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## The Impact of Time on The Role Conflict of Employed Women

Dr. B. Aiswarya\*  
Dr. G. Ramasundaram\*\*

(\*Professor, Dept. of Management Studies, Sathyabama University, Chennai  
\*\* Professor, Dept of Management Studies, St. Joseph's College of Engineering  
Sathyabama University, Chennai)

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### ABSTRACT

Conflict between work and non work life has become an important issue to investigate because many researchers have found significant deleterious effects of conflict between work and non work life. The main objective of this study is to examine the impact of the time dimension of role conflict on its consequences. A convenience sampling technique was used to select women respondents. Quantitative as well as qualitative data were obtained using structured questionnaire. Structural equation modelling technique was adopted to obtain the results. Finally, based on the key findings, some workable recommendations are given.

**Key words:** *Work life conflict, women , working hours , Information technology sector.*

### Introduction

Work and family is defined “as a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”(Greenhaus & Beutall,1985).The more time individuals allocate to one arena, the less they have to allocate to the other. When individuals feel that too many demands of one domain are unmet they experience work family conflict, which is consistent with a conflict

With changes in societal demographics including a growing number of dual career

and single parent families ,there has been much discussion in the popular press about work family conflict. Even with a growing number of companies insisting in work life benefits very little.

An important issue facing our society is the changing work and family roles of Indian women. Because so many women occupy both work and family roles their experiences as paid workers wives, and mothers represent primary social contexts for examining women's lives (McBride,1990 ). With so many women engaged in multiple roles the effect that these social roles have on women's well being is worth examining (Repetti,1998a; Russo,1990)

Members of dual earner families and families with young children are more likely to experience work family conflict (Kelly and Voydanoff, 1985; Voydanoff, 1988) important shifts in family structure and accompanying demands needed to be considered. The vast majority of this research has focused on “family“ in the domain of non work examining the specific types of work /non work conflict; work /family conflict work family occurs when work pressures and family pressures occur at the same time such that compliance with pressures in one domain (e.g., work) makes it more difficult to comply with pressures in another domain (e.g. family).

## Literature

### Work Life Conflict:

Work and family are two central domains in most adult's lives. In recent years research into the links between these two domains has grown tremendously because of changes in the demographic composition of the work force (Edwards & Rothband, 2000).

The popularity of this conflict perspective stress from the scarcity hypothesis, which assumes that individuals have limited time and energy. Therefore occupying multiple roles creates inter-role conflict and role overload which in turn proponents the hypothesis assure cause psychological distress and physical exhaustion (Marks, 1977).

Researchers in this area have distinguished between two types of work family conflict; work interfering with family (WIF) conflict and family interfering with work (FIW) conflict. While the best predictors of WIF conflict are work domain variable the best predictors of FIW conflict are mainly family domain variables (Kinnunen & Mauno, 1998). Greenhaus & Beutall (1985) identified three major types of work family conflict. The first is time based; Time spent on role performance in one domain often precludes time spent in the other domain. Time expanded on role performance may deplete energy or generate strain.

The second work family conflict strain based conflict arises when strain in one role affects ones performance in another role. The last type is behavior based conflict which refers to

incompatibility between the behaviors patterns that are desirable in the two domains. Reported are important relationships between work family conflict and various constructs. First many studies have found relationships between work family conflict and health (mental and physical).

## CONSEQUENCES

### Job Stress

Lazzarns (1993) advocated that stress is viewed as an aspect of emotion that arises from demands that tax or exceed individual resources. Stress is also most prevalent today arguably reaching epidemic proportions. Work place health has become the subject of much academic research.

Researchers have found that work stress is related to work and family conflict. Major Klein and Ehrhart (2002) reported that the number of work hours was related to increased work family conflict decreased mental and physical health and decreased family functioning.

According to Allen et al., (2000) stress related outcomes include general psychological strain, somatic and physical symptoms complaints, depression, abuse, burn out, work related stress and family related stress (Adams, King and King, 1996).

### Anger

Anger is an emotion that involves a strong uncomfortable and emotional response to a particular provocation. Researchers have considered this as one of the effects of individual's role conflicts (Mayer and Salovey, 1997). Anger is associated with tense, verbal and non verbal attachments.

Anger generates a physiological response of arousal under certain conditions (Hardy and Smith, 1988, Smith and Allred, 1989). It has been identified that workplace is one of the highest form of interpersonally frustrating phenomenon that people generally encounter (Allcorn, 1994). However, empirical studies of anger related events at work (Skarlicki and Folger, 1997) have focused primarily on the perceptions of subordinates rather than co-workers or supervisors. Gender studies elucidated that it is very uncommon for a woman to get angry and this kind of behaviour is considered to be very inconsistent in a society.

### **Job Satisfaction**

Job satisfaction is an internal state that is expressed by affectively and cognitively evaluating and experienced job with some degree of favour or disfavour (Brief, 1998). In another perspective, Spector (1997) called job satisfaction as a multidimensional variable that consisted of nine facets, communication, contingent rewards, co-workers, and fringe benefits, nature of work, operating procedures, pay, promotion and supervision.

The various facets of job satisfaction constitute namely those antecedents related to work conditions like self-supervisor, co-worker, subordinates, the company and its management. Researchers in particular argued that the most productive and satisfied workers were those who earned the highest possible income with the least amount of fatigue. In March and Simons (1958) classic model of job satisfaction they posited that job satisfaction was influenced by the compatibility of the work requirements with other roles.

A recent metaanalysis by Kossek and Ozeki (1998) has also shown work interference family conflict to have a stronger relationship with job satisfaction than does family interference work conflict. Work role attributes have been, perhaps, the most extensively studied job related antecedents of job satisfaction, namely role conflict, role ambiguity, role overload, role stress.

Although women work for less pay and in jobs that are less intrinsically rewarding, (Hodson, 1989) they do not appear to be any less satisfied with their jobs than men (Cleary and Mechanic, 1983). The level of support was more salient for the job satisfaction of employed women relative to men.

Researchers suggest that a substantial proportion of married women experience conflict between work and family roles (Greenglass, Pantony and Burke, 1989). More role related tensions and conflicts (Coverman, 1989; Kelly and Voydanoff, 1985) and higher subjective spillover (Crouter, 1984) among working mothers compared to other workers.

To the degree that alternative job opportunities are available job dissatisfaction and turnover intentions also remains positively correlated (Ronen, 1984). There have been many correlational studies that have linked physical or psychological health to job satisfaction (Begley and Czajka, 1993). The measure of job satisfaction has also been associated with higher levels of work involvement.

### **Depression**

Depression is a biological-based mental illness that can have lasting emotional and physical effects (Johnson and Indvik, 1997). Work family conflict serves as one of the causes for depression among employees (Beatty, 1996). This depression has got both individual and work related consequences like absenteeism, decreased productivity, job turnover, cognitive difficulties, coronary heart disease and increased alcohol intake (Allen, Herst, Bruch and Sutton, 2000).

The finding that higher levels of positive spillover are related to lower levels of depression is consistent with Mark's (1977) enhancement hypothesis. The increase in positive affect associates with positive spillover leads to increase in emotional health and decrease in depression tendencies. MacEwn and Barling (1994) found evidence of gender differences in the magnitude of the relationship of both types of work family conflict to depression and anxiety.

The depressed individual experiences increased dependence and anger especially with the spouse (Weissman and Paykel, 1974). Some of the predictors of depression identified in women include low education, lack of employment or employment in unrewarding work, youth and lower family income (Radloff, 1975).

In one study, (Warren and McEachern, 1983) depression is associated with lower perceived self-control, lower perceived accomplishment and lower social support. There are some factors that do seem to protect women from depression. These include positive early experiences, a confiding intimate and equal

relationship, rewarding, satisfying paid work, and adequate support networks (Corob, 1987).

### **Self-esteem**

Self-esteem according to which an employee has a positive perception of his or her value and worth as a member of the organization (Gardner and Pierce, 2001). It is proposed that an individual's self-esteem determines the relative impact of external pressures, role sender support and role salience on the decision to participate in a role activity.

Research has shown that high self-esteem can be an important personal resource at work one which is likely to foster positive attitudes such as job satisfaction or organizational commitment (Gardner and Pierce, 1998).

They also pursue work or family activities that are compatible with their self-identity. Low self-esteem persons tend to react to external cues in the environment because they are uncertain about the correctiveness of their actions have a high need for approval and are more susceptible to negative feedback (Riordan, Weatherly, Vanderberg, and Self, 2001).

His study developed an increased understanding of the effect of career interruptions had on a women's self-concept development. Work patterns and care taking played an enormous influence in the development of these women's identity self-efficacy and well-being. It is found that women who held multiple roles had lower levels of depression and higher levels of self-esteem than women and men who occupied fewer life roles (Barnett and Hyde, 2001).

### **Turnover Intension**

Turnover intentions refer to an individual's own estimated subjective probability of permanently leaving the organizations at some point in the near future (Hamonds, 1996). Turnover bears detrimental effects on a firm's productivity and researches have attempted to uncover the underlying reasons and processes (Nollen, 1982). Workplace attributes have been shown to be important predictors of perceptions about the job and turnover (Oldham and Rotchford, 1983).

Speier and Venkatesh, (2002) found that person technology fit is negatively related to absenteeism and turnover. Mark and Simon stated satisfaction in Price's model interacts with opportunity for the alternative employment opportunities afforded by economic condition to produce a desire to separate from the organization (Kossek, Colquitt, and Noe, 2001).

However, when work interference family conflict is high, leaving the organization might reduce such interferences and subsequent conflict allowing the individual to meet family obligations (Frone, 2003).

Personal reasons also shape turnover, family demands such as marriage and number of dependent children is negatively related to turnover. Gender also bears an effect in that women are more likely to quit than men (Arnold and Feldman, 1982).

### **Research methodology**

Research methodology is the frame work of any research work that explains as to the research design, the data used, sampling technique applied, tools used for analysis and so on.

**Research design:** The design applied in this study is conclusive type of descriptive research design. It is appropriate to use this method as this research describes the relationship between different variables and concludes as such. It tries to understand the behavioral differences of respondents.. Besides, the view of researcher is not having any role in the conclusion of the study.

**Data:** Both primary and secondary data are used in this study to attain the objectives. Structured questionnaire is used for gathering information from respondents that has been drawn on objectives of study and finally drafted based on pilot study. For testing the reliability, pilot study has been conducted by distributing questionnaires among 50 respondents. On the basis of their views and reliability of scales, questions have been modified and questionnaire has been so redrafted as to meet minimum value of reliability which has been tested further through survey among another 50 respondents.

**Questionnaire:** Set of questions pertaining to the objectives of the study is prepared with the help of previous studies conducted with reference to variables. Questionnaire consists of both qualitative and quantitative items. Moreover, apart from multiple choice questions, different types of scales are used to measure the respective variables.

**Sampling :** Since the population size is very large, sampling technique is applied to select sample unit. In this study, convenience sampling technique is adopted for selecting the various IT firms.. Sample unit of this study is only women both married and unmarried employed in IT industry in India.

**Validity and Reliability:** Reliability of scales is tested with cron bach alpha. The following are the alpha values for respective scales that have satisfied the minimum requirement of 0.7.**Work Family Conflict:0.923**

**HYPHOTHESIS**

- H<sub>1</sub> - There is no significant impact of work life conflict time on job stress.
- H<sub>2</sub> - There is no significant impact of work life conflict time on anger.
- H<sub>3</sub> - There is no significant impact of work life conflict time on job satisfaction.
- H<sub>4</sub> - There is no significant impact of work life conflict time on depression.
- H<sub>5</sub> - There is no significant impact of work life conflict time on self-esteem.
- H<sub>6</sub> - There is no significant impact of work life conflict time on turnover intention.

**Analysis and Interpretation**

Structural Equation Modelling technique was administered to obtain the results.

The variables considered for the analysis is Worklife conflict, and the consequences are Turn over intention , Self esteem, Depression, Job satisfaction , Anger .

**Regression Weights**

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>
Turnover intention	<---	WFC Time	.144	.064	2.231	.026
Self-esteem	<---	WFC Time	.092	.038	2.433	.015
Depression	<---	WFC Time	.142	.047	3.030	.002
Jobsatisfaction	<---	WFC Time	-.207	.046	-4.472	***
Anger	<---	WFC Time	.235	.055	4.280	***
Job stress	<---	WFC Time	.523	.046	11.365	***

**Variances**

	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>
WFC Time	.644	.037	17.277	***
e1	.451	.026	17.277	***
e2	.641	.037	17.277	***
e3	.458	.027	17.277	***
e4	.466	.027	17.277	***
e5	.305	.018	17.277	***
e6	.885	.051	17.277	***

**Co-variances**

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>
e1	<-->	e2	.068	.022	3.045	.002
e2	<-->	e3	-.056	.022	-2.500	.012
e3	<-->	e4	-.065	.019	-3.399	***
e4	<-->	e5	-.041	.016	-2.646	.008
e5	<-->	e6	.005	.021	.218	.827
e1	<-->	e3	-.034	.019	-1.844	.065
e1	<-->	e4	.108	.019	5.597	***
e1	<-->	e5	.009	.015	.576	.565
e1	<-->	e6	.079	.026	3.044	.002
e2	<-->	e4	.223	.024	9.243	***
e2	<-->	e5	-.045	.018	-2.470	.014
e2	<-->	e6	.114	.031	3.664	***
e3	<-->	e5	.103	.016	6.490	***
e3	<-->	e6	-.172	.027	-6.374	***
e4	<-->	e6	.111	.027	4.159	***

**Goodness of Fit**

<b>Model</b>	<b>RMR</b>	<b>GFI</b>	<b>AGFI</b>	<b>PGFI</b>
Default model	.000	1.000		
Saturated model	.000	1.000		
Independence model	.191	.571	.463	.456

The structural equation modeling is a statistical model that seeks to explain the relationship among multiple variables. It depicts all of the relationships and variables involved in the analysis. With this model work family conflict is considered as the independent variable and all the consequences namely turnover intention, self-esteem, depression, job satisfaction, anger, job stress is the dependent variable. It is more convenient to portray a visual form know as the path diagram. The straight arrow depicts a dependence relationship, the impact of one variable on another variable causes or antecedents to the effect or outcomes.

The simple correlation is depicted with a two headed curved arrow to show the degree of association that gives rise to their relationships. With estimates for each path an interpretation can be made of each relationship represented in the model.

In the study, the work family conflict is categorized into three dimensions of time, strain, and behaviour as already discussed. The dependency of these variables together on work family conflict is represented with the help of regression weights.

Job stress is identified to have the highest value of estimate (0.523) followed by anger (0.235). Self-esteem is having the least impact (0.092). Whereas job satisfaction is having a negative relationship with work life conflict time (-0.207) which shows that as one increases the latter decreases.

With respect to work life conflict strain, job satisfaction as a variable is having the highest value of regression weights (0.319) followed by job stress (0.232). The least is contributed by anger having a positive relationship (0.074) self-esteem (-0.008) and turnover (-0.252) is negatively related to work life conflict strain.

Regression weights of the consequences on work family conflict - behaviour indicate that the highest value (0.129) is contributed by job stress, followed by turnover intention (0.114) and the least by self-esteem (0.023). The standard error for each estimate is presented in the table.

The probability values denote the significance of the relationship. Almost all the variables are significant except anger (work family conflict strain) self-esteem (work family conflict strain), and all the mentioned six consequences towards work life conflict behaviour).

The model that produces an estimated co-variance matrix that is within sampling variation of the observed co-variance matrix are generally thought of as good models and would be said to be fit. Then the co-variance among three dimensions of work life conflict is found to be significant.

The co-variance between work family conflict time and work family conflict-strain is the highest (0.444) followed by the co-variance work family strain and work family conflict behaviour (0.437). The least co-variance is between the work family conflict-time and work family conflict-behaviour (0.362).

The standard errors are minimum and range from (0.030 - 0.034). The variance estimates of work family conflict strain is (0.781) higher than work family conflict-time (0.644) and the least by work family conflict-behaviour (0.621). All the three mentioned variances are highly significant.

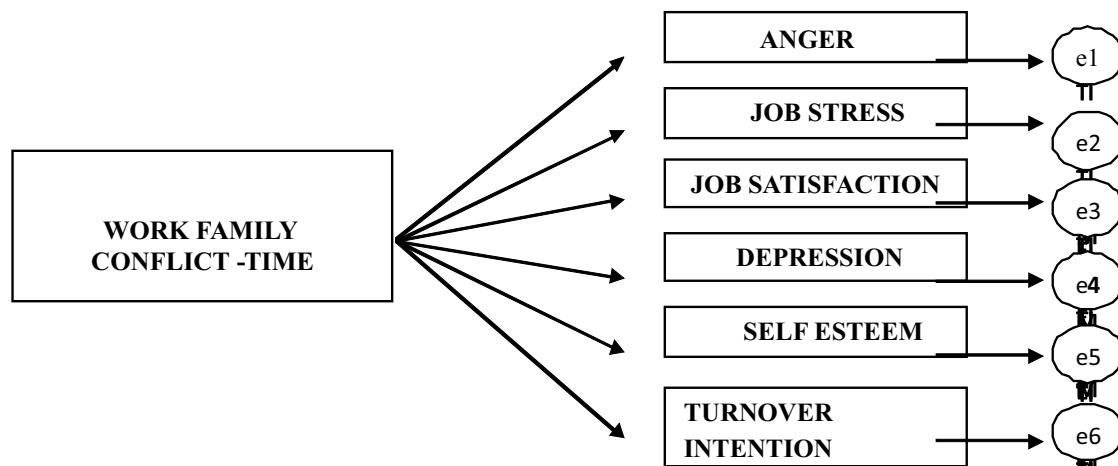
Residual in structural equation model refers to how far away an estimated co-variance is from the observed co-variance for the two variables. The error in prediction for each co-variance term creates a residual. Goodness of fit indicates how well the specified model reproduces the co-variance matrix among the indicator items.

Goodness of fit index is a fit statistic and values of greater than 0.90 are typically considered good. The Goodness of fit value is (0.90) and coincides with the fit model criteria. The lower root means residual values represent better fit and higher values represent worse fit.

In the above model RMR value is estimated to be 0.000 and proves to be good fit. The root mean square error of approximation is another measure that attempts goodness of fit test.

It better represents how well a model fits a population not just a sample used for estimation. Lower RMSEA values indicate better fit and is estimated to be (0.265) in the proposed model.





**Findings**

There is no significant impact of work life conflict time on job stress.
There is no significant impact of work life conflict time on anger.
There is no significant impact of work life conflict time on job satisfaction.
There is no significant impact of work life conflict time on depression.
There is no significant impact of work life conflict time on self-esteem.
There is no significant impact of work life conflict time on turnover intention.

Job stress is found to be highly influenced by work life conflict time followed by anger. The factor that is least influenced by work life conflict time is self-esteem. Not only the degree of relationship between work life conflict and job satisfaction as a consequence plays an important role but also the direction and the nature of relationship do have a significant impact on the outcome. Job satisfaction and work life conflict time are having a negative relationship with each other which means that if work life conflict increases job satisfaction decreases and vice versa.

The work life conflict time is found to have insignificant relationship with turnover intention, self-esteem, and depression train and anger, and self-esteem are found to be insignificant.

## **CLASSIFICATION OF CONSEQUENCES BASED ON SIMILARITY.**

Anger and depression both occur together as a consequence of work life conflict. Job satisfaction and stress, as a consequence, are closely associated with one another which interpret that the impact of work life conflict on the these two consequences will be similar. Job stress is also another outcome of conflict which occurs along with anger and depression

It can be inferred that one is responsible for the occurrence of another or an external factor including work life conflict may be responsible for the same. Self-esteem and anger both as a consequence do not have any relationship with each other and a similar pattern is observed between self-esteem and depression, which interprets that self-esteem through a consequence of work life conflict occurs distinctly and does not associate itself with any other consequence. Anger and depression are identical in their relationship. The level of increase in the anger and depression results in the same level of decrease in the job satisfaction of the respondents. A similar kind of relationship is identified between self-esteem and turnover. A very close association is found between turnover and job stress. As one increase it leads to the increase in the other which interprets when job stress increases it will automatically leads to the increase in the turnover intention of the employees.

Turnover intention shows a similar association with depression and anger respectively. When depression increases, it will lead to increase in the turnover intention of the employees as is the case in anger also.

It is evident from the study that married women are subjected to more work life conflict than unmarried women. Hence, married women can be helped out through workshops and training programs in dealing with work family conflict in all three dimensions of time, strain and behaviour.

## **Conclusion**

In summary, this study provides a comprehensive frame work of the time dimension of work life conflict on the consequences. This theoretical and empirical study of work and family conflict are in conformity with some of the previous research work conducted in different Industries and Countries. The findings derived from this research would help Organizations in general, to manage and reduce the work family conflicts among their employees, thereby they can increase their employees' efficiency. Moreover this research will pave way for future studies in the area of Work Family conflict.

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