

Work-Family Conflict and Organizational Commitment: Study of Faculty Members in Pakistani Universities

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This study examined the impact of work-family conflict on commitment to organization in public and private universities of Pakistan. The study also specifically determined work-family conflict and the degree of differences between men and women, single and married individuals, and faculty members of public and private universities. Seventy-two faculty members completed Work-Family Conflict Scale (Carlson, Kacmar, & Williams, 2000) and Organizational Commitment Scale (Allen & Meyer, 2000). Regression analysis suggested negative impact of work-family conflict on organizational commitment. As hypothesized, three-way ANOVA revealed that married faculty members had high degree of work-family conflict compared to single status faculty members, however no significant differences of work-family conflict were found between men and women or public and private university faculty members and the interactions were also insignificant. This study proposes that for married faculty members family load can lead to reduction in organizational commitment.

Keywords: work-family conflict, organizational commitment, gender, higher education faculty

Conflict occurs in all walks of life. Stress, caused by bearing load of many responsibilities can result in poorness of performance in any one (or more) of them, because the individual pays greater attention to those that interest him or her. This conflict of interest is commonly observed in full-time employees of any organization that maintain a family; nuclear or extended. Thus, Work-Family Conflict (WFC) causes an imbalance between work and family life, such that work affects family life or family life interferes with affecting outcomes such as organizational commitment, job satisfaction, and turnover (Akintayo, 2010). Greenhaus and Beutell (1985) define WFC as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”. Porter, Steers, Mowday, and Boulian (1974) define organizational commitment as “strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”. Organizational commitment is of three types, i.e., affective commitment, normative commitment, and continuous commitment (Allen & Meyer, 1990, 1996; Boehman, 2006; Canipe, 2006; Greenberg, 2005; Karrasch, 2003; Turner & Chelladurai, 2005). Affective commitment refers to the emotional bond and identification of the employees with the organization. Continuance commitment refers to the material benefits gained from being with the organization (Akintayo, 2010). While, normative commitment reveals a feeling of compulsion to continue employment (Jaros, Jermier, Koehler, & Sincich, 1993). The current study investigates a unidirectional family-work conflict, i.e., family interfering with organizational commitment, which includes all of the three forms of commitments among universities faculty members located in Rawalpindi and Islamabad (Pakistan). Furthermore, the study also determines the degree of difference between men and women, mar-

ried and single, and faculty serving public and private universities.

More than 75 years ago, many employees in the US were only conscious of maintaining their working hours largely oblivious of family demands, however since World War II because of labor unions employees became more conscious of working (fewer) hours and better pays and benefits so that they can balance their work and family life (Akintayo, 2010). Studies show that working overtime incurs cost to family life (Cole, 2004) and if the work is demanding it results in negative family outcomes and vice versa (Adebola, 2005).

Traditionally, researchers (Duxbury, Higgins & Mills, 1992; Frone, Russell, & Cooper 1997; Gutek, Searle, & Klepa, 1991) measured WFC unidirectionally but now investigations try to look at how families can interfere with work. Thus, Frone, Russell, & Cooper (1992), and Greenhaus and Beutell (1985) suggest that in order to get accurate measure of WFC researchers must consider both directions. According to these researchers, there are three forms of WFC, i.e., time-based conflict, strain-based conflict, and behavior-based conflict. Time-based conflict may occur when time devoted to performing one role makes it difficult to participate in another. Strain-based conflict suggests that strain experienced in engaging in one role intrudes and interferes with participating in another role, and behavior-based conflict occurs when specific behaviors required in one role are incompatible with behavioral expectation in another role. Subsequently, Gutek et al. (1991) proposed that these forms should be taken up in both directions such that Work Interference with Family (WIF) and Family Interference with Work (FIW) could be time-based, strain-based or behavior-based.

The study of WFC in relation to organizational commitment (Mowday, Porter, & Steers, 1982) is important to study (Allen & Meyer, 2000). Mayer, Salovey, and Caruso (2000) found that committed employees are more likely to remain with the organization and strive towards the organization’s mission, goals, and objectives than others. Therefore, if employees experience high levels of family-work conflict, their roles and responsibilities in family life interfere with the work and develop a negative affect towards the organization (Ajiboye, 2008).

Organizational commitment when individuals have WFC have become important because during the last few years there has been

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an increase in the workload which has lead employees to have less time for their families and vice versa (Akintayo, 2010). Studies suggest that conflict increases in proportion to the amount of time spent with family and work life (Duxbury & Higgins, 1994; Gutek et al., 1991). For managers, it is found that there is a significant relationship between WFC and the managerial efficiency (Popoola, 2008), and that WFC has become a significant factor in predicting organizational commitment as one of the important factors that influence work attitudes, job involvement, and career. Akintayo (2010) argues that WFC negatively correlates with affective and normative commitment. Nevertheless, the effect of WFC on continuance commitment still remains unaddressed.

From time immemorial women role has concentrated on mothering, so when married women work they face role struggle (Hussain, 2008). Married working women have to fulfill both work and family responsibilities increasing WFC. This conflict may have negative effect on managing their jobs ultimately influencing their organizational commitment. Duxbury and Higgins (1991), Higgins Duxbury and Lee (1994) and Gutek et al., (1991) have linked gender and WFC and suggest that gender differences affect the ability to balance work and family life in many ways. In particular, women face more conflict from the family domain and men face more conflict from the work domain (Jaros et al., 1993). Hochschild, Arlie, and Machung (1989) and Staines and Pleck (1983) also determine that women spend more hours on family responsibilities than men and thus spend more total hours in managing work-family responsibilities. Pleck, Staines, and Lang (1980) in addition found that there are specific factors for example, long working hours and scheduling mismanagement that adds to WFC and married women face WFC due to scheduling incompatibilities and married men fall in WFC due to excessive working hours.

Fewer women work outside their homes in Pakistan as compared to Western countries but during last decade or so this trend has changed; women work to support their family's fight against inflation and poverty (Hussain, 2008). Many of these women are married. Combating economic pressures in married couples results in high degree of WFC as compared to single individuals (Akintayo, 2010).

The current study aims to describe the relationship between continuance commitment and WFC and intends to find out the degree of difference between married and single employees, and men and women based on organizational commitment. Individuals working in public organization in Pakistan are less committed to their organizations than private organizations, because public organization employees have less stringent checks and balances on them (Ziauddin, Khan, Jam, & Hijazi, 2010). So based on this fact, researchers have tried to find out the degree of difference between public sector and private sector faculty members based on organizational commitment.

Hypotheses

Based on the above discussion, we propose, that there will be a negative correlation between WFC and organizational commitment. Married faculty members will express greater WFC and weaker organizational commitment than those who are single. Female faculty members likewise will have greater WFC and impoverished organizational commitment than male counterparts. And finally, faculty members at private universities will experience more WFC

and a weaker organizational commitment than faculty members at public universities.

Method

Sample

We solicited 38 male and 34 female faculty members from public (COMSATS Institute of Information Technology and International Islamic University) and private (Riphah International University, and Iqra University) universities located in Islamabad and Rawalpindi with an age range of 25 to 55 years and mean age of 34 years. Fifty-four percent of respondents worked in public universities and 46% in private. Forty-six percent of respondents were married and 54% were single. We distributed a total of 100 packets with two scales (see below) to 100 faculty members of whom only 72 (72%) responded. All the scales were self-administered.

Instruments

1. Work-Family Conflict Scale (WFCS; Carlson et al., 2000). This is a 9-item scale that measures family interference with work. Three items each measure different aspects of family interference with work, i.e., time-based, strain-based, and behavior-based work-family conflicts. Each item is measured on a 5 point Likert type scale, with 1 representing strongly disagree and 5 representing strongly agree. The composite scores on time-, strain-, and behavior-based conflicts can range from 3 to 15, where higher numbers represent greater conflict. The scale has high reliability ($\alpha = 0.89$), and high construct and content validities (Carlson et al., 2000).

2. Organization Commitment Scale (OCS; Allen and Meyer, 2000). This scale measures organizational commitment and consists of 24 items. Eight items each measure affective, normative, and continuance commitment and responses are made on 5-point Likert-type scale with 1 representing strongly disagree and 5 representing strongly agree. Each subscale composite score ranges from 8 to 24 with higher scores representing greater commitment. The scale has a fairly high reliability ($\alpha = 0.76$) and high construct and content validities (Allen & Meyer, 2000).

Procedure

All respondents were approached through university administration and appointments were sought before faculty could be met individually. After briefly explaining the nature of the study the researchers asked each participant for voluntary consent. Those who declined did not become part of the study. Both scales were self-explanatory, however if clarifications were needed they were given at that time or later on if the need arose. The scales were self-administered and completed at respondents' leisure. Some were collected at the time of meeting, while others later after the participant had completed them. Issues pertaining to family-work conflicts were addressed in the meeting and if the participants needed clarifications they were given.

Results

Regression analysis revealed a significant negative relationship ($\beta = -0.42, p < .05$) between WFC and organizational commitment.

This translates into 16% of variance caused by WFC on organizational commitment, expressing a significant negative relationship with organizational commitment in all faculty members (Table 1).

Table 1
Regression Analysis of WFC and Organizational Commitment

Model	B	SE	β	t	p
Constant	47.21	7.11		6.63	
WFC (FIW)	0.89	0.24	-0.42	3.72	.001
$R = -.419$					
$R^2 = 0.176$					
$\Delta R^2 = 0.163$					

Table 2
2 (Gender) X 2 (Marital Status) X 2 (University) ANOVA for WFC

Source	SS	df	MS	F	p
Gender	53.02	1	53.02	1.32	.25
Marital Status	643.02	1	643.02	16.05	.001
University	15.64	1	15.64	.39	.53
Gender X Marital Status	.14	1	.15	.004	.95
Gender X University	24.04	1	24.04	.60	.44
Marital Status X University	30.87	1	30.87	.77	.38
Gender X Marital Status X University	.60	1	.60	.02	.90
Error	2483.58	62	40.06		

Table 2 shows three-way ANOVA for gender, marital status, and university for WFC. There is a significant main effect of marital status on work family conflict, $F(1,62) = 16.05, p < .001$, indicating that married faculty members ($M = 32.81, SD = 6.36$) exhibited greater WFC compared to single faculty members ($M = 26.36, SD = 6.02$). No other main effects or interactions were significant.

Discussion

The current study determines the impact of WFC on organizational commitment among faculty members of Pakistani universities. The findings of the study revealed that WFC has a negative impact on commitment of faculty members in their workplaces which supports the research hypothesis. These findings support Akintayo’s (2010) data that reported a negative impact of WFC on organizational commitment in industrial workers of Nigeria. Findings are also consistent with other studies indicating that WFC has an impact on several variables like commitment, personality, self-efficacy, and leadership style (Ciarrochi, Chan, & Caputi, 2000) and that WFC particularly is negatively associated with affective and continuance commitment, which are the dimensions of organizational commitment (Ansari, 2011; Frone et al., 1992; Parasuraman, Greenhaus, & Granrose, 1992). According to Greenhaus and Beutell (1985) it is the inter-role conflict which causes role pressures from the work and family domains which consequently results in low organizational commitment.

Married faculty expressed higher degree of WFC than faculty th-

at were single. The reason could be the traditional dual role of women as they manage their household along with job responsibilities (Hussain, 2008). This finding is in line with Collins and George (2004) who reported that married individuals face dual challenges of marital life and workplace which results in low commitment and effectiveness both at home and workplace.

The study also concluded no significant difference between the WFC of male and female faculty members, which contrasts with Akintayo’s (2010) study. One reason of this may be that working couples in Pakistan live under joint family system; intensity of WFC for women can reduce because other members of family such as parents and siblings provide support.

Findings further detected no difference between faculty members either belonging to public or private universities. This may be due to small sample size, which is the main limitation of this study. Another justification for this can be that both public and private universities are functioning under the same culture, values, and working ethics and thus are not very different when it comes to tasks carried out by faculty.

Limitations and Recommendations

The current study only investigates WFC focusing on family to work domain so future studies can be conducted with similar patterns utilizing other dimensions of WFC. The research work can further be expanded with the inclusion of moderation effect of other variables like culture and ethnicity using larger samples.

Conclusions and Implications

The current research work concludes that WFC has significant impact on organizational commitment of faculty members working in the universities of Pakistan. Considerable negative relationship exists between WFC and organizational commitment. Study further found married faculty members to have high level of WFC as compared to single status faculty members while no differences were found either across gender or faculty working at public-private universities. These results have implications for university administration to design workloads that reduce WFC in employees and increase organizational commitment.

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