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## **Impact of Work Life Conflict on Job Satisfaction: Special Reference to Ceylon Electricity Board-Sabaragamuwa Provincial Office**

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### **Abstract**

*Ceylon Electricity Board (CEB) is a body corporate for electricity undertaking in Sri Lanka. It conducts its massive duties to the Sri Lankan public through generation, transmission, distribution & other services. One of the major problems with the CEB work force is, many non-executive staff in CEB Sabaragamuwa were facing problem of work life conflict situation. At present the conflict between work and family has become a crisis for organizations. With the increase in dual family parents, more job demand and long working hours made it almost impossible to create a balance between work and family. This situation automatically reduces job satisfaction of the employees and then affect to the productivity and profitability of the organization. The overall objective of this research was to analyze the factors related to work life conflict and its impact on job satisfaction at CEB-Sabaragamuwa Provincial Office. The study utilized primary data and a sample of 120 chose in accordance census method including non-executive staff employees in CEB-Sabaragamuwa Provincial Office using already developed self administered questionnaire. Pearson correlation test and Regression analysis was carried out to develop the model. The results revealed that the job satisfaction is inversely affected by the two aspects of work life conflict, work to family conflict and family to work conflict. Further, family to work conflict identified as the most critical predictor. Ultimately work life conflict of non-executive staff employees of CEB negatively impacted on their job satisfaction. The relationship between work life conflict and job satisfaction was contrary to each other. It would be worthwhile for CEB to increase the Job Satisfaction of non-executive staff employees through introducing work life balance policies.*

**Keywords:** *Job Satisfaction, Work Life Conflict, Work to Family Conflict, Family to Work Conflict*

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### **Introduction**

Globalization has changed the world into a global village. This change has pushed the organizations for striving hard to gain and sustain their competitive advantage, by reducing cost, increasing profits and enhancing the operations. The changing world also makes the changes in the organizational culture. Organizational changes have changed the work style. The long working hours, work pressure, use of modern technology made it difficult for employees to keep a balance between their job and personal life. This situation gave rise to the greatest challenge of human resource management (Nadeem 2009).

The families now need two income sources to maintain the same standard of living. In a growing number of dual-income families, employees of both sexes are now juggling with care giving and household responsibilities that were once managed by a stay-at-home spouse. Therefore, family responsibilities affect the work performance in the job. When family responsibilities become a hindrance to perform work effectively it becomes Family to Work

Conflict (FWC). Moreover, the work related stress, work pressure, long working hours which are main factor of Work to Family Conflict (WFC) (Duxbury, 2001).

Most of the results proposed that when the work-family conflict arises, job satisfaction goes down (Kossek 1998). Many reports have the similar outcome, discovering that work-family conflict is significantly negative related to job satisfaction (Burke 1999).

Bedian (1988) found that an employee faces different family problems along with their job responsibilities. Employees having multiple roles of childcare and job responsibilities, reduces job satisfaction and increases the family to work conflict (Osoian 2010). This study is aimed to discuss the impact of work life balance on job satisfaction of workers in CEB.

### **Problem Statement**

One of the major problems with the CEB work force is many non- executive staff in CEB Sabaragamuwa are facing problem of work life conflict situation. At present the conflict between work and family is become a crisis for the organizations. This situation automatically reduces job satisfaction of the employees and then affect to the productivity and profitability of the organization.

In proving this situation, researcher gathered primary data through a preliminary survey. It has done by distributing already developed self administered questionnaire among 15 employees working under Human Resource, Construction and Revenue and Expenditure branches of CEB. The questionnaire distributed for the affirmation of the work life conflict with the CEB employees. All scales were transformed into a 1-5 Likert type, in which respectively from 5 to 1 representing strongly agree, agree, neutral, disagree and disagree. The 65 percent of the sample who were working under the department of Human Resource, Construction and Revenue and Expenditure were no more time stay at home (time spend for domestic activities were 4-6 hour) and 58 percent employee suffered from stress related diseases such as frequent headaches. And also their job interfered with their responsibilities at home, such as yard work, cooking, cleaning, repairs, shopping, paying the bills and child care. As well as home life interfered with their responsibilities at work, such as getting to work on time, accomplishing daily tasks or working overtime. In addition, majority of sample were tired of doing some of the things that they like to do at home and 85 percent of the employees were at lower level of job satisfaction.

According to above evidence, in CEB in Sabaragamuwa there was no proper balance between work and family life. When the demand of job or personal life increases, it creates an unbalanced situation and resulted work life conflict.

Therefore, the objective of this research was to analyze the factors related to work life conflict and its impact on job satisfaction of Non-executive staff employees, at CEB, Sabaragamuwa Provincial Office.

### **Literature Review and Conceptual Framework**

#### **Job Satisfaction**

The extent to which the people like (satisfaction) or dislike (dissatisfaction) their jobs can be defined as job satisfaction (Aziri, 2011). Job satisfaction is the level of satisfaction that a person feels regarding his or her job (Hassan et al, 2011). This feeling is mainly based on an individual's perception of job. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization and the way that the

management treats the employee (Spector 1997). The emphasizes are employee's attitudes and views about the work and environment and the employee's affection awareness towards work (Wiess 1967). The difference respect regards satisfaction level as the difference between the value one obtains from his/her working environment and the expected reward. The smaller the difference, greater the level of satisfaction and vice versa. Reference frame respect emphasizes the employee's affection reaction towards specific work dimensions.

### Work Life Conflict

A person plays different role in the span of life, which include roles from work (worker, employer) and non-work (father, spouse, friend and sibling). Work Life Conflict (WLC) exists when time and energy demands to satisfy one role make it difficult to participate in other (Duxbury 1991). Work life conflict also defined as push and pull between family and work responsibilities (Burke 1999).

The term work life conflict used contradictory with work life balance. Work life balance (WLB) is defined as a state of equilibrium in which the demands of both a person's job and personal life are equal (Burke 1999). However, when the demand of job or personal life increases it creates an unbalance situation and resulted in work life conflict. Creating a balance with job responsibilities and family responsibilities is a dilemma for the employees and almost impossible due to turbulent work environment and fast moving economic development across the globe which resulted in demanding jobs and long working hours (Nadeem 2009). Work life conflict can be categorized in to two parts as work to family conflict and family to work conflict (Nadeem 2009).

### Work to Family Conflict (WFC)

When work takes priority over family it is work to family Interference. This type of conflict is mostly seen in male employees as they are more committed toward their work responsibilities in relation to the family responsibilities. However, women are not fully exempted with this type of conflict (Burke 1999).

Organizational changes such as downsizing, restructuring and amalgamate increment in workloads & work stress and decrease job security have resulted in work family conflict. Increasing rate of inflation and perceived higher living standards pushed more women in to the labor force. The families now need two incomes to maintain the same standard of living (Burke 1999). Women are also allowed to enter in the work force due to the change of the role of women in the society. In the past the women were considered as responsible for household responsibilities and so that they had limited access to market, education and health care as well. The changing social and cultural setups in late 80s, created a new endeavors for women.

### Family to Work Conflict (FWC)

When family responsibilities become a hindrance to perform the work effectively it becomes Family to Work Conflict (FWC) (Nadeem 2009). Many factors that contribute to intensify family to work conflict, mainly includes family responsibilities such as child and elderly care. The conflict between work and family is now become a crisis for the organizations. With the increase in dual family parents, more job demand and long working hours made it almost impossible to create a balance between work and family (Nadeem 2009).

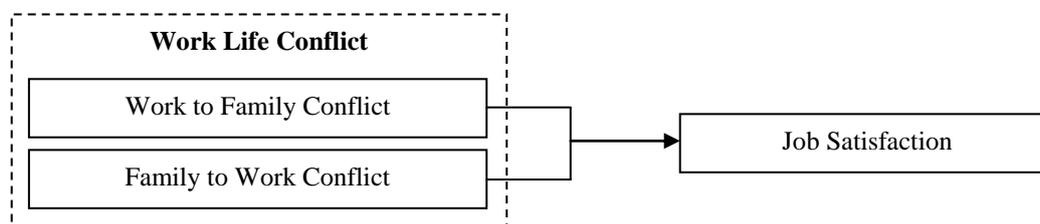
## The Relationship between Work Life Conflict and Job Satisfaction

Many researchers conduct empirical researches on the relationship between work-family conflict and job satisfaction; however, the results are not quite the same (Kossek 1998). Most of the results have proposed that when the work-family conflict arises, job satisfaction goes down (Kossek 1998). Many reports have the similar outcome, discovering that work-family conflict is significantly negative related to job satisfaction (Bedeian 1988). Nevertheless, some researcher's empirical results showed there was no significant relationship between work-family conflict and job satisfaction (Wiley 1987). Work-family conflict is often negatively related to job satisfaction. Employees who view their work as a difficult factor to satisfy their family roles will likely be less satisfied with their job as it seen as the source of the conflict. Employees, who feel less conflict between work and family demands, satisfied more with the job (Kossek 1998). According to Wiley (1987) came up with the similar results that supported family to work conflict is negatively correlated with job satisfaction. Kossek (1998) also found that employees with elderly care and child care have a problem to copewith their work responsibilities which decreases their job satisfaction.

### Conceptual Framework

The figure 01 indicates the conceptual framework of the study.

Figure No 01: Conceptual Framework



### Dependent Variable

The dependent variable is the one, which is affected by the independent variables. The job satisfaction was the main dependent variable. Job satisfaction can be defined as an overall feeling about one's job or career in terms of specific facets of the job or career (Thompson 2003).

### Independent variable

The independent variable is a one, which affects the dependent variable in a positive or negative way. Work life conflict is the main independent variable, defined as push and pull between work and family. The work life conflict is measured by, its two aspects family to work conflict and work to family Conflict (WFC) (Nadeem, 2009).

#### *Work to Family conflict*

When work takes priority over family it is work to family conflict. Long working hours, job related stress and work overload are the main reasons associated with work to family conflict (Nadeem 2009).

#### *Family to Work conflict*

When family responsibilities become a hindrance to perform the work effectively it becomes Family to work conflict. Many factors contribute to intensify family to work interference which mainly includes family responsibilities such as child and elderly care (Nadeem 2009).

## Method

This study is a quantitative research based on positivistic paradigm where the researchers use deductive reasoning approach to test the already developed hypothesis. The researcher claims to understand the research problem by recognizing causes and effects, reduction of theories, hypothesis, research questions and use of quantitative measurement to test theories.

The population of the study is including very few numbers of employees. Therefore sample size is decided according to the census method and sample has comprised 120 non-executive staff employees at CEB-Sabaragamuwa Provincial Office. This study has mainly based on primary data and data were generated by using structured questionnaire. All items were measured on a 5 points Likert scale from strongly disagree to strongly agree. Job satisfaction was measured using five items adapted from Mosammad Mahamuda Parvin (2011) job satisfaction scale and present study has utilized six items. Work life conflict was assessed using twelve items adapted from Muhammadi Sabra Nadeem (2009) work life conflict scale and this study has also assessed twelve items.

The model of SPSS has been used to analyze the data. Pearson Correlation and Regression Analysis have been applied as statistical tools.

## Results

In this research, Pearson's Correlation Analysis and Regression Analysis were utilized to test the following two hypotheses.

H1: There is a negative relationship between job satisfaction and work to family conflict.

H2: There is a negative relationship between job satisfaction and family to work conflict.

## Correlation Analysis

Table No 01: Results of the Correlation Analysis

Dimension	Correlation Coefficient	P – value
Work to Family Conflict	-0.305	0.001
Family to Work Conflict	-0.693	0.000

According to the results of the Pearson's Correlation Analysis, Work to Family Conflict and Family to Work Conflict were significantly correlated with the Job satisfaction, since P values of those two variables were less than 0.05 significance level. When concerning the correlation coefficient, both have presented a negative correlation with the Job satisfaction.

## Regression Analysis

### Model Summery

Table No 02: Results of the Model Summery

Figure	Value
R	0.718
R <sup>2</sup>	0.516
Adjusted R <sup>2</sup>	0.508
Standard Error of Estimation	0.662

R-square tells how much of the variation of the dependant variable is explained by the independent variables. According to the results, from the total variation of job satisfaction 51.6% has explained by the Work to Family Conflict and Family to Work Conflict. Then

48.4% of variance of job satisfaction has explained by other influencing factors, which were not covered by this study.

The adjusted R square explains extent to which the model is fit for the population. The adjusted R square of the study was 0.508 and it indicated that the sufficient portion of the model (50.8%) is fit for the population.

### Analysis of variance (ANOVA)

Table No 03: Results of the Analysis of Variance

Model	Sum of Squares	Degree of Freedom	F	Significant
Regression	54.652	2	62.356	0.000
Residual	51.273	117		
Total	105.925	119		

The above table no.03 has revealed that 105.925 from total sum of squares, 54.652 can be explained by regression and 51.273 has explained by residual value. Hence, the model was statistically significant, since relatively large portion of model has explained by regression. As per the above information P value was 0000. Therefore, the statistical evidence of the model supported to reject the null hypothesis (P value < 0.05). It concludes that the overall fitted model can be applied significantly for predicting the job satisfaction of the employees.

### Summary of the Coefficient Table

Table No 04: Results of the Coefficient Table

Predictor	Coefficients ( $\beta$ )	Standard Error	Beta	T	Sig.
Constant	5.083	0.189		26.876	0.000
Work to Family Conflict	-1.153	0.052	-0.192	-2.938	0.004
Family to Work Conflict	-0.413	0.040	-0.660	-10.112	0.000

According to the coefficients table, Work to Family Conflict and Family to Work Conflict were significant, since P values of those two variables were less than 0.05 significance level.

Based on the results of the above analysis, the equation of the regression can be depicted as follows.

$$Y = 5.083 - 1.153X_1 - 0.413 X_2$$

Where,

Y = Job Satisfaction

X<sub>1</sub> = Work to Family Conflict

X<sub>2</sub> = Family to Work Conflict

$\beta$  value represents the extent to which the value of the independent variable contributes to the variance of the dependent variable.

The constant have the unstandardized  $\beta$  value as 5.083. It indicates the value of the Job Satisfaction, when all of the independent factors remain constant.

$\beta$  value of Work to Family Conflict suggests that, if Work to Family Conflict component is increased by one unit, Job Satisfaction will decrease by 1.153 units when all of other variables remain constant and as same as coefficient of the Family to Work Conflict indicates, when it is increased by one unit, Job Satisfaction will decrease by 0.413 units.

Work to Family Conflict has the highest  $\beta$  value and it is the most influential factor for the employee's job satisfaction. Further, all the explanatory variables which were in the regression equation negatively influenced for the job satisfaction of the employees.

## **Findings of the Study**

### ***Job Satisfaction and Work to Family Conflict***

Results of the Correlation and Regression Analysis revealed that there is a negative and significant correlation between work to family conflict and job satisfaction ( $r = -0.305$  &  $\beta = -0.153$ ). The job responsibilities when coincide with family responsibilities gave rise to work and life conflict, which decreases job satisfaction. Many researchers have frequently used the relationship between work to family conflict and job satisfaction as contrary to each other. Nadeem (2009) revealed in his research that work to family conflict have a negative relationship with Job Satisfaction. Janasz (2007) also found that the increment of the work interference in the family responsibilities decreases the job satisfaction. Spector (1997) found that work family conflict is negatively related to several variables linked to job satisfaction. Wiley (1987) revealed in their research that satisfaction with work/life balance is a major component of employee's job satisfaction. However, job satisfaction is found to be increased when a balance is kept between work and family life (Maeran 2013).

### ***Job Satisfaction and Family to Work Interference***

Correlation and Regression Analysis revealed a negative and significant relationship between job satisfaction and family to work conflict ( $r = -0.693$  &  $\beta = -0.413$ ). Former studies by Wiley (1987) come up with the similar results that support that family to work conflict is negatively correlated with job satisfaction. Kossek (1998) also found that employees with elderly care and child care have a problem to cop their work responsibilities which decreases their job satisfaction. He further added that an employee faces different family problems along with their job responsibilities which decrease s job satisfaction.

## **Discussion and Recommendation**

The key findings of the study show that the work life conflict has a negative relationship with job satisfaction among non-executive staff employees of CEB. Moreover, work to family conflict and family to work conflict is negatively related to the job satisfaction. Kossek (1998) mentioned that the management of conflict between work and family responsibilities has become a critical challenge for organizations. The present study indicates that non-executive staffs of CEB Sabaragamuwa operate under such conflict and consequently, CEB Sabaragamuwa and their managers should seek to address this conflict.

The findings of this study offer suggestions to improve the job satisfaction through them work life balance. A supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse effect on job satisfaction. Different policies and strategies are needed for the people at different type jobs and at different stages of their career. As one of the largest employer of any country, government should require to introduce appropriate policies in the area of work life balance. Further,

CEB need to undertake initiatives to improve employee's healthy eating habits and should offer stress management programs which include stretching, yoga and counseling programmes. Human resources policies can be used to increase work-life balance include implementing time off in lieu of overtime pay arrangements, providing a limited number of days of paid leave per year for child care, elder care or personal problems.

CEB can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family friendly policies flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility. In addition, employers may provide a range of benefits related to employees' health and well-being, including extended health insurance for the employee and dependents, personal days and access to programs or services to encourage fitness and physical and mental health. Still, other practices may support children's education, employee's participation in volunteer work or facilitate phased retirement.

It is important to allow flexible time schedule for the employees to determine the start and end times of their working day, provided a certain number of hours is worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour.

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