aumann, & Bond, 2009).

The Banking zone of Pakistan has been revolutionized from last several years. Number of competitors, the war of survival among the banks, financial conditions, regulations, political instability and power catastrophe affected this industry. Consequently not only their business volume is declining but the numeral transactions are also waning. Banking Sector of Pakistan is experiencing speedy turnovers due to all these reasons (Hunjra, Chani, Aslam, Azam, & Rehman, 2010).

The job of bank employees is also considered demanding and frequently recognized with intense workloads with long working hours, plentiful targets, stress, time restrictions, conflicting demands, unnecessary paper work and repeatedly customer workplace deviant behaviour. Extended working schedules and late timings are considered one of the reasons of work family conflict and Job Burnout.

This study is an attempt to investigate the reasons of Work Family Conflict and its impact on job related attitudes. This study is also an endeavour to grant a vanguard for the policy makers to avoid work life conflicts. This research can also be supportive for the implementation of family friendly policies and supportive work environment that can reduce the negative outcomes of Work Family Conflict and improve job related outcomes.

2. Literature Review

2.1 Work Family Conflict:

Conflicts are everywhere. No one can evade them not even individuals and organizations too. They are escalating day by day due to role demands and anxiety in both domains (Family and work). Although in the early years researchers might have assumed that work and family were two different domains (Brotheridge & Lee, 2005), however the past few decades, an ample of research and review articles have focused on the connection of the work and Family Conflict fields e.g. (Bellavia & Frone, 2005; Ford, Heinen, & Langkamer, 2007; Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985; Voydanoff, 2005). Work Family Conflict means a conflict of work and family unified roles. It is stated by (Greenhaus & Beutell, 1985) there is incessant change in the organizational as well as in individual's life. Meeting all these changes is tricky for both employees and organizations, so there are increasing issues for both employees and organizations as they have to settle these matters.

Work Family Conflict results in different negative job attitudes (Porter, Steers, Mowday, & Boulian, 1974). This adverse situation leads to multiple negative consequences not only the within but outside the both domains e.g. elevated absenteeism and turnover intentions. Previous research also has shown the continuous harmful results of work family interference on employees' Job Satisfaction, family life happiness, wellbeing, job anxiety, job recital, and intentions to leave an organization (Karatepe & Baddar, 2006; Karatepe & Bekteshi, 2008; Karatepe & Uludag, 2007, 2008; Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009).

WFC usually have two dimensions: work is capable to encumber with family and family can encumber with work. There are six facets of work and family conflict. WFC and FWC each is subdivided in three dimensions: time, strain, and behaviour based types of conflict. Work-family conflict is characterized by a type of inter/ intra role conflict, where the role demands and strain from work and family realm are reciprocally contrary to each other (Frone et al., 1992; Greenhaus & Beutell, 1985; Netemeyer, Boles, & McMurrin, 1996).

Literature also distinguish the time-based conflict and strain-based WFC (Golden, Veiga, & Simsek, 2006; Mesmer-Magnus & Viswesvaran, 2005; Oshagbemi, 1999). Time based conflict occurs when the amount of time devoted to one role makes it harder (or impossible) to complete the activities of another role (Edwards & Rothbard, 2000). Sometimes workers have to spend additional time for an explicit project or task. This situation prevents them from having the sufficient time to pick up their kids from school or there is no spare time left to do something else. It can be explained in terms of time based conflict when time pressure cause a bee in your bonnet with another role (Edwards & Rothbard, 2000). This adverse situation leads to multiple negative consequences not only the within but outside the both domains e.g. elevated absenteeism and turnover intentions. Previous research also has shown the continuous harmful results of work family interference on employees' Job Satisfaction, family life happiness, wellbeing, job anxiety, job recital, and intentions to leave an organization (Karatepe & Baddar, 2006; Karatepe & Bekteshi, 2008; Karatepe & Uludag, 2007, 2008; Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009).

2.2 Job Satisfaction

Locke, (1969) defines Job Satisfaction as a pleasing emotional condition that is the outcome of an individual's consideration regarding Job Satisfaction. (Oshagbemi, 2000) shows psychologically Job Satisfaction can be defined as individual's affirmative emotional reaction towards a specific job in organization. (Gill, 2008) defines that work force with elevated measure of reliance will demonstrate the elevated levels of Job Satisfaction. JS is the state of gratification that employee gains from that specific job and experience of job (Tanriverdi, 2008).

2.3 Job Burnout

The idea about burnout was initiated by (Freudenberger, 1974). It refers to the failure to perform efficiently in individual's job as a result of uninterrupted and extensive job linked traumas. job demands resources model is considered most successful and recent theory in the expansion of Burnout research (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). This model hypothesized that burnout as a product of workloads that lead towards exhaustion, and deficient resources makes it harder to meeting the demands and lead to cynicism. Empirical research widely supports this model calculations (Bakker, Westman, & Schaufeli, 2007). Job Burnout is an ongoing attrition of an individual's resources and vigour, which frequently results to exhaustion, cynicism, and low level of professional efficacy (dimensions of Burnout) in the organization. It is in fact an obnoxious state of brainpower regarding work

has attained a crucial altitude in nowadays workforce (Cordes & Dougherty, 1993). There are three facets of Job Burnout named as “emotional exhaustion”, “cynicism” and “lack of self-efficacy”. Emotional exhaustion characterizes the conviction of being emotionally worn out and fatigued by the disturbing demands of work (Demerouti et al., 2001).

2.4 Turnover Intentions

It is a cognisant and premeditated willingness to depart from the organization (Tett & Meyer, 1993). It is a psychological assessment and individual’s approach regarding to a specific job whether to persist or leave that profession (Jacobs & Roodt, 2007). (Chi & Yang, 2013) concluded that Turnover intention is also related to negative mood, the higher the worker’s depressing mood, and the more recurrent his/her supposed workgroup conflict, that results in to higher intention to leave.

2.5 Work Family conflict, job satisfaction, Turnover Intensions, job burnout and mediating role of the OCB:

There is also piece of evidence that Job Satisfaction of employees has been the most researched job behaviour related artefact coupled with Work Family Conflict and research has demonstrated complementary results (Amstad, Meier, Fasel, Elfering, & Semmer, 2011). Although Researchers testimony that WFC in negative relationship with Job Satisfaction (Beutell, 2010; Karatepe & Kilic, 2007). Employees with enormous Work Family Conflicts have been discovered less satisfied with their job (Allen, Herst, Bruck, & Sutton, 2000). (Panatik, Badri, Rajab, Rahman, & Shah, 2011) also discovered a negative connection between Work Family Conflict and Job Satisfaction.

OCB is known as unimpeded behaviour in organizations; this specific behaviour that is not legitimately delineated by job portrayal or by the person’s official role in the organization (Kohan & Mazmanian, 2003). It also refers to the employee helping his/her colleagues in their work without reward (Lo & Ramayah, 2009).

Actually members who are satisfied with their jobs and working conditions exhibit superior kind of OCB and successively it reflects on work performance. Swaminathan & Jawahar, (2013) also concluded a positive relationship between JS and OCB.

- **Hypothesis 1:** Work Conflict is negatively related to the Job Satisfaction.
- **Hypothesis 2:** OCB mediates the relationship between the Work Family Conflict and Job Satisfaction.

There is positive relationship between turnover intention and Work Family Conflict (N. Ali & Baloch, 2009). As Work Family Conflict increases the turnover intentions also goes high. WFC and FWC can be the predictor of turn over intentions (Haar, 2004). (Panatik et al., 2011) also concluded that as Work Family Conflict increases, turnover intention also increases. Work Family Conflict is also connected with turnover intentions because exit the job may be viewed as a technique to cope with the stress associated with Work Family Conflict (Bellavia & Frone, 2005). Alsam, Imran, Anwar, Hameed, & Kafayat, (2013) concluded that WFC has a positive impact on turnover intentions and the employees facing WFC are more likely to leave an organization in Banking Sector. It is suggested recently that the lack of willingness to demonstrate OCB or meagre Citizenship maybe an warning of employee withdrawal from the organization (X. Chen, 2005).

Mowday, Porter, & Steers, (1982); Podsakoff, Whiting, Podsakoff, & Blume, (2009) indicates that OCB has negative impact on turnover of employees and malingering. Chen,

Hui, & Sego, (1998) indicates that employees with lower levels of OCB have more chances to go away from an organization than employees with elevated levels of OCB.

- **Hypothesis 3:** Work Family Conflict is positively related to Turnover intentions.
- **Hypothesis 4:** OCB mediates the relationship between Work Family Conflict and turnover intentions.

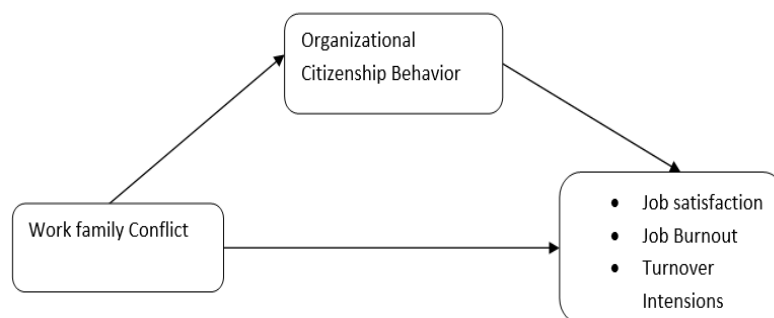
Work interference with family leads to the condition of emotional fatigue, such feelings have decreasing impact both efficient reactions to affective commitment to the job and towards the association (Chu, Baker, & Murrmann, 2012; Karatepe & Kilic, 2007). Work- family conflict is the strongest interpreter of Job Burnout as compared to the family-work conflict in numerous studies. The findings of this study indicate that there is a significant relationship between work-family conflicts towards Job Burnout. (E. A. H. Ali, 2006).

It can be argued that exhausted and stressed workers are too drained to endow assets like time and best effort in their work. For these explanations, it is appealing to assume that emotional exhaustion will precede withdrawal of help oriented behaviours. (E. G. Lambert, 2010) also concludes that Organizational Citizenship Behaviour is negatively related to Job Burnout and OCBs can help to reduce the Job Burnout.

Family and work conflicts are positively associated with Job Burnout. There for strain based conflicts, and behaviour based conflicts are also associated with Job Burnout. Statistically significant, strain based conflict has the largest sized consequences on Job Burnout. Interestingly, time-based Conflict has a non-significant association with burnout among the surveyed correctional staff (E. Lambert, Hogan, & Altheimer, 2010). On the basis of above literature review following hypothesis are proposed.

- **Hypothesis 5:** Work Family has positive impact on Job Burnout.
- **Hypothesis 6:** OCB mediates the relationship between the Work Family Conflict and Job Burnout.

Figure 1.1 Conceptual framework



3. Methodology

3.1 Population and sample

Convenient sampling technique was used for the present research. Total 450 questionnaires were distributed and 350 were received back with a response rate of 77 %. Most of respondents were under the age group less than thirty.

3.2 Measures

- Work Family Conflict was measured with the scale developed by (Netemeyer et al., 1996). Chronbach alpha for the work family conflict was 0.788 and it was acceptable.
- (Williams & Anderson, 1991) fourteen items scale was used to measure the Organizational Citizenship Behaviour as a Mediator. Chronbach alpha for Organizational Citizenship Behaviour was .87 and was quite good.
- Job Burnout was measured with Maslach Burnout Inventory–General Survey (MBI-GS) (Maslach, Jackson, & Leiter, 1996). Internal consistency for this scale was 0.75.
- Turnover intention was assessed with the three items scale from (Michigian Organizational Assessment Questionnaire from (Canmann, Fichman, Jenkins, & Klesh, 1979). Internal consistency for this scale was 0.88.
- Job Satisfaction was measured by Minnesota Satisfaction Questionnaire developed by (Weiss, Dawis, & England, 1967). Chronbach alpha for Job Satisfaction was 0.87 and it was quite good.

3.3 Data collection

Primary data was collected from public and private banks through structured questionnaire from both male and female employees of banks.

3.4 Statistical and data analysis

Statistical analysis was done through descriptive & inferential statistics. Pearson's correlation coefficients were used to analyse the relationships between variables. SPSS (20.0) was used to test the mediation procedures as described by (Baron & Kenny, 1986). To test the significance we used the (Sobel, 1982), as it symbolizes a careful, traditionalist, and acquiescent method to test mediation (Baron & Kenny, 1986). Bootstrapping resampling technique was used as described by the (Preacher & Hayes, 2004).

4. Results and discussion

Gender distributions of sample shows that 74% respondents are male, while remaining 26% are female. 76% respondents are married while 24 % are unmarried. Age distribution shows that 59 % respondents are less than age of 30.

Table 1
Descriptive statistics

		Frequency	Percentage
Gender	Male	256	74
	Female	91	26
Marital status	Marricd	266	76
	Unmarried	84	24
Age	Less than 30	206	59
	31-35	114	33
	35-40	26	7
	41-45	4	1

Table 2
Mean, std. Deviation and correlation

Variables	Mean	Std. Deviation	1	2	3	4	5
1) JS	2.2	.59	1				
2) WFC	4.2	.73	-.408**	1			
3) JB	3.5	.89	-.255**	.362**	1		
4) OCB	3.9	.41	.326**	-.257**	-.169**	1	
5) TI	3.5	.42	-.354**	.311**	.282**	-.248**	1

**Correlation is significant at $p < .01$.

Table 2 above shows a negative correlation of WFC with the Job Satisfaction with value of -.408. This illustrates that with increase in Work Family Conflict the Job Satisfaction decreases. The strength of relationship between Work Family Conflict and Job Satisfaction is moderate. This supports to our first hypothesis i.e. work family conflict has negative impact on job satisfaction. On the other hand Work Family Conflict has a positive correlation with turnover intentions (0.311) and Job Burnout (0.362). It means that increase in the WFC will increase the Job Burnout, turnover Intentions and decreased Job Satisfaction & OCB. These results support our hypothesis 3 and 5 i.e. work family conflict has positive relation with turnover intensions and burnout.

Table 3 shows the direct and total effect of independent variables and dependent variables and mediator. This Table also shows the results for all necessary regression analysis conditions as described by (Baron & Kenny, 1986) to check the mediation.

1. $b(YX)$ shows the effect of predictor X (Work Family Conflict) on Y(Job Satisfaction), so it's the beta coefficient.
2. $b(MX)$ This is the effect of predictor X(Work Family Conflict) on M mediator OCB. We have to establish the relationship between the mediator and both the IV and DV for the mediation. Result is significant with $P=.000$. This fulfils the 2nd condition for Mediation i.e. IV should effect the Mediator in a significant way.
3. $b(YM.X)$ This path shows the direct effect of Mediator OCB on the DV(Job Satisfaction), controlling for the effect of IV(Work Family Conflict) and it is significant on $p=.000$. In this way 3rd condition for the Mediation has also been fulfilled. These results support to our hypothesis i.e. OCB mediates the relationship between WFC and Job Satisfaction.
4. $b(YX.M)$, this path shows the total effect of IV (work Family Conflict) on DV(Job satisfaction), controlling for the effect of Mediator(OCB). This path is also significant. These results support to our hypothesis i.e. Organizational Citizenship mediates the relationship between Work family Conflict and Job satisfaction.

Table 3
Direct and total Effects to test the Mediation of OCB between WFC and JS

	β	S.E	T	Sig
1) b (YX)	-.33	.039	-8.3	.000
2) b (MX)	-.23	.046	-4.95	.000
3) b (YM.X)	.22	.043	4.82	.000
4) b (YX.M)	-.28	.039	-7.07	.000

In addition we perform the (Sobel, 1982), the results($z=-3.45$; $p< 0.001$) indicates that indirect effect exist within our model.

Table 4
Sobel and Bootstrap results for indirect effect

	Effect	LL95CI	UL95CI	Z	Sig
Sobel	-.049	-.077	-.0215	-3.45	.000
Bootstrap	-.049	-.078	-.024		

Finally we performed the (Preacher & Hayes, 2004). Table 4 shows the indirect effect of WFC on JS through an employee's OCB is (-.049) and the associated 95%-bias-corrected confidence interval is between -.078 and -.024 (5000 number of bootstrap resample). Because zero is not within this bias-corrected interval, the bootstrapping method supports our hypothesis that an indirect mediating effect exists.

Table 5:
Direct and total Effects to test the Mediation of OCB between WFC and TI

	β	S.E	T	Sig
1)b (YX)	0.34	.055	6.10	.000
2)b (MX)	-0.23	.046	-4.95	.000
3)b (YM.X)	-0.21	.062	-3.46	.000
4) b(YX.M)	0.29	0.56	5.10	.000

1. b (YX) shows the effect of predictor X (Work Family Conflict) on Y(Turnover Intentions), and this relationship is significant. This supports not only our first hypothesis but also fulfil the first condition of(Baron & Kenny, 1986) for mediation.
2. b (MX) This is the effect of predictor X(Work Family Conflict) on M mediator Organizational Citizenship Behaviour. We have to establish the relationship between the mediator and both the IV and DV for the mediation.
3. b(YM.X) This path shows the direct effect of Mediator OCB on the DV(Turnover Intentions), controlling for the effect of IV(Work Family Conflict) and it is also significant on $p=.0000$.
4. b (YX.M), this path shows the total effect of IV (work Family Conflict) on DV(Job satisfaction), controlling for the effect of Mediator(OCB). This path is also significant.

These results support to our hypothesis i.e. Organizational Citizenship mediates the relationship between Work family Conflict and Turnover intentions

Table 6
Sobel and Bootstrap results for indirect effect

	Effect	LL95CI	UL95CI	Z	Sig
Sobel	.050	.015	.086	2.80	.005
Bootstrap	.050	.014	0.10		

we use the (Sobel, 1982), as it signifies a meticulous, conformist, and assenting method to test mediation (Baron & Kenny, 1986). The result shows that indirect effect exist and significant at ($Z = 2.80$) and Bootstrap results also indicates that an indirect effect exists within our model because zero does not lies between both upper and lower limits.

Table 7
Direct and total Effects to test the Mediation of OCB between WFC and JB

	B	S.E	T	Sig
1) b (YX)	.025	.024	1.03	.000
2) b (MX)	-.126	.039	-3.20	.001
3) b (YM.X)	-.097	.033	-2.94	.003
4) b (YX.M)	.013	.024	.534	.005

b (YX) shows the effect of predictor X (Work Family Conflict) on Y(Job Burnout). This supports not only our hypothesis(Family Work Conflict has positive impact on Job Burnout) but also fulfil the first condition of(Baron & Kenny, 1986) for mediation.

1. b (MX) This is the effect of predictor X(Family Work Conflict) on M mediator Organizational Citizenship Behaviour. We have to establish the relationship between the mediator and both the IV and DV for the mediation. Result is significant at P value <.0001. This result fulfil the second condition for Mediation i.e. IV should effect the Mediator in a significant way.
2. b (YM.X) This path shows the direct effect of Mediator OCB on the DV(Job Burnout), controlling for the effect of IV(Work Family Conflict) and it is significant on P = .003. In this way 3rd condition for the Mediation is fulfilled.
3. B (YX.M), this path shows the total effect of IV (work Family Conflict) on DV(Job Burnout), controlling for the effect of Mediator(OCB). This path is also significant. These results support to our hypothesis i.e. Organizational Citizenship mediates the relationship between Family Work Conflict and Job Burnout.

Table 8
Sobel and Bootstrap results for indirect effect

	Effect	LL95CI	UL95CI	Z	Sig
Sobel	.0124	.0009	.0239	2.115	.03
Bootstrap	.0124	.0020	.0028		

The sobel test result shows that indirect effect exist and significant at ($Z = 2.115$, $p=.03$). Both the upper and lower limit for sobel test and Bootstrap associated 95%-bias-corrected (5000 number of bootstrap resample) support that, existance of indirect effect. Because zero is not within this bias-corrected interval,(both lower and upper limit). This result supports to our hyothesis i.e. Organizatioanl Citizenship Behaviour mediates the relationship between Work family Conflcit and Job Burnout.

5. Conclusion

The major and foremost purpose of the study was to investigate the effects of Work Family Conflict on the employee's attitude towards their job like Job Burnout, job turnover and Job Satisfaction under the mediation of OCB. Overall results were significant and supported the hypothesis. The results were consistent with the conception that work family leads to less Job satisfaction, increased Job Burnout and turnover intentions.

Work family conflict has negative impact on job satisfaction and positive impact on job burnout and turnover intensions. It means that employees facing augmented level of work family conflict are less satisfied from their jobs, more prone to burn outs and have more intention to leave the organization. Higher level of Work Family Conflict increases the turnover intensions. The results are in line with the previous studies e.g. Panatik et al., (2011). Employees who are facing conflicts among their jobs and life are more prone to turnover intentions and always look for new jobs to reduce the work family Interference. According to (Bellavia & Frone, 2005) exit the job may be viewed as a technique to cope with the stress associated with Work Family Conflict. Work Family Conflict also predicts less demonstration of Organizational Citizenship Behaviour which further cause the Job dissatisfaction and Burnout from job and ultimately results in the form of Turnover intentions.

Managerial implications

Employers must know the emerging importance of the quality of life in work and family realms. Managers and policy makers can reap the benefits by implementing the work and family enrichment policies which will ultimately lead the employees towards maximum performance. Flexible working schedules and family friendly policies should be introduced to maintain the work life balance and to avoid work family conflict. To triumph over Job Burnout and Work Family conflict caused by lack of sufficient time for family, worries related to job at home, the long working hours and job stipulates needs special modification. Thus the committed and satisfied human resources are the supreme asset of any organization.

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Contact e-mail: mohsinhust@gmail.com