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## WORK-FAMILY CONFLICT AND EMPLOYEE'S FAMILY-WORK SATISFACTION MODERATED BY WORK-LIFE BALANCE PRACTICES; A CB SEM ANALYSIS

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### Abstract

The work and family are important aspect of modern human life and conflict in these two domains can have negative outcomes for individual as well as organization. However, how various interventions such as work-life balance practices can diffuse the negative outcome is not much investigated. In the present study, we focus this issue using a theoretical model. Accordingly, we tested the effects of work and family conflict on employees work and family satisfaction while testing the work-life balance practices as moderator. The study used cross-sectional survey and data is collected from the teaching staff of private colleges (n=165). The first step of analysis included performing Confirmatory Factor Analysis through AMOS and result shows that our measures had satisfactory reliability and validity. The second step included performing path analysis for hypotheses testing. The result shows that work-family conflict has negative and significant effects on work satisfaction. Furthermore, family-work conflict has negative and significant effects on family satisfaction and work satisfaction. We also found positive and significant effects of work-life balance practices on family and work satisfaction. Furthermore, the moderation result indicates that work-life balance practices moderate the negative effects of family and work conflict on employee work and family satisfaction. Based on the results, we conclude that family and work conflict is harmful and

their negative effects can be minimized using suitable work-life balance practices.

**Keywords:** Family, Work, Conflict, Work-Life, Balance, Outcomes, Colleges.

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## INTRODUCTION

Interference of family in work activities refers to family-work conflict, and interference of work activities in family life refers to work-family conflict (Kossek & Lee, 2017). Modern life and accompanied factors has put a greater pressure on human lives effecting the quality of life in terms of reduced attention to work and family domain. Often organization offers suitable work-life balance practices as an intervention to this problem. Accordingly, work-life balance practices refers to such policies and practices offered by an organization so that staff can create a balance between the family and work domain (Clarke, Koch, & Hills, 2004). Examples of common work-life balance practices include part-time work, work from home, flexible work timings, job sharing, and so on (Koon, 2020). However, up to what extent, these practices are effective in mitigating the negative effects of work and family life conflict is not very clear. In the present study, we investigate this issue. The novelty of the current study is that it is among the pioneer study in the context of academic staff in Pakistan. Another novelty of the current study is that it develops and tests a comprehensive model of work family conflict and its outcomes including family and work satisfaction along with work-life balance as moderator; something which is not tested in previous studies. Thus in present study, we take a more holistic and process approach in order to enhance our understanding on the issue.

### Research Questions

The study seeks to answer the following research questions.

- Q1. What are the effects of work-family conflict on employee's family and work satisfaction?
- Q2. What are the effects of family-work conflict on employee's family and work satisfaction?
- Q3. What are the effects of work-life balance practices on family and work satisfaction?
- Q4. Does work life balance practices moderate the relationship of work family conflict, family-work conflict, and family and work satisfaction?

### Research Objectives

The objective of the study are as under.

- To measure the effects of work-family conflict on employee's family satisfaction
- To measure the effects of work-family conflict on employee's work satisfaction
- To measure the effects of family-work conflict on employee's family satisfaction
- To measure the effects of family-work conflict on employee's work satisfaction
- To measure the effects of work-life balance practices on employee's family satisfaction
- To measure the effects of work-life balance practices on employee's work satisfaction
- To test work life balance practices as moderator between the relationship of work-family conflict and family satisfaction
- To test work life balance practices as moderator between the relationship of work-family conflict and work satisfaction
- To test work life balance practices as moderator between the relationship of family-work conflict and family satisfaction
- To test work life balance practices as moderator between the relationship of family-work conflict and work satisfaction

### **Significance of the Study**

The significance of the study is that it is investigating the work-family conflict, family-work conflict, work life balance practices in the context of academic staff of Pakistan which is not previously explored. The study will fill the literature gap and add to the theory by testing a model using work life balance as a moderator. The practical significance of the study is that it will show the insights about the work life conflict, work and family satisfaction, and work life balance among the academic staff which will be useful for the HR and management of the higher educational institutes. The findings can also be used by academic, students, and management consultants.

## **LITERATURE REVIEW**

### **Work-Family Conflict and Outcomes**

Work-family conflict occurs when work activities interfere with family activities, and in contrast, family-work conflict occurs when family activities interfere with work activities (Breugh & Frye, 2007). The family-work conflict and work-family conflict are the consequence of incompatible family and work roles. If individual is taking part in the family activities so it is difficult for him/her to take part in the work activities and vice versa resulting in conflict between the both domains (Swarnalatha, 2017). The nature of work life conflict is bi-directional means over pressure in work may influence the domestic life and vice versa (Lee, 2018).

The findings of previous studies shows that work-family conflict is caused due to long working hours (Choo, Desa, & Asaari, 2016); and inflexible work schedule (Bai, Gopalan, Beutell, & Ren, 2021). Furthermore, it leads to unfavorable outcomes including a higher stress level (Kremer, 2016); decreased job satisfaction (Asbari, Bernarto, Pramono, Purwanto, Hidayat, Sopa, Alamsyah, Senjaya, Fayzhall, & Mustofa, 2020; Lari, 2020); and a higher turnover (Lu, Hu, Huang, Zhuang, Guo, Feng, & Hao, 2017). Based on previous studies findings, and general idea that an increase work-family conflict can lead to unfavorable employee outcomes, we present the following two hypotheses.

H1= Work-family conflict is having significant effects on family satisfaction

H2= Work-family conflict is having significant effects on work satisfaction

### **Family-Work Conflict and Outcomes**

Traditionally, the concept of 'family' is applied to couple having offspring and male partner is engaged in some economic activity while female taking care of the household responsibilities. Grzywacz and Marks (2000) states that this is a narrow concept of family, as many families consist of single parents or couples having no children and therefore, they should also be included in the WLB studies. Having elder parents or children is also a major responsibility which can cause work-family conflict. Previous studies indicate that family-work conflict lead to unfavorable employee and organizational outcomes. For example, study by Karakose, Yirci, and Papadakis (2021) shows that family-work conflict leads to reduced life satisfaction. Studies also shows that family-work conflict lead to decreased psychological safety and psychological well-being among staff (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020); decreased job satisfaction (Dodanwala & Shrestha, 2021; Purwanto, 2020); and decreased job performance (Hong, Liu, & Zhang, 2021; Hunter, Clark, & Carlson, 2019). Thus, we expect that increased family-work conflict lead to unfavorable outcomes for employees such as decreased level of satisfaction. Therefore, we propose;

H3= Family-work conflict is having significant effects on family satisfaction

H4= Family-work conflict is having significant effects on work satisfaction

### **Work-Life Balance Practices and Outcomes**

There are different terms used for work life balance such as work-family fit' and work-family balance'. Among these different terms, the term 'work-life balance' is more frequently used in the literature and comprehends the concept of balancing between family, personal time, recreation, and community (Grady, Kerrane, Darcy, & McCarthy, 2008). The WLB is important since it enable individuals to balance his/her role related partner in the family and the work (Poulose & Sudarsa, 2018; Rife & Hall, 2015). The aspects of balance between the work and life include the balance in terms of time, involvement, and satisfaction. In sum, the WLB can be summarized as a situation when there is absence of conflict in terms of role and individuals are satisfied with their family and work roles. Past studies related to the outcomes of work-life balance are based on two themes. One type of studies investigated the positive outcomes of work life balance; while, the other type of studies investigated the negative outcomes experienced due to the absence of work-life balance. For example, studies found positive effects of work life balance practices and policies such as higher job satisfaction and retention (Arief, Purwana, & Saptono, 2021; Taşdelen-Karçkay & Bakalım, 2017). The work life balance practices are also found to be associated with reduced work-family conflict (Anand & Vohra, 2019).

The other stream of work-life balance practices investigated its negative outcomes and mostly reported that its absence can lead to unfavorable outcomes. For example, studies found that a lower level of work life balance leads to decrease in productivity, increased absenteeism, and depression among staff (Chan, Kalliath, Brough, Siu, O'Driscoll, & Timms, 2016). Other studies found that lower level of work life balance is associated with decreased morale among staff (Timms, Brought, O'Driscoll, Kalliath, Siu, Sit, & Lo, 2015). Other outcomes include poorer quality of work and decreased productivity (Seligman, 2002). Thus, based on previous studies findings, we propose the following hypotheses.

H5: Work-life balances practices is having significant effects on family satisfaction

H6: Work-life balances practices is having significant effects on work satisfaction

### **Work-Life Balance Practices as Moderator**

Additionally, we propose Work-life balance as moderator since it has the capacity to not only lead to favorable outcomes such as work and family satisfaction but it can alter the relationship of family and work conflict towards these outcomes. Thus, using this logic, we propose it as a moderator and subsequently propose the following hypotheses.

H7= Work-life balance practices moderate the relationship between work-family conflict and family satisfaction

H8= Work-life balance practices moderate the relationship between work-family conflict and work satisfaction

H9= Work life balance practices moderate the relationship between family-work conflict and family satisfaction

H10= Work life balance practices moderate the relationship between family-work conflict and work satisfaction.

## RESEARCH METHODOLOGY

### Research Design

The design of the study is cross-sectional means data is collected at one point in time. Moreover, this study is descriptive and explanatory in nature.

### Research Approach

Two common approaches in social science research are quantitative and qualitative research. In this study, the chosen approach is quantitative since it matches with the nature of the study.

### Data Collection Method

The data is collected using the survey method adapted from the past sources. The survey is distributed in the five selected colleges selected randomly. The college HR departments are involved to distribute the survey among the faculty members.

### Survey Measure

Work-family conflict and family-work conflict are independent variables, measured by 5 items each and adapted from Netemeyer, Boles, and McMurrian (1996). Work-life balance availability is moderating variable and is measured by 9 items and adapted from Allen (2001). Family satisfaction is a dependent variable and is measured by 5 items adapted from Diener, Emmons, Larsen, and Griffin (1985). Work satisfaction is a dependent variable and is measured by 3 items adapted from Hackman and Oldham (1975).

### Population and Sampling

The population of the study is all private sector colleges teaching staff. The population is estimated to be around 4000. Convenience sampling which is a type of non-random sampling is used to collect data from the selected staff from the selected colleges. A total of 378 questionnaires are distributed in selected colleges and a total of 165 usable surveys are returned thus making a response rate of 43.65%.

### Data Analysis

The data is analyzed in two steps using the covariance-based structural equation modeling. The first step included the testing the validity and reliability by performing the Confirmatory Factor Analysis. The second step includes testing the hypotheses using the Path analysis. Moderation analysis is also included to test the moderation hypothesis as part of this step.

### Ethical Consideration

Ethical issues such as no harm to the survey participants, no use of force, maintaining anonymity and privacy of the participants, and no cheating or deception is maintained as per the academic research norms.

## RESULTS

### Demographic Details

Table 1  
*Demographic Information*

		Frequency	Percentage
<b>Gender</b>	Male	102	61.82
	Female	63	31.18
<b>Age</b>	20-30	39	23.63
	30-40	43	26.06
	40-50	43	26.06
	Above 50	40	24.24
<b>Work Experience</b>	Less than 1 Year	12	7.27

1 to 5 Years	65	39.39
5 to 15 Years	43	26.06
Above 15 Years	45	27.28

Source: Survey Data, 2023, n=165

The result shows that there are 102 male and 63 female participated in the survey. In terms of age, there are 39 participants from 20 to 30 years age category; 43 participants belongs to 30 to 40 years age category; 43 participants belongs to 40 to 50 years age category; and 40 participants belongs to above 50 years age category. In terms of work experience, 12 participants had less than 1 year work experience; 65 had 1 to 5 years work experience; 43 participants had 5 to 15 years work experience; and 45 had above 15 years work experience.

**Confirmatory Factor Analysis**

We used AMOS for performing the Confirmatory Factor Analysis. The model is used for testing the reliability, convergent validity, and discriminant validity. Initially, the CFA did not give the desired result, so we used modification indices and deleted items with low factor loadings. The revised model and results are as follows;

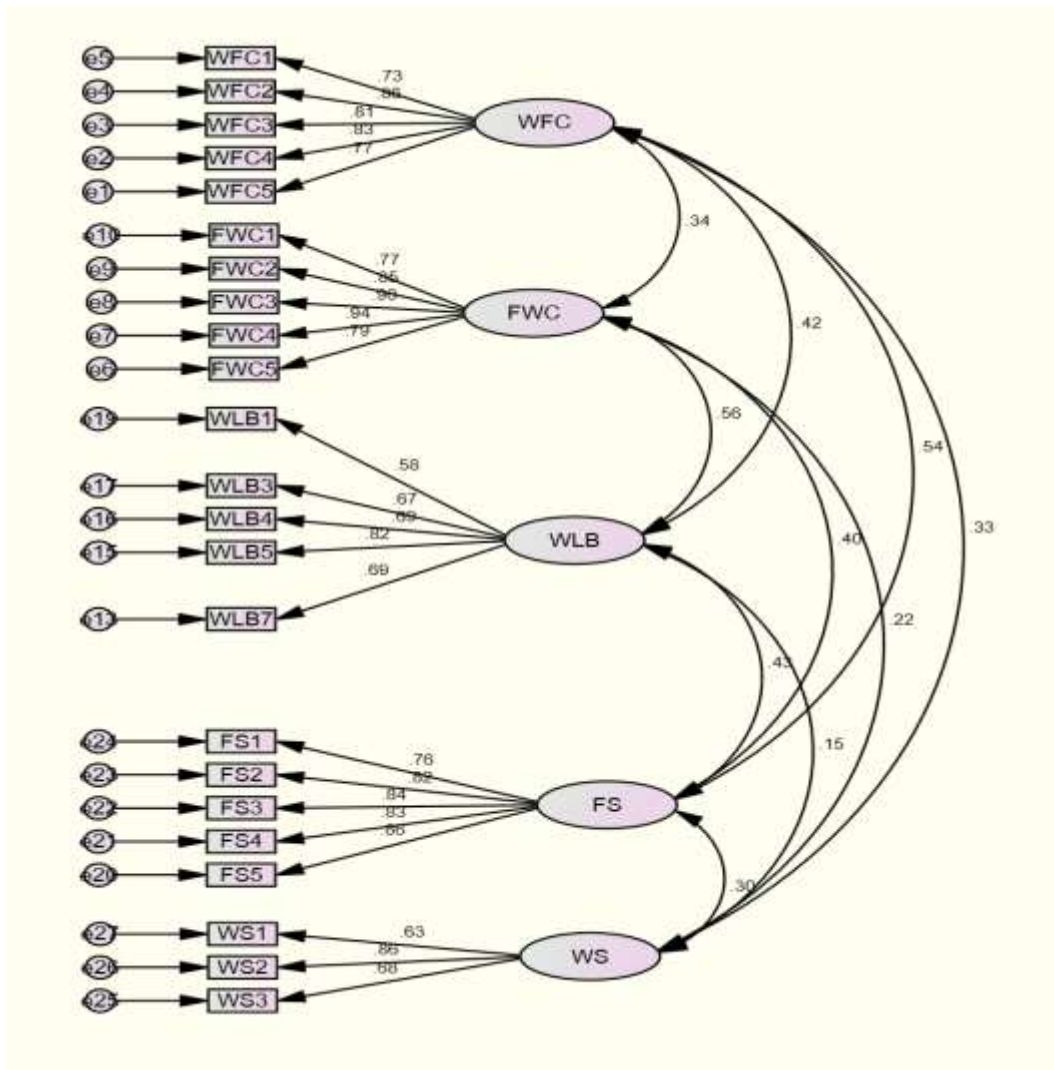


Figure 1: Measurement Model, Confirmatory Factor Analysis

Table 2  
*Reliability and Convergent Validity*

Items	Standardized Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Work-Family Conflict				
WFC1	.726			
WFC2	.861			
WFC3	.810	.898	.899	.641
WFC4	.831			
WFC5	.770			
Family-Work Conflict				
FWC1	.773			
FWC2	.847			
FWC3	.902	.930	.930	.728
FWC4	.942			
FWC5	.791			
Work-Life Balance Practices				
WLB1	.584			
WLB2	Deleted			
WLB3	.673			
WLB4	.692			
WLB5	.825	.822	.824	.486
WLB6	Deleted			
WLB7	.693			
WLB8	Deleted			
WLB 9	Deleted			
Family Satisfaction				
FS1	.758			
FS2	.816			
FS3	.844	.910	.912	.676
FS4	.826			
FS5	.865			
Work Satisfaction				
WS1	.629			
WS2	.862	.757	.771	.534
WS3	.682			

X<sup>2</sup>= 544, df=273, x<sup>2</sup>/df= 1.99, RMSEA=0.074, RMR=0.034, GFI=0.913, CFI=0.914

The Confirmatory Factor Analysis result indicate that the revised model is fit and significant as all indicators of model fitness including RMSEA (.074), RMR (.034); GFI (.913) and CFI (.914) are within acceptable limits as per the guideline of Hu and Bentler (1999) and Browne and Cudeck (1992). The guideline suggest RMSEA and RMR of less than 0.08 and GFI and CFI greater than 0.90. Furthermore, all standardized factor loadings are above 0.50 and Average Variance Extracted is above 0.50 for all indicators thus it shows reasonable convergent validity. Furthermore, Cronbach alpha and Composite Reliability are above 0.70 so it indicates satisfactory reliability.

Table 3  
*Discriminant Validity*

	<b>WFC</b>	<b>FWC</b>	<b>WLB</b>	<b>FS</b>	<b>WS</b>
WFC	.800	.321**	.375**	.497**	.299**
FWC	.321**	.853	.501**	.384**	.201**
WLB	.375**	.501**	.697	.382**	.159*
FS	.497**	.384**	.382**	.822	.293**
WS	.299**	.201**	.159*	.293**	.731

We used Fornell and Larcker (1981) criteria for checking the discriminant validity. The result shows that all diagonal bold values which are square root of AVE are greater than other values in its respective rows and columns which shows that criteria is satisfied and discriminant validity can be established.

### Structural Model- Hypotheses Testing

Once we finished the reliability and validity testing, we used the imputed factor score from the CFA step to perform the path analysis for hypotheses testing purpose. The structural model is as follows;

Table 4  
*Regression Weights*

H. NO.	Path	Estimate	S.E.	C.R.	P	Remarks
H1	WFC>FS	-.103	.060	1.721	.085	Not Supported
H2	WFC>WS	-.455	.076	-6.005	***	Supported
H3	FWC>FS	-.546	.076	7.215	***	Supported
H4	FWC>WS	-.945	.095	9.903	***	Supported
H5	WLB>FS	.364	.084	4.336	***	Supported
H6	WLB>WS	.366	.106	3.452	***	Supported
H7	WFC*WLB>FS	.066	.012	5.434	***	Supported
H8	WFC*WLB>WS	.187	.015	12.292	***	Supported
H9	FWC*WLB>FS	.090	.012	-7.384	***	Supported
H10	FWC*WLB>WS	.220	.015	-14.348	***	Supported

The result shows that work-family conflict has negative but insignificant effects on family satisfaction ( $\beta = -.103$ ,  $P > .05$ ); and negative and significant effects on work satisfaction ( $\beta = -.455$ ,  $P < .05$ ). Similarly, family-work conflict has negative and significant effects on family satisfaction ( $\beta = -.546$ ,  $P < .05$ ) and work satisfaction ( $\beta = -.945$ ,  $P < .05$ ). Furthermore, work-life balance practices has positive and significant effects on family satisfaction ( $\beta = .364$ ,  $P < .05$ ) and work satisfaction ( $\beta = .366$ ,  $P < .05$ ). For moderation analysis, it shows that work life balance practice moderate the relationship between work-family conflict and family satisfaction ( $\beta = .066$ ,  $P < .05$ ) and work satisfaction ( $\beta = .187$ ,  $P < .05$ ). Furthermore, work-life balance practice also moderate the relationship between family-work conflict and family satisfaction ( $\beta = .090$ ,  $P < .05$ ) and work satisfaction ( $\beta = .220$ ,  $P < .05$ ). Based on these results, we reject the H1 and accept H2, H3, H4, H5, H6, H7, H8, H9, and H10.

### DISCUSSION AND CONCLUSION

The objective of the study was to test a model based on effects of work-family conflict, family-work conflict and their effects on family satisfaction, work satisfaction, and moderating role of work-life balance practices. The study utilized cross-sectional survey method of data collection.

The key findings are that work-family conflict has negative but insignificant effects on work satisfaction and significant negative effects on family satisfaction. With the exception of first insignificant result, the overall results are consistent with the findings of previous studies which show that a higher level of work-family conflict leads to negative outcome (e.g. Asbari et al., 2020; Bai et al., 2021; Lari, 2020). The other key findings are that family-work conflict has negative and significant effects on work and family satisfaction. The results are consistent with the findings of previous studies including Obrenovic et al., (2020); Dodanwala & Shrestha (2021); and Purwanto (2020). The findings also show that work-life balance practices have positive and significant effects on family and work satisfaction. These findings are consistent with the literature as generally work-life balance practices leads to favorable employee and organizational outcomes (e.g. Anand & Vohra, 2019; Arief et al., 2021; Chan et al., 2016). The moderation analysis results indicate that work-life balance practices partially moderate the relationship between work-family conflict, family-work conflict and family satisfaction. These result shows that there is need for more studies to understand how family conflict can lead to unfavorable outcomes while moderated by work-life balance practices.

Based on the findings, a number of conclusions can be drawn. The first conclusion is that family and work life conflict due to greater work requirements can lead to unfavorable outcomes. Second, it can be concluded that work-life balance practices are important and can decrease the pressure on employees and decrease the negative outcomes subsequently. It can also be concluded that work and family satisfaction is important and organizations need to give greater attention to the both.

### **Limitations**

The limitations of the study include a focus on two types of conflict and not including other type of work and family conflicts. Furthermore, selection of limited work-life balance practices is also a limitation of the study. A future researcher can focus on other possible mediators or moderators which can change the nature of relationship between work /family conflict and various employee and organizational outcomes.

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