



The Effect of Work Family Conflict on Loyalty and Commitment of The Employees Working in the Academic Sector

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Abstract

Employees are encountering increased levels of tension between their professional and personal lives as a result of changes in the nature of the modern workplace. With the birth of positive psychology, Work engagement is a topic that has received a lot of interest from academics in the disciplines of good organizational behavior and occupational health. We administered the Work-Family Conflict Scale, the Work Stress Scale, the Employee Commitment Scale, and the Employee Loyalty Scale to a random sample of 400 principals at Elementary and Secondary Schools in New Delhi. In addition to data on the research variables, demographic information was gathered, coded, and put into the SPSS software to serve as a control variable. The findings showed that Work Stress partly mediates the negative association between work-family conflict and Employee Loyalty among elementary and secondary school leaders. This research adds to the body of knowledge about the correlation between family commitments and time spent at the office. In addition to other considerations, Organizational commitment is negatively impacted by work-family conflicts, stress levels on the job, and overall productivity at work. The authors of this research are interested in the effects of principals' personal life on their loyalty to their companies, devotion to their jobs, and productivity.

Keywords: Work, Family, Loyalty, Commitment, Employee, Academic

1. Introduction

The broad use of advance technology in the workplace today has had a profound effect on that setting. Employees not only spend more time on work assignments outside of the office, but they are also expected to maintain a high level of performance and productivity in the workplace. Working people have to juggle a growing number of responsibilities at home and in the workplace, making it difficult for them to be resilient under pressure. Loyalty in the workplace is described as demonstrative acts or words showing appreciation and commitment to one's employer. Staff loyalty is an understudied result in the work-family sector despite its significance. So, in today's industrialized world, the practice of balancing work and family responsibilities has become the central concern. It's the mental state that results when there's too much pressure at work and not enough at home. The financial pressures that resulted in the parents leaving the house to work further exacerbated this trend. In many modern homes, both parents hold down jobs. Couples when one partner is employed

outside the house often find it more challenging to meet both their professional and domestic obligations. The value of strong ties to one's home and workplace has been highlighted for quite some time. Finding a happy medium between your professional and personal life may be challenging. Employees are encountering increased levels of tension between their professional and personal lives as a result of changes in the nature of the modern workplace. Individuals need to devote considerable time and effort to both their professional and personal lives in order to feel whole. Unbalanced work and family responsibilities, however, may increase both interpersonal and intrapersonal conflict in the workplace, leading to work-family conflict and reducing employee engagement (EC). Worldwide, businesses are having a hard time attracting and keeping talented employees. As a result, management experts are always on the lookout for new approaches that might help businesses keep their employees happy, boost employee retention and morale, and boost efficiency. Work-family balance and organizational citizenship

behavior are two hot issues in the field of organizational studies right now. Modern firms place a premium on these disciplines because of the impact they have on both the professional and personal lives of its people. Work-family conflict and stress, as well as organizational civic behavior, have each been the subject of extensive study, but their interrelationship has received comparatively little attention. There are three perspectives that may be used to learn about the family: The first is a structural one, in which a family is said to exist if there are at least two adults and their offspring or other relatives living under the same roof. With this comprehension in place, we can zero down on exactly who counts as family. From this vantage point, we can see that a person's family serves as both his or her origin (in families of origin) and his or her vehicle for having children (in families of procreation) (extended family). Second, there's the functional definition of family, which centers on the importance of carrying out certain psychological duties and responsibilities within a given society. As an example, providing care, reaching out to kids in need, providing emotional and material assistance, and playing certain roles are all examples of these functions. This point of view emphasizes the roles that members of the family play. Finally, the definition of a family is a group that grows closer together via acts that form a sense of shared identity as a family (family identity), including shared emotions, memories, and aspirations. In this view, the family's functioning is emphasized. There was a transition in the family model as productive family patterns became more prevalent than conventional family patterns. Traditional family structures, in which males provide financially for their families while women stay at home to care for their children and maintain the household. The conventional view is that a woman has no incentive to further her education beyond a certain point since she will inevitably end up staying at home to raise a family. As a result, society frowns upon career-minded women and assumes they are disloyal to their traditional roles as wives and mothers when they try to put their skills to use outside the home. The term "Employee Commitment" (EC) refers to an employee's readiness to put in extra effort and maintain good organizational citizenship by believing in and adopting the organization's objectives, values, and conventions. Previous studies have linked WFC to the three EC aspects, demonstrating that various factors inspire employees to remain with a given company. Employee Commitment, Persistent Commitment, and Normative Commitment (NC) are the three faces of EC.

2. Literature Review

Fiksenbaum, Lisa (2014) ^[1] In response to these challenges, many companies now provide structured programs (such as onsite child care, flextime, reduced work weeks, telecommuting, etc.) to assist their workers in juggling their professional and personal lives. Many workers, however, are reluctant to actually utilize them because of the stigmas that surround them. The success and efficacy of such initiatives are likely enhanced by an organizational culture that encourages their use. The purpose of this research was to test a model that looks at how management support, organizational needs, and career implications all play a role in WFC. Individuals' responses to WFC and their

subsequent levels of happiness were also analyzed in this model (i.e., life satisfaction and Employee Loyalty). Overall, the model suited the data from 112 workers rather well (i.e., the model was reasonably consistent with the data). It was shown that WFC was inversely connected to the availability of work-family benefits, which in turn encouraged a friendly work-family culture. Both life pleasure and interest in one's job suffered as a result of WFC. Thus, workers who reported higher levels of WFC were less happy overall and less likely to be invested in their jobs. The study's findings will be explored, along with their implications for the cultivation of a supportive workplace culture.

Riaz, Afreen & Channa, Nizamuddin & Mahesar, Hakim (2019) ^[2] a company's success or failure is directly tied to the morale of its workforce. As compared to their happy coworkers, disgruntled workers tend to produce less results. Employees that are happy in their jobs are more likely to do their jobs effectively, which benefits the company in terms of productivity, quality, and loyalty. With more and more women in the workforce, more and more women establishing themselves as single parents, and more and more couples establishing themselves as co-breadwinners, Women in the present day are not limited to their stereotypical roles. Women's attempts to juggle many roles and priorities, with sometimes-inconsistent demands, are reflected in their representation in the workforce and in the home. Methods of quantitative analysis were used in the investigation. Female college personnel filled out a questionnaire to provide information on work-family conflicts, Work Stress, and productivity. Questionnaires were sent to government college workers in the Mirpurkhas area.

Alsaleh, A. (2014) ^[3] in this study, we look at how conflicts between work and home life affect workers' dedication to their company. Women working in five different government departments in Kuwait, both single and married, were surveyed to determine the differences between them in terms of work-family conflict. Random sampling was used to pick 300 female workers from five government agencies in Kuwait City. The participants were divided into two groups, with 201 married women and 99 single women making up the first group. Women's ages covered the gamut from 21 to 50, with 42 being the mean. According to the results, work-family conflict (WFC) is more prevalent among married women compared to single women, and it has a detrimental effect on job commitment. The nature of the service quality and satisfaction factors for the workers might be investigated in future studies to see whether or not these metrics effectively boosted levels of commitment to the firm.

Dizaho, Esther & Dizaho, Rohani & Salleh, Azrai & Abdullah, Azrai (2016) ^[4] in recent decades, more and more women have entered the labor field, altering the makeup of both the labor force and the global economy. As more and more women are entering the workforce and since women continue to provide the majority of child care, the phrase "work-family conflict" was coined to describe the difficulties working moms have in juggling their responsibilities as both mothers and employees. Research shows that working mothers' careers suffer when they have time, stress, and behavioral conflicts between work and

family.

Wang, I-An & Tsai, Hung-Yu & Lee, Meng-Hsiu & Ko, Ren-Chang (2019) [5] Our analysis also takes into account the potential moderating role of organizational incentive and care at several levels. This investigation uses a multi-level, multi-source, and multi-time series data set to eliminate technique variation. A total of 238 pairs of hotel service employees and their supervisors were surveyed twice. Based on the findings of hierarchical linear modeling, we know that WFC is correlated with burnout in terms of one's emotional well-being. There are a number of directions that both researchers and practitioners might take from these results.

3. Research Methodology

3.1 Participants and Procedure

Principals from elementary and secondary schools in India took part in the present research. Convenience sampling was used to hire principals of primary and secondary schools in New Delhi, India. We reached out to principals via the district's education office to go through the survey's parameters and criteria. Four hundred and fifty questionnaires were sent in, and four hundred of those returned included usable data. Participant carelessness was a major source of the inaccurate information.

3.2 Measures

We used the Work-Family Conflict Scale to evaluate the degree to which job and family life were in conflict with one another. The participants used a Likert scale (1 = never, 5 = always). The greater the number, the more tension there is between job and family life.

1. **Work Stress Scale:** The Work Satisfaction Subscale of the Michigan Organizational Assessment Questionnaire was used to collect data. It consists of three questions.
2. **Employee Commitment Scale:** Using the use of the Organizational Commitment Scale, we were able to measure levels of emotional commitment.
3. **Employee Loyalty Scale:** Using the 17-item Utrecht Employee Loyalty Scale (UWES), we analyzed how involved people were in their jobs.

3.3 Data Analysis

We ran the following analyses on the data: Confirmatory

component analysis in Jamovi was first used to examine the key variables' construct validity. Second, Harman's single-factor test was used to investigate the pervasive method bias issue. Finally, Descriptive statistics and Pearson correlations were used to examine the relationships between key variables. Specifically, we aim to learn how work stress influences the relationship between work-family tensions and employees' dedication to their jobs, we turned to the SPSS PROCESS macro, which makes use of the bias-corrected Percentile Bootstrap technique. Statistics are analyzed using SPSS 16.0. In addition, the function of emotional commitment in the moderated mediation model was investigated using model 14 of the SPSS PROCESS macro, using the same procedure. By using multiple regressions, we may examine the interplay of several factors.

3.3 Variables' Measures

In addition to data on the research variables, demographic information was gathered, coded, and put into the SPSS software to serve as a control variable. The frequency with which PMS symptoms were experienced was also measured using a Likert scale (1 = never to 5 = always).

1. **WFC:** A set of modified items was used to evaluate WFC. There were five items utilized in the analysis. It assesses how much employees believe their jobs prevent them from having a happy home life.
2. **Work Stress:** Work stress was measured using the Michigan Organizational Assessment Questionnaire's Work Satisfaction Subscale, which consists of just three questions.
3. **Employee Loyalty:** Using the use of the Organizational Commitment Scale, we were able to measure levels of emotional commitment.
4. **Employee Commitment:** The EC was comprised of 13 items (3 for emotional persistence, 5 for persistence, and 5 for neural consistency).

4. Data Analysis

4.1 Questionaries analysis: The study was designed to investigate the effect of work-family conflict, Work Stress, Employee Loyalty, and Employee Commitment. The analysis of the collected data is as under

Table 1: Work Family Conflict

Questions	Frequency	%
My work prevents me spending sufficient quality time with my family	4	1
There is no time left at the end of the day to do the things I'd like at home (e.g., chores and leisure activities)	3	0.75
My family misses out because of my work commitments	3	0.75
My work has a negative impact on my family life	2	0.5
Working often makes me irritable or short tempered at home	3	0.75
My work performance suffers because of my personal and family commitments	3	0.75
Family related concerns or responsibilities often distract me at work	4	1
If I did not have a family, I'd be a better employee	4	1
My Family has a negative impact on my day-to-day work duties	1	0.25
It is difficult to concentrate at work because I am so exhausted by family responsibilities	3	0.75

Table 2: Work Stress

Questions	Frequency	%
I have often been upset because of something that happened unexpectedly?	2	0.5
I often felt that I were unable to control the important things in my life?	2	0.5
I have often felt nervous and stressed?	2	0.5
I have often felt confident about my ability to handle my personal problems?	2	0.5
I have often felt that things were going my way?	2	0.5
I have often found that I could not cope with all the things that I had to do?	2	0.5
I have often been able to control irritations in my life?	2	0.5
I have often felt that I were on top of things?	2	0.5
I have often been angered because of things that happened that were outside of my control?	2	0.5
I have often been felt difficulties were piling up so high that I could not overcome them?	2	0.5

Table 3: Employee Loyalty

Questions	Frequency	%
Whenever I get a chance to speak in social gatherings, I try to speak positively about my organization	2	0.5
I always look forward to another day at work.	3	0.75
I always promote the brand of my organization.	2	0.5
I would prefer or recommend the products and services of my organization to my friends.	3	0.75
I feel that I own this organization	2	0.5
This organization has given me a lot of things in my life.	3	0.75
I often think of leaving the organization.	2	0.5
If I could choose again, I would choose to work for the current organization.	3	0.75
It is very rare that I will look for a new job next year	2	0.5
I am not sure whether my teammates will provide the necessary support if I needed it at my workplace.	5	1.25

Table 4: Employee Commitment

Questions	Frequency	%
I feel myself to be a part of this organization	2	0.5
I am quite proud to be able to tell people the company	2	0.5
The offer a little more money with another company would not seriously make me think of changing jobs	2	0.5
I would recommend a close friend to join this company	2	0.5
To know that my own work has made a contribution to the good of the organization would please me.	2	0.5
In my work, I like to feel that I am making some contribution, not for myself but for the organization as well.	3	0.75
I sometimes feel like leaving this company for good	3	0.75
I am not willing to do more than my job description requires just to help the organization.	3	0.75
Even if the company were not doing well financially, I would be reluctant to change to another company.	3	0.75
Working hard leads to good performance	3	0.75

4.2 Descriptive Statistics and Correlation Analysis

None of the skewness or kurtosis values in Table 5 were significantly different from zero, indicating that all variables were normally distributed, and correlation analysis revealed that work-family conflict was inversely related to both Employee Loyalty and Work Stress. Work-family tensions

did not correlate with emotional investment; however, Employee Commitment and Employee Loyalty were similarly positively connected to Work Stress. The correlation between emotional commitment and interest in one's job was also significant.

Table 5: Correlations and descriptive statistics between the variables

Variable	M	S.D.	Skewness	Kurtosis
1.Work Family Conflict	3	0.942809042	-0.994368911	5.52455357
2.Work Stress	2	0	0	0
3.Employee Loyalty	2.7	0.948683298	1.71778046	7.87250147
4.Employee Commitment	2.5	0.527046277	0	1.76785714

* $p < 0.05$; ** $p < 0.01$.

Whenever demographic variables were taken into account, as shown in Table 5, the findings indicated that work-family conflict was adversely linked with both Employee Loyalty and Work Stress. Moreover, Work Stress was related to Employee Loyalty favorably, while work-family conflict was directly related to a decrease in engagement.

5. Conclusion

Based on the findings, we can conclude that primary and

secondary school leaders' attention has been directed largely at the role that job stress and emotional commitment play in the connection between work-family conflict and involvement. For elementary and secondary school administrators, the research indicated a negative relationship between work-family conflict and job engagement, with Work Stress mediating some of that negative association. Employee Commitment also served as a moderator between job happiness and involvement in one's work. The purpose

of this research was to examine the connection between work-family conflict (both WFC and FWC) and EC in India's higher education sector. A secondary goal of the research was to determine how much of an impact PMS had on the connection between work-family conflict and EC. In this study, we analyze the perspectives of elementary school principals on issues including work-family conflict, employee retention, and organizational loyalty to draw some surprising conclusions about the managerial role in the workplace. Work-family conflicts were shown to have a detrimental effect on principals' stress levels and level of commitment to their positions. The capacity of principals to combine work and family commitments has a major effect on their level of commitment to their schools and communities. Principals of elementary and secondary schools were shown to have a negative correlation between job satisfaction and work-family tension.

6. References

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