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Work-family conflict and organisational role stress examining the relationship among women employees from banking sector in Chennai city

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Abstract: I think it's no secret that I've tried to take chances in my career and also in my life, and I believe to not live in fear.

- Nicolas Cage

The present study extensively investigated the relationship between work-family conflict which result in organisational role stress, and the study aims to find out the level of organisational role stress among women employees in banking sector. The study also identified that relationship between organisational role stress and the outcome variable life satisfaction. The data were collected from 108 women employees using a structured questionnaire. The results of the analysis proved that women with high work pressure and conflict experience greater stress which reflects on their life satisfaction. Counseling, and opportunities for self development along with training programme and supportive behaviour of family members can help to safe guard work family conflict experienced by working women. When the work environment is conducive for the working women it will increase their life satisfaction..

Keywords: Work-family conflict, Organisational role stress, Life satisfaction, Women.

I. INTRODUCTION

Conflict is an inherent process in the changing of teams and organizations, as it is present in interpersonal relations, intra-group and intergroup relations, in strategic decision-making, and other organizational episodes (Medina, Munduate, Dorado, Martínez, & Guerra, 2005). Over the last two decades, researchers have begun to recognize that the various sphere of an individual's life relate with one another and must be considered in an combined manner and within a common framework (Kanter, 1977; Korman & Korman, 1980). Two broad dimension that have developed research attention are work and family (Gutek, Searle, & Klepa, 1991; Hepburn & Barling, 1996; Rice, McFarlin, Hunt, & Near, 1985). The term Work Life Conflict (WLC) used counter with Work Life Balance (WLB). Work life balance (WLB) is defined as a state of equilibrium in which the demands of both a person's job and personal life domain are equal. (Lockwood 2003). However, when the demand of work or personal life increases it creates an instability situation and resulted in work life conflict. Creating a equity with job responsibilities and family responsibilities is a dilemma for the employees and almost beyond control due to disordered work environment, and fast moving economical development across the globe which resulted in critical jobs and long working hours.

The access of women into the work force is outstanding in numbers than any other time in history (Alvi,1994) the twin earners families have good pay back cheques and other motivation but at the cost of their family life. The major problem these couples confrontation is child care. In a developing number of dual-income families, employees of both gender are now juggling with care giving and ordinary responsibilities that were once managed by a stay-at-home spouse (Higgins, Duxbury 2001). When family responsibilities become a barrier to perform the work completely it becomes Family to Work Interference (FIW). Many factors devote to reinforce family to work interference which mainly includes family duty such as child and

elderly care. The conflict between work and family is now become a dilemma for the organizations. With the increase in twin family parents, more job demand and long working hours made it almost hopeless to create a balance between work and family.

Work-family conflict has been the central point of the extent of analysis that looks into the meeting points between work and family (Barnett, 1998; Greenhaus & Parasuraman, 1999). Work-family conflict is evidence as an inter-role conflict which arises due to the disagreement or absence of fit, in terms of roles at work and family. It is yet defined as “a form of inter-role conflict in which the role stress from the work and family sphere are mutually incompatible in some respect”. Furthermore, work-family conflicts are narrow out from situations of tough time demands and stress, which can be outlined back in a particular role that lost-over to other role, which results in the disorder of the quality of life, and behaviours that were relevant in one domain (such as work) but are seen as irrelevant in other domain (such as in the home) when “demands from family and work were fairly mismatched and meeting demands of one field created dilemma in meeting demands of other field, it led to work-family conflict”.

II. LITERATURE REVIEW

Work-Family Conflict

Greenhaus and Beutell (1985) and Kahn and his colleagues (1964) investigated work-family conflict as a uni-dimensional organize despite the fact that the definitions they had provided suggested that work affected family and family affected work which implies a bidirectional relationship.

The work-family conflict facet was defined as a form of inter-role conflict developed as a result of general demands and strain constituted by the job intrusive with one’s ability to perform family related duty (Netemeyer et al., 1996). In contrast, Netemeyer et al. (1996) defined the family-work conflict facet as role conflict resulting from general requirement and strain created by the family interfering with an employee’s ability to perform responsibilities related to work.

Stress

Patel (1996) stated that “stress is a distinct response the body makes to all non-specific demands. It does not have any relation with the direction it occurs when the requirement we perceive outpace the effects we think we have, the body and mind are provoke and geared up either to fight the change or flee from the position to avoid harm”

Stress is defined as an case or situation that is perceived as aggressive, demanding or assert (Hardie, Kashima, & Pridmore, 2005). Lazarus and Folkman (1984) defined stress as a relationship between a person and their environment which is assessed as taxing and exposed his or her wellbeing.

Outcome Construct

Life satisfaction reviewed as a “constituent component of subjective well-being” life satisfaction is a “distinct construct exhibiting the cognitive and global assessment of the quality of one’s life as a whole” (Pavot & Diener, 2008, p. 137; Pavot & Diener, 1993). Life satisfaction present as a perceptual judgment of an individual’s life, which is related to, but distinct from the emotional components of subjective well-being (Lucas, et al., 1996).

“Diener et al., (1985) have construe satisfaction of life as individuals assessment of his/her complete life time positively, according to the criteria he/she determined. Satisfaction of life is the intellectual component of subjective well-being and contains observation between individual’s perception of criteria and living conditions, thus evaluation about life. (Cecen, 2007).

III. RESEARCH METHODOLOGY AND INSTRUMENTS**Methods**

The study measures work-family conflict, organisational role stress and the impact on outcome variable life satisfaction among women professionals. This is a descriptive research because it aims at describing the relationship between WFC, ORS and life satisfaction.

Instruments

Work-family conflict was measured using a scale developed by Kopelman, Greenhaus, and Connelly (1981) it consist of 24 items. Organisational role stress (ORS) consist of 50 items with different factors such as inter-role distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self-Role Distance (SRD), Role Ambiguity (RA), Resource Inadequacy (RD). To measure the ORS, the tool developed by Udai Pareek (1982) was used. Life Satisfaction scale developed by Diener et al. (1985) was adopted for the study. The professionals responded to on a 5- point scale (1-Strongly Agree; 2 -Agree; 3 -Undecided; 4 -Disagree; 5 -Strongly disagree)

Sampling Technique

In this study, in determining the size and nature of sample, women have been selected from banking sectors (i.e) women who work in bank from all regions of Chennai city. The sample size is 108. The random sampling has been chosen as it is more ideal and suitable for selecting the sample from the above category. The study measure work-family conflict, ORS and life satisfaction among the women professionals.

IV. OBJECTIVE OF STUDY

- ❖ To examine the relationship between Organisational role stress (ORS) and work family conflict among women employees working in banking sector.
- ❖ To measure the extent of work family conflict and ORS on life satisfaction.

V. LIMITATION OF STUDY

- ❖ Time is a major restriction hence the information collected was limited.
- ❖ The study is limited to women employees in banking sector, Chennai
- ❖ Size of the sample preferred for research may be contemplated as small; hence the result of this study might not be fully reliable for generalization.
- ❖ The respondents were asked to give their practical views and not the ideology, but the personal biases of the respondents might have affected the results.

VI. STATISTICAL ANALYSIS**Hypothesis**

H₀: There exists no significant difference between Work-family conflict and organisational role stress.

H₁: There exists a significant difference between Work-family conflict and organisational role stress.

Table. 1 T-test showing difference between work-family conflict and Organisational role stress

Variables	High		Moderate		Low		“t” Value	Sig
	Mean	Std	Mean	Std	Mean	Std		
Inter-role distance (IRD)	9.24	5.20	9.10	4.42	7.14	4.65	8.843	0.00
Role Stagnation (RS)	8.34	5.30	8.48	4.62	7.66	4.42	3.845	0.024
Role Expectation Conflict (REC)	8.01	5.47	8.40	4.20	6.22	4.34	4.414	0.011
Role Erosion (RE)	8.54	5.17	8.12	4.41	8.42	4.46	0.482	0.614
Role Overload (RO)	8.58	5.30	8.62	4.67	7.22	4.82	5.224	0.004
Role Isolation (RI)	8.42	6.10	8.61	4.97	7.82	5.54	2.412	0.062
Personal Inadequacy (PI)	8.44	5.16	8.71	4.47	6.94	4.82	1.332	0.242
Self-Role Distance (SRD)	8.31	5.23	8.16	4.68	6.42	4.62	3.130	0.065
Role Ambiguity (RA)	6.29	4.33	7.61	5.10	6.82	4.67	4.460	0.012
Resource Inadequacy (RIN)	8.16	5.50	8.00	4.81	6.54	5.12	2.406	0.041

Interpretation

It is clear from the table that six variables (IRD, RS, REC, RO, SRD, and RA) have significantly contributed towards work family conflict among women employees in banking sector. It was concluded from the “T” test analysis that there is significant difference between Work family conflict and organisational role stress. It was noted that those who are having higher work-family conflict had higher IRD, REC, RS, RO, RE, and RIN. RS, SRD and RA are significant at 0.05 levels. Hence the tested hypothesis is that “there would be a significant difference between work family conflict and organisational role stress is partially accepted. The results implied that women who are having more work-family conflict feel highly stressed.

Regression

Hypothesis

H₀: There exists no relationship between ORS and work family conflict among women employees from banking sector.

H₁: There exist relationship between ORS and work family conflict among women employees from banking sector.

Table.2 Multiple regression analysis on the criterion variable work related stress and work-family conflict among employees from banking sector.

Coefficient of determination and f value

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate	ANOVA F	Sig
Work-family conflict	0.123	0.175	0.023	0.39	7.446*	0.01

Variables in the multiple regression analysis

Variable	Unstandardized Coefficients	Standardized of B	Standardized Coefficients of beta	T	Sig.
Work-family conflict	2.84	0.001	0.122	2.17**	0.05

Note: *Significant at 0.01 Level; ** Significant at 0.05 Level; NS – Not Significant; n=108.

Interpretation

From the above table it is inferred that R² value as 0.175, Beta value of WFC is 0.122. The obtained ‘T’ value 2.17 is significant. Hence the stated hypothesis that “there exists some relationship between ORS and work family conflict among women employees working in banking sector” is accepted. The present situation shows that the women participation in today’s workplace consist of global labour force from both gender and also there is an increase in dual earning couples to meet their demands. So the individuals are in a situation to take up multiple role responsibilities. When these demands cannot be

accomplished due to non-availability of time or lack of support from the family this situation result in conflict. With the advancement in technology the individuals role demands ultimately increases and resulted in increased stress and pressure at work and at home.

Hypothesis

H₀: There exists no significant difference between organisational role stress and work family conflict among employees working in banking sector.

H₁: There exists a significant difference between organisational role stress and work family conflict among employees working in banking sector.

Table.3 Multiple regression analysis on the criterion variable work related stress and work-family conflict among employees from banking sector.

Coefficient of determination and f value						
Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate	ANOVA F	Sig
Work-family conflict	0.183	0.23	0.27	0.4	5.207**	0.05

Variables in the multiple regression analysis					
Variable	Unstandardized Coefficients	Standardized of B	Standardized Coefficients of beta	T	Sig.
Work-family conflict	-1.10	0.005	-0.163	-2.182**	0.05

Note: *Significant at 0.01 Level; ** Significant at 0.05 Level; NS – Not Significant; n =108.

Interpretation

From the above the obtained R² value is found to be 0.23, which means that 23 percent of variance on stress is contributed by work family conflict. Beta value of WFC is -0.163. Further 'T' value -2.182, which is negatively significant at 0.05 levels. Therefore the stated hypothesis that "there would be significant difference between organisational role stress and work family conflict among women employees working in banking sector. The entrance of private sector banks and technological innovations leads to tough competition such as extensive use of computer in banking sector has changed when compared to the past scenario thus result in changing working pattern of bank employees. Due to globalization and liberalization the **banking sector had gone under swift and striking amendments like policy changes.** These changes adversely affected the social, economical and psychological domains of the banking sector employees and their relations.

Hypothesis

H₀: There exists no significant difference between life satisfaction and organisational role stress.

H₁: There exists a significant difference between life satisfaction and organisational role stress.

Table. 4 T-test showing difference between life satisfaction and Organisational role stress

Variables	High		Moderate		Low		“t” Value	Sig
	Mean	Std	Mean	Std	Mean	Std		
Inter-role distance (IRD)	6.42	4.23	6.44	3.46	6.2	4.62	6.018	0.00
Role Stagnation (RS)	6.43	3.66	4.66	3.67	9.84	4.68	16.462	0.000
Role Expectation Conflict (REC)	6.21	3.11	6.36	3.62	8.05	4.46	12.001	0.00
Role Erosion (RE)	8.34	4.36	7.64	4.13	9.94	4.26	6.160	0.001
Role Overload (RO)	8.12	3.12	7.33	4.4	9.02	4.8	5.240	0.006

Role Isolation (RI)	6.62	4.24	7.45	4.88	9.02	5.82	9.042	0.000
Personal Inadequacy (PI)	7.54	4.66	6.32	4.82	9.64	5.12	12.739	0.000
Self-Role Distance (SRD)	7.12	4.49	6.32	4.06	9.42	4.68	9.126	0.000
Role Ambiguity (RA)	4.00	4.64	5.43	4.42	8.42	4.54	16.633	0.000
Resource Inadequacy (RIN)	6.61	4.16	6.84	4.84	9.06	4.68	16.992	0.000

Interpretation

From the above table, it could be noted that “there is significant difference between all the ten dimensions of organisational role stress. While observing the mean values it could be seen that those who are having less life satisfaction, had higher stress. The scores of all organisational role stress dimensions are significant at 0.01 level. Hence the stated hypothesis “that there is significant difference between life satisfaction and organisational role stress” is rejected. The result implies that “there is no significant difference between life satisfaction and organisational role stress” for all ten dimensions. It is quite obvious that if an individual is suffering from work place stress it is more likely would affect his or her personal life. The outcome stress when experienced by individuals it can lead to social and domestic problems which ultimately affect his general well-being.

VII. FINDING, DISCUSSION AND CONCLUSION

The study result revealed that women employees working in banking sector who experience high work-family conflict had higher Inter-role distance (IRD), Role Stagnation (RS), Role Erosion (RE), Role Overload (RO) and Resource Inadequacy (RIN). Work-family conflict had contributed more among the women working in banking sector. Among the organisational role stressors role overload is the most contributed variable among women working in banking sector. It is an evident from the analysis that women with low life satisfaction experience more stress when compared to women with high life satisfaction. In today’s competitive world the dual-career women have been increased in fast pace and women faces the dilemma of work-family conflict. Women employees with high work-family conflict had higher IRD, RS, RE, RO, RIN.. The research reveals that there exists a relationship between life satisfaction and ORS among women employees in banking sector, Women with low satisfaction experience high level stress. Since the role conflict problems are living and dynamic in nature, there can be no final and permanent solution to those problems.

VIII. IMPLEMENTATION AND RECOMMENDATIONS

In terms of implications, since the work overload increases both dimensions of work-family conflict, Due to overload, role ambiguity, rapid technological changes creates work stress for bank officers; The banking sector should organize stress management program focusing on women employees at all hierarchical levels. It is essential that banking sector have to understand the requirement of managing stress among women to make the environment conducive which can retain talented women; management must provide continuous learning, coaching, counseling, and opportunities for self development. The supportive behavior of family members can help to safe guard work family conflict experienced by working women. Hence stress is directly having impact on life satisfaction, if these coping strategies are applied in workplace; satisfaction of life will be increased for women employees.

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