

Full Length Research Paper

Evidence of organizational commitment and work-life conflict

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This study examined the impact of work-life conflict on organizational commitment among faculty members of different universities in Pakistan. Both variables were measured through questionnaires. Work life conflict was measured through work life conflict scale and organizational commitment was measured through organizational commitment scale. These questionnaires were distributed among 300 faculty members of different universities in Pakistan. Out of 300 questionnaires distributed 260 questionnaires were received back with response rate of 86.67%. The results of the study revealed that there is negative and significant impact of work-life conflict on organizational commitment. It is also exposed that facets of work-life conflict also have negative and significant influence on organizational commitment. This study provides an important tool for managers to enhance the organizational commitment by reducing the work-life conflict and introducing work-life balance in their organizations and also provides implications for researchers interested in exploring the organizational commitment with respect to work-life conflict in broader context.

Keywords: Workforce, Commitment, Downsizing, Employees, Work-Life balance

INTRODUCTION

Organizations are continuously passing through the reign of changes due to globalization. Globalization has changed the business world into a new era of competition. Organizations are striving hard for their lasting success in the competitive environment of business world which is actually the consequence of global changes. Organizations have to face many external and internal factors and success of any organization is basically a result of these factors. In the competitive environment of business world every organization is striving for competitive advantages over its competitors in every aspect such as in business operations, price mechanism, cost system, differentiation, market shares, profit and many others. Recourses of all kinds are considered to be important for an organization and ability of any organization to proper utilization of these recourses drag it toward competitive edge. For proper exploitation of all these recourses, human

recourse is to be considered as major driving force. Human recourse is an important asset of the organization and work force is a major determinant of organizational competitiveness. So acquiring, maintaining and retaining the best workforce is now become a great challenge for the organizations in that competitive environment because for every organization this best workforce is a sign of success. This workforce is contributing toward competitive edge through offering best return to organizations. So commitment level of workforce is most essential and also necessary for the employees themselves for their success. Organizational commitment is the sensitivity of accountability of employees toward their organization. Organizational commitment is very important for an organization as well as for employees because it is to be considered an important component of determining the employees' as well as organizational performance (Ricketta, 2002) and effectiveness (Lashingier, 2001).

Commitment of employees toward the organization requires a good working environment and working setup to perform their obligation in a best way. But due to the organizational changes which are incurred mostly due to

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merger, restructuring, acquisition and take over, downsizing, privatization, nationalization, innovation and gradual changes in technology in order to take the competitive edge has totally changed the working setup of the organization. Presently to show more level of commitment employees are more involved in their jobs. So through change in working setup and in a way to cope with these changes employees have lot of work pressure, spend long working hours, cope with changing technology and more demand from employer side relating to their jobs made difficult for them to maintain a balance between job and working commitment. This difficulty in creating balance leads toward a situation known as work life conflict. Work life conflict arise due to conflict among roles in which family and work demands are mismatched which creates difficulty in meeting the demands of both domains. When an individual is more involved in his work then his family life is disturbed and this situation is known as work-family interference but when more involved in family life it disturbs his / her work and this situation is called family-work interference. Work life conflict is basically very important for an organization because if this issue rises to its peak then there is chance of employees' absenteeism, turnover, job satisfaction and disruption of employee's commitment towards organization which affects the employees as well as organizational performance. Work life conflict decreases the different types of organizational outcomes including job satisfaction and organizational commitment (Wiley, 1987, Thomas and Ganster, 1995, and Frone et al., 1992). Soon et al. (2005) states that work life-agreement is an important and serious business strategy in order to decrease the employees' turnover and to enhance the overall organizational performance.

In order to evaluate the influence of WLC on organizational commitment provided by education sector of Pakistan this study is directed. This study is important because there are not too many studies on work life conflict with organizational commitment in Pakistani context which addresses the both facets of work-life conflict and especially no study exists relating these variables in education sector. So this study provides a special contribution. This research answers the question that how employees commitment toward organization is pretentious due to work life conflict? This research will provide the insight for managers regarding the work life conflict and to enhance the commitment level of employees by providing guidelines for maintaining appropriate balance between work and family life.

Literature Review

In the sphere of life, family and work roles are more important. Greenhaus and Beutell (1985) described that basically when donation in work roles generate troubles in donation of family roles then as a result work-family

conflict raised. These two basic roles are actually in conflict with each other in that work-family conflict such as presence of long working hours at job reduced the attendance at home and fail to spot lot of activities in family while the other is family to work conflict in which malingering at job is increased because of giving most of the time to family rather than job (Guttek et al., 1991). Work-life conflict is basically raised due to conflict of interests in full time employees of the organization that sustain a family. Consequently, a disparity is created among "work and family" life due to "work-family interference", such that work influences family life and family life hinders with touching outcomes of any organization and obstructs the commitment, satisfaction level of workers (Akintayo, 2006). Adebola (2005) stated that extreme work demands grounds mainly to increase WFC and forecasts negative family outcomes, while family stresses grounds to increase FWC and as results reduced the job outcomes.

Sakthivel and Jayakrishnan (2010) revealed that organizational commitment is influenced through work-life balance in nursing profession. The results also showed that work to family interference is at higher level but family to work interference is at lower level in nursing profession. Rehman and Waheed (2012) worked on commitment and WFC among faculty members of different sector universities of Pakistan and found negative influence of WF interference on commitment level of any organization. It is also stated that level of work-family interference is higher in married respondents as compared to single status faculty members. It is also founded that work-life conflict is same for both men and women and also it is same for public sector and private sector faculty members. Akintayo (2010) studied the role of WFC toward commitment of industrial employees in Nigeria. From this study negative relationship between commitment and WF interference was concluded. Organizational commitment decreased by increasing work-family conflict. Substantial difference was also revealed for men industrial workers and women industrial workers as well as for married and single status workers.

Blair-Loy and Wharton (2004) concluded that employees with heaviest job demands and least supportive work have lower level of organizational commitment. A study conducted on private and public sector organization and negative association among WF interference and workers retention was determined. This study also determined negative association among FW interference and workers retention (Aslam, Shumalla, Azhar and Sadaqt; 2011). Bashir and Ramay (2008) stated substantial positive association among work-life policies, career opportunities and organizational commitment in IT professionals which means that organizational policies with more family friendly environment leads toward organizational commitment and career development. Beauregard and Henry (2009) stated that businesses needed to adapt such ways

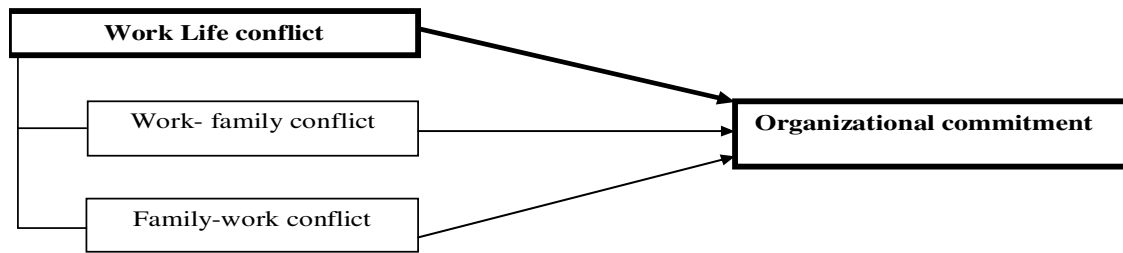


Figure 1. Research Hypotheses

through which work-life balance practices can sway organizational performance. A study conducted on commitment, turnover intention and WF environment by (Neill, Harrison, Cleveland, Almeida, Stawski and Croter; 2009) in hotels of USA and concluded negative substantial association among commitment, WF climate and turnover intention. Lu (2008) concluded that work-family conflict has significant and negative relationship with job and family satisfaction, by increasing work-family conflict the family and job satisfaction is decreased.

Nwagbara and Akanji (2012) conducted a research to check influence of work-life balance on organizational commitment and motivation among Nigerian women employees. The result of their study revealed that motivation and commitment are the basic facets of organizational performance as well as for the Nigerian female employee's commitment for better organizational productivity. Finally it is deduced that there is need to think about motivation of women through balancing the social life with work related issues so that commitment level can be enhanced. Ten Brummelhuis, Bakker and Euwema (2010) conducted a study on work-to family interference and its relation to co-worker's work outcomes and concluded that family to work conflict has positive relationship with the co-workers sickness absence. The study also revealed that family to work conflict has positive relation with the turnover intention and it not only influences workers outcome but also affecting the co-worker's work outcomes.

On the basis of above literature following research model and hypothesis can be drawn (Figure 1).

H₁: There is significant and negative influence of work life conflict on organizational commitment.

H₂: There is significant and negative influence of work-family conflict on organizational commitment.

H₃: There is significant and negative impact of Family-Work conflict on organizational commitment.

MATERIALS AND METHODS

Population, Sample and Sampling Technique: Population of in this study was all faculty members of

private and public sector universities of Pakistan. Questionnaire was used as a tool of data collection. By using convenient sampling technique overall 300 questionnaires were distributed among faculty members of different universalities and received back 260 with response rate of 86.67%. Respondents who did not complete the questionnaires were not included in this study.

Instruments: Work-family conflict (W-FC) was measured through work-family conflict scale (Matthews, et al., 2010). This scale consists of 3 items that measure work-family interference. Five point Likert scale was used for each item ranging from 1= strongly disagree to 5= strongly agree. The work-family conflict scales has fairly high reliability ($\alpha=0.73$) and high construct and content validities.

Family-work conflict (F-WC) was measured through family-work conflict scale (Matthews et al., 2010) which consists of 3 items that measure F-WC. The family-work conflict scales has high reliability ($\alpha=0.817$) and high construct and content validities. Organizational commitment was measured through organizational commitment scale (OCS; Allen and Meyer, 2000). Five point Likert scale was also used for this scale ranging from 1= strongly disagree to 5= strongly agree. OCS scale has high reliability ($\alpha=0.877$) and high construct and content validities (Allen and Meyer, 2000).

RESULTS

The results of regression analysis in table.1 exposed that there is negative and significant relationship between work-life conflict and organizational commitment as ($\beta=-0.47$, $\rho<0.05$, $t>1.96$). The results also stated that one unit change in work-life conflict brings 47% change in organizational commitment. The negative sign of β shows negative relationship between organizational commitment and work-life conflict means that increase in work-life conflict causes to decrease in organizational commitment.

The results in table 2 revealed that 18.3% change in organizational commitment is due to work-life conflict and

Table: 1 Regression Analysis of Work-life conflict and organizational commitment

Bet	S.E. for Beta	t	Sig
-0.47	0.13	-3.61	.001

Dependent Variable: O.C

Table 2. work-life conflict and organization commitment

Regression (R)	.423
R ²	.196
AdjustedR ²	.183

Dependent Variable: O.C

Table: 3 Regression analyses between WFC, FWC and organizational commitment

	Beta	S.E. for Beta	T	Sig
F-WC	-0.236	0.076	-3.095	.003
W-FC	-0.561	0.102	-5.495	.000

Dependent Variable: O.C

remaining is due to other factors. R in table shows negative relationship between organizational commitment and work-life conflict. The results in below table 3 exposed the regression results between facets (WFC, FWC) of work family conflict and organizational commitment. Results exposed that there is negative and significant relationship ($\beta = -0.236$, $p < 0.05$, $t > 1.96$) family-work conflict and organizational commitment. Similarly negative and significant relationship ($\beta = -0.561$, $p < 0.05$, $t > 1.96$) conflict between work-family conflict and organizational commitment exist.

DISCUSSION

Current study determines the influence of work-life conflict on organizational commitment. It also determines the influence of two components of work-life conflict on organizational commitment individually. The findings of the study revealed that there is negative and significant relationship between work-life conflict and organizational commitment as well as negative and significant relationship was also revealed between FWC, WFC and organizational commitment. The results of this study are consistent with (Rehman and Waheed, 2012; Akintayo, 2010) study that reported negative and significant relationship between work family conflict and organizational commitment. Findings of this study also supported other studies indicating that work life conflict has influence on different variables such as commitment, satisfaction, self-efficacy, leadership style (Ciarrochi, Chan, and Caputi, 2000). This study is also consistent

with work of (Ansari, 2011) that exposed that work family conflict has negative relationship with components of organizational commitment i.e., continuous and affective commitment.

CONCLUSION AND IMPLICATION

Current study concludes that work-life conflict has negative and significant influence on organizational commitment among faculty members working in different universities of Pakistan. Facets of work-life conflict have also negative and significant relationship with organizational commitment individually. These results are consistent with hypotheses of this study. The results of current study have great implication for the administration of different universities in order to design work-load of faculty members in such a way that reduce work life conflict among employees and increase organizational commitment.

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