

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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## AN IMPACT OF WORK FAMILY CONFLICT ON ORGANIZATIONAL COMMITMENT: A STUDY OF STAFF MEMBERS AT PEOPLE'S BANK IN TRINCOMALEE DISTRICT

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### ABSTRACT

*As organizations attempt to help employees to manage the balance between work and family demands, there is a growing body of research on the topic of work-family conflict. The purpose of this research is to identify the relationship between work family conflict and organizational commitment among the banking staffs in Trincomalee district. In this research work family conflict variables such as work interferes family conflict and family interferes work conflict considered as independent variables and organizational commitment is considered as dependent variable. For the purpose of present study 56 sample responses were collected randomly from 114 members working in the managerial levels, management trainees and staff assistants positions at people's bank in Trincomalee District. Correlation analysis revealed that there is a significant negative correlation between WFC and organizational commitment. Regression analysis suggested that there is a significant negative effect of work-family conflict on organizational commitment as hypothesized. Findings further detected that WIF and FIW have negative significant effect on Affective Commitment, and also there is a significant negative relationship between FIW and Affective commitment. More indicates that WIF and FIW have negative significant effect on Continuance Commitment, and there is a significant negative relationship was observed among them. These results have implications for people's bank administration to design workloads that reduce WFC in employees and increase organizational commitment.*

### KEYWORDS

Work interferes family (WIF), Family interferes work (FIW), Work Family Conflict (WFC) Organizational Commitment.

### INTRODUCTION

**B**alancing the demands of work and the responsibilities of the family is a necessary concern for today's organization. Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. As organizations attempt to help employees to manage the balance between work and family demands, there is a growing body of research on the topic of work-family conflict. As modern organizations become increasingly complex entities influenced by various societal factors such as family and community issues, research on how these interactive factors affect outcomes of organization is now necessary. Greenhaus & Beutell (1985) defined work family conflict as a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. WFC can be addressed by two forms of sub variables as WIF and FIW. Most researchers make the distinction between what is termed WIF, and what is termed FIW. WIF is the discord that arises when the time devoted to or time spent fulfilling professional responsibilities interferes with or limits the amount of time available to perform family-related responsibilities. This type of conflict appears when the demands of one's professional life interfere with the demands of one's personal life. WIF occurs when experiences at work interfere with family life, like extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, unsupportive supervisor or organization.

Thus, FIW occurs when resources spent in a family role detract from resources available in the job role. FIW occurs when experiences in the family interfere with work life like presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members. Frone, Russel & Cooper (1992) found there are two types of conflicts, WIF and FIW. There are enough studies have been done on WFC. But few studies have been done to focus on the relative influence of WFC on organizational commitment. In Sri Lanka, there is a study focused the relationship between WFC and job performance in the banking staffs. Therefore Responding to this gap that exists in literature has necessitated this present study.

### REVIEW OF LITERATURE

Work-family role conflict has become an important issue in the determination of organizational commitment. According to Cole (2004) The conflict occurs when the employee extends their efforts to satisfy their work demands at the expense of their family demands or vice versa. Ajiboye (2008) Found a significant amount of researches have concluded that WIF and FIW are related but distinct constructs However, WIF occurs when the domain of work interferes with the family demands and vice versa. Various researchers had investigated the relationship between work-family role conflict and organizational efficiency and productivity. Allen & Meyer (2000) suggest that Organizational commitment has become one of the most popular work attitudes studied by practitioners and researchers. One of the main reasons for its popularity is that organizations have continued to find and sustain competitive advantage through teams of committed employees. Organizational commitment is defined as the degree to which the employee feels devoted to their organization. Porter, Steers, Mowday, & Boulian (1974) define organizational commitment is the strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership. Allen & Meyer (1990) spot Organizational commitment has three types including affective commitment, normative commitment, and Continuance commitment. Akintayo (2010) defines Affective commitment refers to the emotional bond and identification of the employees with the organization and Continuance commitment refers to the material benefits gained from being with the organization. Jaros, Jermier, Koehler, & Sincich, (1993) defines normative commitment reveals a feeling of compulsion to continue employment. Further research into this variable has concluded that commitment is a diverse construct. Akintayo (2006) posited that there is general acceptance that organizational commitment has three main facets: affective, continuance, and normative, each with its own underlying 'psychological states'. According to Meyer (2003) Affective commitment refers to the emotional bond and the identification the employee has with the organization. For the employees, the positives include enhanced feelings of devotion, belongingness, and stability. Continuance (economic/calculative) commitment refers to what the employee will have to give up if they have to leave the organization or in other terms, the material benefits to be gained from remaining. Employees whose primary link to the organization is based on continuance commitment remain with the organization because they feel they need to do so for material benefits.

According to Akinboye (2003) it was found that a significant relationship exists among work-family role conflict and managerial efficiency of the managers. Karatepe & Sokmen (2006) conducted a study in Ankara, Turkey on frontline hotel employees and found a significant negative relationship between both WIF and FIW with job performance. WIF has negative impact on performance of people was found by Lee & Hui (1999), when work affects the family the performance decreases but it is a good indicator of measuring dedication one has for his job. Arjee (1992) indicates that FWC is negatively related to job performance.

Meyer, Allen, Gellatly, Goffin & Jackson (2000) have found that committed employees are more likely to remain with the organization and strive towards the organization's mission, goals and objectives.

Meyer et al. (2000) have found that committed employees are more likely to remain with the organization and strive towards the organization's mission, goals and objectives. Popoola (2008) found that WFC has become a significant factor in predicting organizational commitment as one of the important factors that influence work attitudes, job involvement, and career. Akintayo (2010) found that Conflict causes an imbalance between work and family life, such that WIF and FIW affecting outcomes such as organizational commitment, job satisfaction, and turnover. Also he argues that WFC negatively correlates with affective and normative commitment. Nevertheless, the effect of WFC on continuance commitment still remains unaddressed. Lambert (2000) found that addresses whether the use of work family initiatives impacts work family conflict and work outcomes such as job satisfaction, absenteeism, organizational commitment, and organizational citizenship behaviors. George (2000); posit that family interference with work may have some negative consequences on the extent which employees will be satisfied with their works and committed to their career. Cannon (1998) found clear evidence that employees with higher work-family conflict report less organizational commitment. This reduced commitment is also seen by greenhaus, Collins, Singh & parasuraman (1997) in studies of turnover intentions in particular, where employees with higher work family conflict are more likely to report intentions to leave the organization.

Blackhurst, Brandt, & Kalinowski, (1998) have also found that organizational commitment is negatively associated with role ambiguity and role conflict. Allen & Meyer (1990) in their famous article of the measurement and antecedents of affective, continuance and normative commitment to the organization found that role ambiguity and role conflict were negatively correlated with organizational commitment. The same was confirmed by Jackson & Schuler (1985). Many researchers conducted in developed and developing countries have established a negative relationship of organizational commitment with work to family conflict. Work to life conflict has a negative bearing on the commitment of workers to their organization. Lee & Hui (1999) argue that WIF may be an indicator of how much devotion one has for work. The study found that WIF was positively related to continuance organizational commitment but unrelated to affective commitment, and FIW was not related to either form of organizational commitment. Casper, Martin, Buffardi & Erdwins (2002) According to Luo Lu, Shu-Fang Kao, Ting-Ting Chang, Hsin-Pei Wu, Cary, Cooper (2008) found that both WIF Conflict and FIW were negatively correlated with job satisfaction and organizational commitment. There is no any further studies found specifically the relationship between FIW and organizational commitment. George (2000) posit that FIW may have some negative consequences on the extent which employees will be satisfied with their works and committed to their career.

## STATEMENT OF THE PROBLEM

As having the above importance, the current study investigated the effect of WFC on organizational commitment. In a way, this study analyses the following problems.

- Does WFC have significant effect on organizational commitment in staff members at peoples' bank?
- Is there any significant relationship between WFC and Organizational commitment in staff members at peoples' bank?

## OBJECTIVE OF THE STUDY

The following are the objectives of the present study

- To measure the effect of WFC on organizational commitment of staff members in peoples' bank.
- To find the relationship between WFC and organizational commitment of staff members in peoples' bank.

## HYPOTHESES

Based on the empirical evidence the researcher formulates the following hypothesis.

### H<sub>1</sub>:- There is a significant effect of WFC on Organizational Commitment

- H<sub>1a</sub>:- There is a significant effect of WIF & FIW on Affective Commitment
- H<sub>1b</sub>:- There is a significant effect of WIF & FIW on Continuance Commitment
- H<sub>1c</sub>:- There is a significant effect of WIF & FIW on Normative Commitment

### H<sub>2</sub>:- There is a significant negative correlation between WFC and organizational commitment

- H<sub>2a</sub>:- There is a significant negative correlation between WIF and affective organizational commitment.
- H<sub>2b</sub>:- There is a significant negative correlation between WIF and Continuance organizational commitment.
- H<sub>2c</sub>:- There is a significant negative correlation between WIF and normative organizational commitment.
- H<sub>2d</sub>:- There is a significant negative correlation between FIW and affective organizational commitment.
- H<sub>2e</sub>:- There is a significant negative correlation between FIW and Continuance organizational commitment.
- H<sub>2f</sub>:- There is a significant negative correlation between FIW and normative organizational commitment.

## MATERIALS AND METHODS

In this study Primary data and secondary data source are used to measure the relationship between WFC and organizational commitment. Secondary data is collected from previous research studies. Primary data for the present study is collected through the questionnaire from staff members at People's bank in Trincomalee district. There are 114 staffs presently working at 6 branches and 8 service centers in Trincomalee district. Out of 114 staffs, 28 employees working as managerial level, 10 employees working as management trainees and 76 of them are working as staff assistants. Questionnaire issued randomly to 75 respondents. Only Fifty six (56) questionnaires were received from the sample.

SPSS 16 is used to find the Correlation and Linear Regression. Correlation is a fundamental concept used to find the relationship between two or more variables. Regression analysis is a statistical technique used to predict the value of one variable on the basis of other variables. For the purpose of present study we construct the following equations.

$$\text{Organizational Commitment} = B_0 + B_1 \text{FIW} + B_2 \text{WIF} \quad (1)$$

$$\text{Affective Commitment} = B_0 + B_1 \text{FIW} + B_2 \text{WIF} \quad (2)$$

$$\text{Continuance Commitment} = B_0 + B_1 \text{FIW} + B_2 \text{WIF} \quad (3)$$

$$\text{Normative Commitment} = B_0 + B_1 \text{FIW} + B_2 \text{WIF} \quad (4)$$

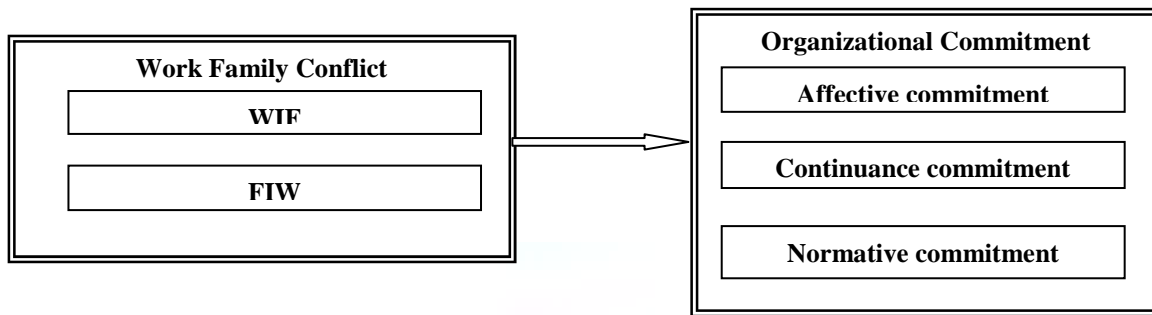
The Questionnaire contents 5 questions for each WIF and FIW. This questionnaire was developed by Netemeyer, Boles, & McMurrian (1996) to measure the independent variables WIF and FIW. Six items likert scale questionnaire developed by Meyae, Allen, & Smith (1993) was used to measure the dependent variables affective commitment, Continuance commitment and normative commitment. The likert scale including 5=strongly agree, 4 =agree, 3= neutral, 2 disagree and 1= strongly disagree. The questionnaire already used for researches and tested the validity.

## CONCEPTUAL MODEL

For the purpose of this study the following conceptual model was developed by the researchers.



FIG-01: CONCEPTUAL MODEL



**RESULTS AND DISCUSSIONS**  
**CORRELATION ANALYSIS**

TABLE 01: SUMMARY OF CORRELATION OF THE SAMPLE RESPONDANCE

Independent variable	Dependent Variable	R	Significance	Hypothesis
WFC	organizational commitment	-.409**	.002	Accepted
WIF	Affective commitment	-.202	.135	Partially Accepted
WIF	Continuance commitment.	-.330*	.013	Accepted
WIF	normative commitment	-.141	.299	Partially Accepted
FIW	Affective commitment	-.290*	.030	Accepted
FIW	Continuance commitment.	-.323*	.015	Accepted
FIW	normative commitment	-.220	.103	Partially Accepted

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
\* . Correlation is significant at the 0.05 level (2-tailed).

Table 01 spot that the correlation between the WFC and Organizational Commitment is moderate negative correlation which point out that the WFC can negatively affected the Organizational Commitment. As per the 'Significant' test results, it is clear that the correlation is significant at the 0.01 level (2-tailed). Therefore, hypothesis is accepted. Hence, there is a significant negative correlation between WFC and organizational commitment. Also it can be seen that the correlation coefficient equals -.202, indicating a weak negative relationship between WIF and Affective commitment. This point out that the WIF can negatively influenced on organizational commitment. As per the 'Significant' test results, the significant value is .135. This shows that the correlation is insignificant. Therefore, hypothesis is partially accepted. Hence, there is a negative correlation between WIF and affective commitment. - 0.330 Correlation between WIF and Continuance commitment explains moderate negative correlation between those variables. As per the 'Significant' test results, it is clear that the correlation is significant at the 0.05 level (2-tailed). Therefore, hypothesis is accepted. Hence, there is a significant negative correlation between WIF and Continuance organizational commitment. The correlation coefficient between WIF & Normative commitment is -.141 explains that weak negative relationship exist between these variables. As per the 'Significant' test results, the significant value is .299. This shows that the correlation is insignificant. Therefore, hypothesis is partially accepted. Hence, there is a negative correlation between WIF and normative commitment. A correlation coefficient of -0.290 was noted between FIW and Affective commitment indicates that there is a weak negative relationship exist among those variables. As per the 'Significant' test results, it is clear that the correlation is significant at the 0.05 level (2-tailed). Therefore, hypothesis is accepted. Hence, there is a significant negative correlation between FIW and affective commitment. A reported correlation between FIW & Continuance commitment is -0.323. It denotes moderate negative relationship between them. As per the 'Significant' test results, it is clear that the correlation is significant at the 0.05 level (2-tailed). Therefore, hypothesis is accepted. Hence, there is a significant negative correlation between FIW and Continuance commitment. The correlation coefficient between FIW & Normative commitment is -0.220 denotes the weak negative correlation exists between the variables. As per the 'Significant' test results, the significant value is .103. This shows that the correlation is insignificant. Therefore, hypothesis is partially accepted. Hence, there is a negative correlation between FIW and normative commitment.

**REGRESSION ANALYSIS**

The result of the regression analysis of the present study is reported in table 02.

TABLE 02: SUMMARY OF THE REGRESSION ANALYSIS OF SAMPLE RESPONDANCE

Dependent Variable	Independent Variable	R	R2	Significance	Hypothesis
Organizational commitment	WFC	.409 <sup>a</sup>	.168	.008 <sup>a</sup>	Accepted
Affective Commitment	WFC	.339 <sup>a</sup>	.115	.040 <sup>a</sup>	Accepted
Continuance Commitment	WFC	.441 <sup>a</sup>	.194	.003 <sup>a</sup>	Accepted
Normative Commitment	WFC	.251 <sup>a</sup>	.063	.179 <sup>a</sup>	Rejected

a. Predictors: (Constant), FIW, WIF

**H<sub>1</sub>- There is a significant effect of WFC on Organizational Commitment**

$$\text{Organizational Commitment} = 32.761 - .484 * \text{FIW} - .527 * \text{WIF} \tag{1}$$

The R<sup>2</sup> value organizational commitment is 0.168. This shows 16.8% of the organizational commitment can be explained by FIW and WIF. 83.2% of organizational commitment can be explained by other factors. Above table presents the regression analysis on the composite influence of WIF and FIW on Organizational Commitment. The significance value of p is 0.008, which is smaller than 0.01. Therefore the data provide strong evidence and the overall independent variables (WIF and FIW) appear to be statistically useful for predicting the dependent variable. This implies that WIF and FIW have statistically significant composite influence on Organizational Commitment. Therefore, hypothesis is accepted. Hence, there exists significant effect of WIF and FIW with Organizational Commitment.

**H<sub>1a</sub>- There is a significant effect of WIF & FIW on Affective Commitment**

$$\text{Affective Commitment} = 31.934 - .377 * \text{FIW} - .493 * \text{WIF} \tag{2}$$

The Coefficient of determination (R<sup>2</sup>) of affective commitment is 0.115. This shows 11.5% of the affective commitment is determined by FIW and WIF while 88.95% of affective commitment is determined by other factors. The ANOVA results of the effect of WFC on affective Commitment was found to be P=.040<0.05, indicating statistical significance. The results show that WFC has significant effect on affective commitment. Therefore, H<sub>2a</sub> is accepted. Hence, there exists significant effect between WIF and FIW with Affective Commitment.

**H<sub>1b</sub>- There is a significant effect of WIF & FIW on Continuance Commitment**

$$\text{Continuance Commitment} = 37.363 - .745 * \text{FIW} - 0.610 * \text{WIF} \tag{3}$$

The coefficient of determination (R<sup>2</sup>) between WIF and FIW with Continuance commitment is 0.194. This shows 19.4% variation in Continuance commitment is attributed by WIF and FIW while 80.6% of Continuance commitment is determined by other factors. The P-value is 0.003 which is smaller than 0.01. It shows Continuance commitment can be explain by the WIF and FIW and there is a significant effect on Continuance commitment. Therefore, hypothesis is accepted. Hence, there exists significant effect WIF and FIW on Continuance Commitment.

**H<sub>1c</sub>**:- There is a significant effect of WIF & FIW on Normative Commitment

**Normative Commitment = 28.986 -.330\*FIW – 0.477\*WIF**

(4)

The R<sup>2</sup> value of normative commitment is 0.063. This shows 6.3% of the normative commitment is determined by WFC while 93.7% of normative commitment is determined by other factors. The P-value is 0.179 which is greater than say 0.05. It shows normative commitment cannot be explained by the WIF and FIW and there is an insignificant effect on normative commitment. Therefore, hypothesis is rejected. Hence, there exists insignificant effect between WIF and FIW with Normative Commitment.

## CONCLUSION & RECOMMENDATIONS

The current study determines the effect of WFC on organizational commitment among employees of people's bank in Trincomalee district. The findings of the study revealed that WFC has a negative impact on organizational commitment of employees in their workplace which supports the research hypothesis. These findings support Akintayo's (2010) data that reported a negative impact of WFC on organizational commitment in industrial workers of Nigeria. Findings are also consistent with other studies indicating that there is a significant negative correlation between WFC and organizational commitment and our regression analysis indicated that WIF and FIW have negative significant effect on Organizational Commitment. This means WIF factors such as extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, unsupportive supervisor or organization has a reasonable influence on organizational commitment. The FIW factors such as presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members are moderately influenced on organizational commitment. In order to enhancing the organizational commitment while the WFC is exist, the organization can arranged programs like child care, summer camps, flexible timings, job sharing, special leaves, part time job facilities and entertainment programs. Findings further detected that WIF and FIW have negative significant effect on Affective Commitment, and also there is a significant negative relationship between FIW and Affective commitment. The analysis indicates that WIF and FIW have negative significant effect on Continuance Commitment, and there is a significant negative relationship was observed among them.

The current study only investigates WFC focusing on FIW and WIF domain so future studies can be conducted with similar patterns utilizing other dimensions of WFC. The research work can further be expanded with the inclusion of moderation effect of other variables like culture and ethnicity using larger samples. These results have implications for people's bank administration to design workloads that reduce WFC in employees and increase organizational commitment.

## LIMITATIONS

There are various limitations have been observed during this research. This study was primarily limited by its independent variable. Even though various factors affecting organizational commitment present study considered WFC only as independent variable. This study was secondly limited by its sample collection. The research only focuses on People's Bank staff, while other banks also plays good role in banking industry in Sri Lanka, has not been included in this research. Only Trincomalee district was covered in this research. The sample size and actual respondent numbers were limited in this research because of difficulties of surveying the whole population.

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