ANALYSIS OF WORK FAMILY CONFLICT AND ORGANIZATIONAL COMMITMENT AS A FACTOR OF PRODUCTIVITY AMONG IT EMPLOYEES

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Abstract: **Work-family conflicts are innate and resultant of today's work culture for employees, their families, and work organizations. Should this scenario be changed? There are no evidences prevailing to prove the existence of Organizational policies or any initiatives succeed in minimizing work-family conflict. The researcher had made an effort to investigate the relationship between work family Conflict and Organizational commitment. The statistical software package SPSS 16.0 has been used for data analysis with the help of statistical tools ANOVA, Correlation and stepwise regression. Analyses clearly demonstrates that the work family conflict negatively affects the Organizational Commitment, and any change in balancing work family conflict might increase the Commitment and thereby increasing productivity. This study points out the importance of balancing work family conflict, understanding of commitment and improvement of productivity. Suggestion has been given that the peer group of organizations should consider the factor of work family conflict in organizational scenario and need to take adequate steps to improve Organizational commitment to reduce the clash between work and family commitments.**

Keywords: **Work Family Conflict, Organizational Commitment, Productivity, Affective Commitment, Normative Commitment, Continuance Commitment, Organizational Psychology.**

1. INTRODUCTION

The broadness in which to demonstrate instate fitting to recital and connection anent the organization's goals and aplomb seat be named as Organizational commitment. The origin organizational commitment has burly fame in the pamphlets on industrial and organizational psychology, Cohen (2003). Anciently studies on organizational commitment supposed the formation as a virginal size, based on an attitudinal range, embracing identification, involvement and loyalty, Porter et al (1974). According to Porter, an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization. The study further describes organizational commitment as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Individuals consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment; therefore it is considered to be the linkage between the individual employee and the organization. Mowday et al (1982) support the "side-bet" theory by describing organizational commitment as a behavior "relating to the process by which individuals become locked into a certain organization and how they deal with this problem". This behavioral aspect of organizational commitment is explained through continuance and normative commitments.

2. REVIEW OF LITERATURE

The main activities of work that interferes with personal life were unhappiness with the amount of time for leisure activities followed by skipping personal activities due to work and putting personal life on hold because of work. The two major points impacting productivity of IT employees are feeling exhausted at the end of days work and leaving their jobs

incomplete due to family commitments. The major work related factors associated with personal life were problems with peers after normal business hours and keeping a good rapport for a long term from work. On organizational point of view IT employees are high on work family conflict and struggling to maintain their organizational commitment.

ORGANIZATIONAL COMMITMENT

The definition of the concept, organizational commitment includes the description of Reichers (1985) which opinions that "organizational commitment as behavior is visible when organizational members are committed to existing groups within the organization". O'Reilly (1989) stated that "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". Allen et. al, (1990) also suggest that organizational commitment as an attitude which that is "characterized by a favorable positive cognitive and affective components about the organization". Meyer and Allen (1991) describes organizational commitment "as a psychological state that characterizes the employee's relationship with the organization, and has implications for the decision to continue membership in the organization". Morrow (1993) answers it "as a state of emotion characterized by attitude and behavior".

Organizational commitment as an attitude reflects feelings such as attachment, identification and loyalty to the organization. The second characteristic that is used to describe the concept organizational commitment, is behavior committed individuals enacts specific behaviors due to the belief that it is morally correct rather than personally beneficial. Three years later Allen and Meyer (1996) defines Organizational Commitment as "a psychological link between the employee and his/her organization that makes it less likely that the employee will voluntarily leave the organization". Miller & Lee (2001) states the concept, "organizational commitment is a state of being, in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization". Cohen (2003) states that "commitment is a force that binds an individual to a course of action of relevance to one or more targets". Organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization", Miller (2003). Organizational Commitment is described as "the relative strength of an individual's identification with and involvement in an organization", Arnold (2005).

Meyer and Allen (1997) developed a three-component model of commitment where commitment is conceptualized in terms of three separate psychological states, namely

- Affective commitment - emotional attachment to the organization

- Continuance commitment - recognition of the costs associated with leaving the organization

- Normative commitment - perceived obligation to remain with the organization.

Therefore, people remain with the organization because they want to (affective), because they need to (continuance), or because they feel they have to (normative).
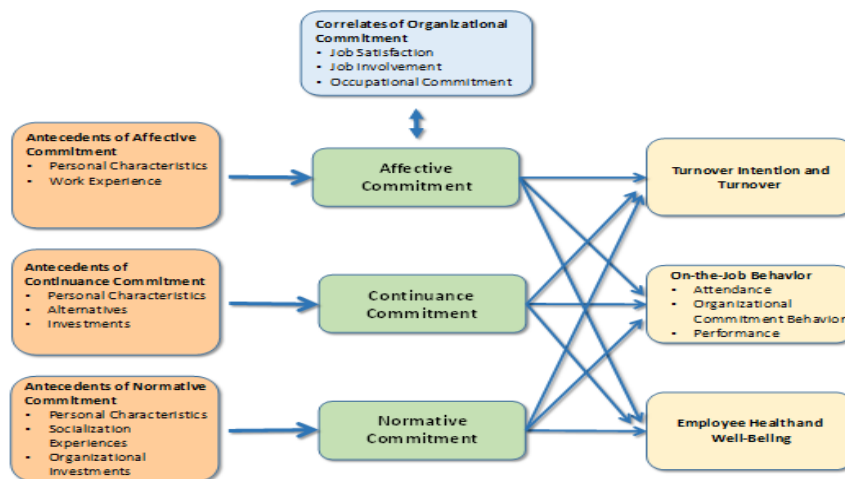

Figure explaining Organizational Commitment Model.

Source: Organizational Commitment Model by Mayer and Allen (1997)

This model proposes that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance organizational commitment. Affective Commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. Normative Commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity. Continuance Commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization.

WORK FAMILY CONFLICT

Kahn et. al. (1964) explains work family conflict as an "Inter-role conflict in which the role demands stemming from one domain (work or family) are incompatible with role demands stemming from another domain (family or work)." A year later the researcher reshaped the definition as "The extent to which experiences in the work (family) role result in diminished performance in the family (work) role Kahn et. al (1964). This definition explicitly recognizes that work-family conflict represents a cross-role interference in performance". Greenhaus & Beutell (1985) stated that work-family conflict is ''a form of inter-role conflict in which the role pressures of the work and family domains are mutually incompatible, so that participation in one role [home] is made more difficult by participation in another role [work]''. Greenhaus & Singh (2004) analysed that "When simultaneous pressures from the work and family domains are mutually incompatible in some respect, such that meeting the demands of one role makes it difficult to meet the demands of the other role".

Greenhaus & Singh (2004) divided work-family conflict into three types of conflict, namely, time-based, strain-based and behavior-based conflicts.

Time-based conflict refers to the conflict that arises when the time devoted to one role makes it difficult for the individual to participate in the other role. An example might be where a parent-teacher meeting conflicts with an important meeting at work. (e.g., requiring employees to work late with little notice might make it difficult for employees to meet family obligations, like picking up a child at daycare).

According to Buck et al. (2000), the notion of time-based work family conflict is derived from the scarcity model which suggests that human energy is in limited quantity, although research seems to also support the expansion model which argues that alternative resources provided by multiple roles outweigh the possible stressful effects of multiple role engagements. Overall, researchers are recognizing that work-family conflict is a complex, multi-dimensional construct. Work-family conflict is conceptualized as a construct with dual direction (work-to-family and family-to-work), multiple forms (time-based, strain-based, and behavior-based) and specific to multiple life roles (e.g., spouse, parental, elder care, home care, and leisure).

HYPOTHESIS OF THE STUDY

From the literature surveys and discussions made hypothesis are been proposed

H1: Work Family Conflict has a negative influence on Organizational Commitment

H2: Balancing Work Family Conflict may stabilize Organizational Commitment.

OBJECTIVES OF THE STUDY

- To investigate the relationship between Organizational Commitment and Work family conflict (WFC)

- To analyze the significant difference between Affective commitment and Work Family Conflict

- To examine whether there is any significant difference between Normative commitment and Work Family Conflict

- To find out the relationship between Continuance commitment and Work Family Conflict

- To investigate on what extend balancing Work Family Conflict may stabilize Organizational Commitment.

3. RESEARCH DESIGN

The Questionnaire method is been followed for collection of data. The questionnaires chosen were predetermined and well validated with Cronbach's Alpha.

MEASUREMENT INSTRUMENTS

1. Organizational Commitment Questionnaire (OCQ) - Lyman W. Porter (University of California), Richard M. Steers, Richard T. Mowday (University of Oregon) (1979). The measurement of Organizational commitment, Journal of Vocational Behavior- 14, 224-247 by Academic Press Inc.

2. Work-Family conflict Scale - (the first 16 –item scale developed by Viveros long (1981) the second scale was an 8-item index reported by Kopelman, Greenhaus and Connelly (1983)).

In the work-family conflict scale, the first 16 –items on the scale were developed by Viveros long (1981) the second scale was an 8-item index reported by Kopelman, Greenhaus, and Connelly (1983). It has 24 items, to be responded to on a 5-point scale

(1 – Strongly Agree; 2 – Agree 3 – Undecided; 4 – Disagree; 5 – Strongly disagree).

RELIABILITY AND VALIDITY FOR THE INSTRUMENTS USED

The Questionnaires used are well validated standardized and existing questionnaires as discussed by the academicians.

The reliability of a measure is an indication of stability and consistency with which the instrument measures the concept and helps to assess the "credibility" of the measure. Guidelines followed interpreting Cronbach's alpha: below 0.60 are unacceptable; between 0.60 and 0.65 is undesirable; between 0.65 and 0.70 is minimally acceptable; between 0.70 and 0.80 is respectable; between 0.80 and 0.90 is excellent (Robert F. Devellis, 2003)

Reliability value for dependent variable Work Family Conflict is 0.985, The reliability value of independent variable Organizational Commitment is 0.970.

A PILOT STUDY FOR SURVEY VALIDATION

A Pilot study was conducted during the year 2018 March to ascertain the reliability of the instruments for the present population. Representative samples of 62 IT professionals in Chennai City were taken for this purpose with an interval of two weeks; the survey was administered directly and through email to the respondents

PARTICIPANTS

Analyses are based on participants (N=340; 175 females, 165 males) who were part of a larger study that examined the relation between the Organizational Commitment and Work Family Conflict. The participants were between 21 and 55 years old. The participants are from ten prominent IT companies from Chennai.

TABLE 1: SHOWING THE DESCRIPTIVE STATISTICS FOR DEMOGRAPHIC VARIABLES

Variables	Description	Frequency	Percent
Gender	Men	165	48.5
	Women	175	51.5
Age	20-29	113	33
	30-39	119	35
	40 and Above	108	32
Experience	1-9 years	133	39
	10-20 years	48	14
	21-33 years	159	47
Marital Status	Married	202	59
	Unmarried	138	41
Designation	Trainee	77	23
	Associate Software Engineer	70	21
	Software Engineer	21	6
	Sr. Software Engineer	39	11
	Module Lead	29	9
	Project Lead	42	12
	Project Manager	62	18
Income	Below 50 K	207	61
	Above 50K	133	39
Dependent	1-3 Members	289	85
	4 and Above	51	15

4. ANALYSIS AND DISCUSSION

The analysis part of this study was conducted with the help of SPSS 16.0 software. The tools used were Correlation, ANOVAs and Multiple regressions. Various findings are been explained and compared with previous researches in this part.

5. RESULTS OF HYPOTHESIS TESTING

H1: Work family conflict has a negative influence on Organizational Commitment

H2: To analyze the relationship between work family conflict and Organizational Commitment, Correlations has been used.

TABLE 2: SHOWING THE RELATIONSHIP BETWEEN WORK FAMILY CONFLICT AND ORGANIZATIONAL COMMITMENT USING CORRELATIONS

CORRELATIONS

		COMMITMENT	WFC
COMMITMENT	Pearson Correlation	1	-0.856[**]
	Sig. (2-tailed)		.000
	N	340	340
WFC	Pearson Correlation	-0.856[**]	1
	Sig. (2-tailed)	.000	
	N	340	340

**. Correlation is significant at the 0.01 level (2-tailed).
WFC – Work Family Conflict

From Table 2 it is showing a negative correlation between Organizational Commitment and work family conflict. So as commitment increases the conflict decreases between schedules of work and family. And it improves the work- life balance.

H2: Getting a proper balance of work family conflict may stabilize Organizational Commitment

To analyze the significant difference between Organizational Commitment and work Family Conflict, ANOVAs is been used

TABLE 3: SHOWING THE SIGNIFICANT DIFFERENCE BETWEEN ORGANIZATIONAL COMMITMENT AND WORK FAMILY CONFLICT

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.856[a]	.732	.732	.479	.732	925.217	1	338	.000

a. Predictors: (Constant), COMMITMENT

TABLE 3(a) ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	212.094	1	212.094	925.217	.000[a]
	Residual	77.482	338	.229		
	Total	289.576	339			

a. Predictors: (Constant), COMMITMENT

b. Dependent Variable: WFC

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From Table: 3 it is clearly stated that R square value is .0732, which means there is a significant difference between Organizational Commitment and work Family Conflict. The results are Significant at 0.05 level. When there is a change in the level of Work Family Conflict , there will be a significant change in the effect of Organizational Commitment. Hence H2 is Proved.

Table 4: Showing the Stepwise multiple regression analysis of Organizational Commitment and Work Family Conflict

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	-4.901	1.833		-2.674	.008
	Commitment	1.092	.022	.937	49.433	.000
2	**(Constant)**	-23.712	2.802		-8.464	.000
	Commitment	.604	.062	.518	9.779	.000
	Affective	.526	.063	.443	8.364	.000
3	**(Constant)**	-20.096	2.336		-8.603	.000
	Commitment	.899	.056	.771	15.971	.000
	Affective	2.003	.129	1.687	15.519	.000
	Normative	-1.196	.096	-1.496	-12.504	.000
4	**(Constant)**	-22.409	2.271		-9.867	.000
	Commitment	.994	.056	.853	17.631	.000
	Affective	1.558	.146	1.312	10.658	.000
	Normative	-1.375	.097	-1.720	-14.209	.000
	Continuance	.909	.160	.526	5.679	.000

Dependent Variable: **Work family conflict**

From Table 4, the t- values provided for the constant value (t=-2.674, t=-8.464, t=8.603, t=9.867) are negative. It states the negative relationship between the dependent variable Work Family Conflict and the Independent variable Organizational Commitment. It proves the constant improvement of the Commitment factor, as the Work Family Conflict diminishes. The most contributed variable is Affective Commitment towards Work Family Conflict, Affective commitment relates to how much employees want to stay at their organization. If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations.

All the variables of Organizational Commitment such as Normative, Affective and Continuance commitment are significantly different at P <.01. But the work family conflict is negatively related to normative commitment. Normative commitment relates to how much employees feel they should stay at their organization. Normatively committed employees feel that leaving their organization would have disastrous consequences, and feel a sense of guilt about the possibility of leaving. Therefore employees who are high at normative commitment face more work family conflict.

The least contributed variable is Continuance Commitment. Continuance commitment relates to how much employees feel the need to stay at their organization. For employees who are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to a lack of work alternatives, and remuneration. Normative commitment relates to how much employees feel they should stay at their organization. Normatively committed employees feel that leaving their organization would have disastrous consequences, and feel a sense of guilt about the possibility of leaving.

Reasons for such guilt vary, but are often concerned with employees feeling that in leaving the organization they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do, negatively influence the performance of employees working in organizations. Hence an extend of balancing Work Family Conflict may stabilize Organizational Commitment.

Histogram

Dependent Variable: WORKFAMILYCONFLICT

Mean =-1.79E-15
Std. Dev. =0.994
N =340
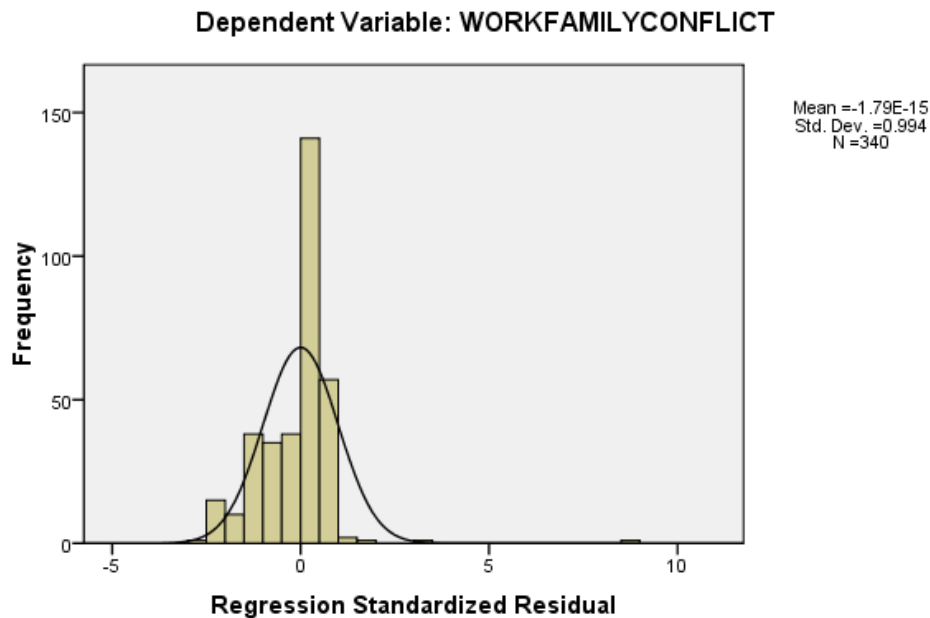
6. DISCUSSION

Work family conflict is an area of concern to the industries primarily due to the increasing workload and hectic shifts handled by employees. It is seen as concerning factor for employees and society in maintaining well-being and relationships.

Work Family Conflict can be a known cause of occupational stress. In this era of "electronic briefcase", employees need not be physically present at the job location, but can work from anywhere, anytime, and with anyone. 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." We adapt this definition to include family, significant others, and close friends. Models of WFC suggest that conflict arises when demands of participation in one domain of life are incompatible with demands of participation in another, and that this conflict can affect the quality of both work and family life (Greenhaus 1988; Greenhaus and Beutell 1985; Netemeyer et al. 1996). A European survey revealed travel/commuting was the single most stressful aspect of a worker's job because it led to family tension .In virtual settings, a blurring of home and work boundaries has been linked with stress and exhaustion (Salaff 2002).

Ability to work from home on days in which family responsibilities require attention can be an important consideration in evaluating other job opportunities (Pratt 1893), suggesting a likely relationship between WFC and organizational commitment. Employees, who are susceptible to WFC issues, may decrease their commitment as WFC increases because high WFC indicates the company is placing undue burdens that cannot be reconciled with family duties.

The indirect effect of WFC on organizational commitment implies that WFC creates sufficient energy drain to cause exhaustion but does not directly make one feel less committed to the organization. Low fairness of rewards, on the other hand, may make employees feel bitter toward the organization and may reduce commitment directly. This finding was corroborated by several interviewed employees, who mentioned that they did not feel that superiors at headquarters were necessarily aware of their work performance, indicating some distrust in their performance evaluations.

7. SUGGESTIONS:

Intellect employers identify that the key for having productive employees is to have harmonious and satisfied ones. When there arises a conflict between profession and family, those clashes might end up with pain for both the sides. So the possible suggestions are given in order to sooth the pressures that cause risk to health and work performance.

When employees feel pressured and wanted in multiple directions, they feel pressured to fit the roles demanded by various responsibilities. Flexible schedules are born as a remedy for the busy schedules and even teleworking came as an option. In the University of Minnesota's research, the major finding was that when employees feel they can manage their work schedules, they can easily manage their family responsibilities too. The study proved that those employees not only manage work family conflicts but also reduces prevailing conflicts. Dr. Rosalind King, Ph.D., of the Population Dynamics Branch at the National Institutes of Health, explained that when managers are sensitive to their staff members' non-work demands, they can greatly reduce unnecessary stress.

When managers acquire the capacity to ascertain work pressure on employees, they also have a chance to reduce the stress originated. Michael Ford, an assistant professor of psychology at the University at Albany-State University of New York, explained to Health Day that supervisors who are rude or simply not compassionate can end up having a significant negative impact on staff members moods and energy levels, which can affect those individuals families. Leslie Hammer, a professor of psychology at Portland State University in Oregon, noted that a pay no attention to employee's personal needs can be incredibly unconstructive. It was point out that a manager should not assign or schedule any projects at the last time. In addition to that Hammer pointed out that managers can be a role model by addressing their family obligations.

The prior an employee get prepared to fulfill the work and family responsibilities, the more they be stress free. Hammer and her colleague Ellen Kossek at Michigan State University told Health Day that supervisors should be trained to how to truly listen to employees concerns, giving attention to their personal needs and showing empathy. A survey for managers and employees to determine how much support is in place. Training programs can be used to managers in how to provide adequate emotional support.

In a recent report from the professional services firm Towers Watson, employees listed the main causes of stress, and among the top five factors was organizational culture. Survey participants noted that a lack of collaboration, avoidance of accountability or blame-assigning tendencies were all damaging. It can be amazingly useful for organizations to plan team-building exercises, get together and excursions to breed a feeling of amity and a sense of a support.

8. FUTURE RESEARCH DIRECTIONS

Previous research suggests that employees who feel in control with their work and family might shine well in both the sectors. This may be because these employees are better equipped to handle the pros and cons of work and family. The results of this study convincingly proves the impact and serious consequences related to work family conflict. Unmanageable conflicts between work and family presents problems for workers, their families and the society in common (Parasuraman & Greenhaus, 1997). Its costs more when there are dysfunctional and social effects on individual work life, family life and health. One opportunity for future research is to investigate underlying dispositional variables that explain the relationship between Work family Conflict and affective variables like life and job satisfaction. It would be interesting to assess about the individuals who are high in negative affectivity also tend to report higher levels of work family conflicts and lower levels of life and job satisfaction (M.J.Burke, Brief & George, 1993).

There are several managerially relevant questions related to Work Family Conflict that is not answered yet. A number of studies indicate that females experience more interrole conflict than men (Duxbury & Higgins, 1991; Gutek et al., 1991; Wiersma, 1945), but there are also studies which proved that there are no gender difference in Work Family Conflict (Bedeian, Burke, & Moffett, 1988; Frone, Russell, & Cooper, 1992b; Lobel, 1991). Consequantly this paves way for having more adequate research that connects Work Family Conflict with other untouched variables. Thus future research should take a look at the role of gender in Work Family Conflict considering potentially moderating factors such as coping styles, marital status, occupation type etc….. Also, it is credible that gender differences subsist for a certain type of Work Family Conflict (such as behavior-based conflict), but not for time-based or strain-based.

Other potential future research can be found in the fact that the majority of line-level hospitality workers in the United States are ethnic minorities (Magnini, 2009). That is, since the hospitality industry is comprised of an ethnically diverse workforce, it would be informative to investigate the influence of culture on WFC. For instance, could a particular work requirement (e.g., working on Sunday) trigger a large amount of WFC in one culture but not in another? Moreover, does the type of WFC experienced (e.g., time-based versus strain-based) vary by culture? And, do coping styles vary by

culture? Within the hospitality sector, it may also be informative to delve into the issue of job type. It seems probable that customer-contact jobs would generate more strain-based WFC than non-customer-contact positions, but this prediction has yet to be empirically examined. Likewise, perhaps supervisory roles produce more behavior-based conflict than nonsupervisory roles, but again this issue, to date, has not been explicitly investigated. Inquiries such as these could enrich our understanding of WFC within the industry and provide direction in ameliorating the conflict.

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