

# Does Optimism Mediate the Relationship between Work to Family Conflict and In-Role Job Performance among Teachers of Public Schools

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**Abstract:** The objective of this research was to know the impact of work-family conflict (WTFC) on performance through optimism of psychological capital. Data were collected from three hundred and fifty five (N=355) teachers of public schools of Dera Ismail Khan, Peshawar, Mardan, Malakand and Nowshera through WTFC Scale (Haslam, Filus, Morawska, Sanders, & Fletcher, 2015), Optimism Scale (Luthans, Avey, Avolio, Norman, & Combs, 2006) and in-role job performance (IRJP) Scale (Goodman & Svyantek, 1999). It took thirty five days to complete data collection process through students and faculty members. WFC was found to have as significant negative relationship with optimism and IRJP. It was also found that optimism positively affects IRJP. The confirmatory factor analysis accepted the three factors model of optimism, WTFC and performance. Furthermore, optimism was found to have partially mediated the relationship between WTFC and IRJP.

**Keywords:** Optimism; Performance; Work to family conflict; Teachers

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## Introduction

The relationship of WTFC and job performance has been investigated in many studies done in different settings and countries. In Pakistan, only a few studies have tested the relationship of WFC and Performance (Anwar & Shahzad, 2011; Chaudhry & Ahmad, 2011; Hanif & Naqvi, 2014; Khan, 2015; Nart & Batur, 2014; Soomro, Breitenacker, & Shah, 2018). Many studies have focused on the impact of WFC on employees' turnover intention (Alsam, Imran, Anwar, Hameed, & Kafayat, 2013; Boyar, Maertz Jr, Pearson, & Keough, 2003; Chen, Brown, Bowers, & Chang, 2015; Ghayyur & Jamal, 2012; Haar, 2004; Kusumanegara, Asmony, & Numayanti, 2018; Lathifah & Rohman, 2014; B. Liu, Wang, Wu, Zheng, & Li, 2020; Syed, Ahmad, Ali, Arif, & Gohar, 2018; Yildiz, Yildiz, & Ayaz Arda, 2021), job satisfaction (A Grandey, L Cordeiro, & C

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Crouter, 2005; AlAzzam, AbuAIRub, & Nazzal, 2017; Boles, 1996; Bruck, Allen, & Spector, 2002; Buonocore & Russo, 2013; Gao, Shi, Niu, & Wang, 2013; Lapierre et al., 2008; Namasivayam & Mount, 2004; Zhao, Zhang, Kraimer, & Yang, 2019), organizational commitment (Akintayo, 2010; Casper, Martin, Buffardi, & Erdwins, 2002; Li, Lu, & Zhang, 2013; Malik, Awan, & Ain, 2015; Rehman & Waheed, 2012; Wayne, Casper, Matthews, & Allen, 2013; Zhou, Li, & Gao, 2020) and organizational citizenship behavior (Beham, 2011; Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005; Lambert, Kelley, & Hogan, 2013; Y. Liu, Zhao, & Sheard, 2017; Otorola, 2008; I.-A. Wang, Lee, & Wu, 2017; Yu, Wang, & Huang, 2018). Different studies have focused on different factors that affect the relationship of WTFC and performance. For example, the study conducted by M.-L. Wang and Tsai (2014) revealed that social support positively affect the relationship between WFC and Job Performance of nurses. The study done by Karatepe (2013) revealed that emotional exhaustion had partially mediated the relationship between WFC and Performance. The study conducted by Zainal, Zawawi, Aziz, and Ali (2020) tested the moderating effect of social support between the relationship of WFC and performance. The results of their study revealed that social support plays a moderating role between WFC and performance. The study conducted by Ahmad and Omar (2012) tested the mediating effect of WTFC and job satisfaction between the relationship of informal WFC and job performance. The results of their study revealed that both WTFC and job satisfaction mediated the relationship between informal WTFC and job performance. The study of Zain and Setiawati (2019) tested the mediating effect of organizational commitment between the relationship of WFC and job satisfaction. The results of their study revealed that organizational commitment mediated the relationship of WFC and job satisfaction. The study of Y. Wang, Chang, Fu, and Wang (2012) tested the mediating role of psychological capital between the relationship of WTFC and job burnout. The results of their study found out that psychological capital partially mediated the relationship between WFC and job burnout. The study of Pu, Hou, Ma, and Sang (2017) tested the mediating effect of psychological capital between WFC and job burnout. The results of their study revealed that psychological capital played a mediating role between WTFC and job burnout. This current study is conducted to investigate the mediating effect of Optimism (Dimension of Psychological Capital) between WFC and IRJP. Keeping in mind the above literature, we develop:

H1: WTFC and IRJP are negatively associated

H2: WTFC and Optimism are negatively associated

H3: Optimism and IRJP are positively associated

H3: Optimism mediates the association of WTFC and IRJP

### Methodology

#### Collection of data

For data collection, questionnaires were distributed to three hundred and eighty five teachers of public schools of Dera Ismail Khan, Peshawar, Mardan, Malakand and Nowshera. Three hundred and fifty one questionnaires were completed and returned within thirty five days. Only six questionnaires contained incomplete information which were not used for this study. Three hundred and fifty five (N=355) questionnaires, containing complete information, were used for data analysis. Structure equation modeling was used to investigate the relationship of different variables.

### Measurement

#### Measurement of WTFC

WTFC adapted from Haslam et al. (2015) was used to gauge WTFC. It comprises 5 items that are

### **Work-Family Conflict Scale**

- 1 My work prevents me spending sufficient quality time with my family
- 2 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 My family misses out because of my work commitments
- 4 My work has a negative impact on my family life
- 5 Working often makes me irritable or short tempered at home

7-point likert scale 'from 1, very strongly disagree to 7, very strongly agree' was used in this study. The reliability was .87 in this study.

### **Measurement of IRJP**

IRJP scale adapted from Goodman and Svyantek (1999) was used to measure IRJP. It has 9 items which are

#### **In-Role Job Performance Scale**

- 1 I achieve the objectives of my job
- 2 I meet the criteria for performance
- 3 I demonstrate expertise in all job-related tasks
- 4 I fulfill all the requirements of the job
- 5 I can manage more responsibility than typically assigned
- 6 I appear suitable for a higher level role
- 7 I am competent in all areas of the job, handle tasks with proficiency
- 8 I perform well in the overall job by carrying out tasks as expected
- 9 I plan and organize to achieve objectives of the job and meet deadlines

5-point likert scale ranging from 1 'strongly disagree' to 5 'strongly agree' was used in this study. The reliability of this scale was .83 in this study.

### **Measurement of Optimism**

Optimism scale was adapted from Luthans et al. (2006). It consists of six (N=6) items. Examples of optimism include

#### **Examples of Optimism Scale**

- 1 I always look on the bright side of things regarding my job and
- 2 If something can go wrong for me work-wise, it will

5-point likert scale was used in this study. The reliability was .88 in this study.

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**Table 1: Relationship Among WTFC, Optimism And IRJP**

	WTFC	Optimism	IRJP
WTFC	1	-.249**	-.221**
Optimism	-.249**	1	.218**
IRJP	-.221**	.218**	1

“\*\* Correlation is significant at the 0.01 level (2-tailed)”

Table 1 indicates the relationship of WFC with Optimism and IRJP. It also indicates the relationship of optimism with IRJP. WFC was found to have as significant negative relationship with optimism ( $r=-.249$ ) and IRJP ( $r=-.221$ ). It was also found that optimism positively affects IRJP ( $r = .218$ ). The results accept all the following hypotheses:

- H1: WTFC and IRJP negatively associated
- H2: WTFC and Optimism negatively associated
- H3: Optimism and IRJP are positively associated

Graph 1 indicates the direct relationship between WTFC and IRJP. The regression weight  $-.25$  with  $p = 0.00$  indicates that WTFC has a direct significant negative impact on IRJP. The model of two factors model fit the data very well. Table 2 shows the values of different indices that confirm that the model is acceptable. The values of standardized loadings which are shown in table 3 are acceptable.

**Graph 1: Relationship between WTFC and IRJP**

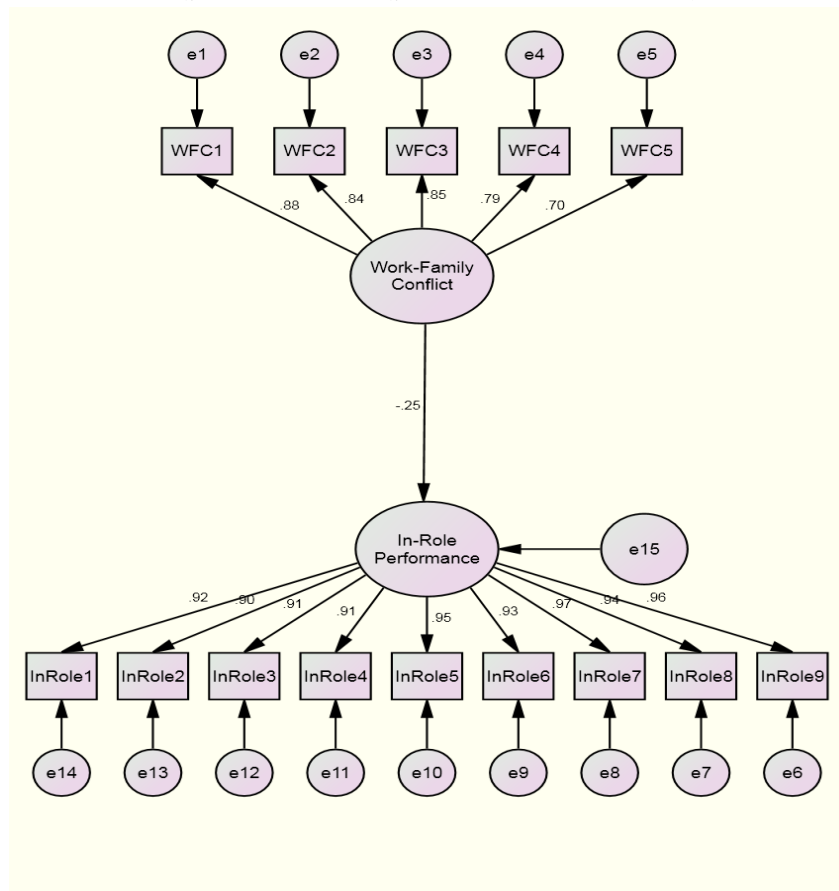


Table 2: values of CMIN/DF, CFI, GFI, P, RMR, RMSEA and CHI-SQUARE

CMIN	172.827
DF	76
CMIN/DF	2.274
P	.000
GFI	.937
CFI	.985
RMR	.028
RMSEA	.059
Chi-square	172.827

			Estimate
IRJP	↙	WFC	-.250
WFC1	↙	WFC	.881
WFC2	↙	WFC	.839
WFC3	↙	WFC	.847
WFC4	↙	WFC	.788
WFC5	↙	WFC	.703
InRole9	↙	IRJP	.959
InRole8	↙	IRJP	.939
InRole7	↙	IRJP	.974
InRole6	↙	IRJP	.929
InRole5	↙	IRJP	.949
InRole4	↙	IRJP	.909
InRole3	↙	IRJP	.907
InRole2	↙	IRJP	.897
InRole1	↙	IRJP	.921

Graph 2 indicates the indirect relationship between WTFC and IRJP through optimism. The regression weight  $-.25$  with  $p = .000$  between WFC and Performance reduced to  $-.20$  which indicates that WTFC has an indirect significant negative impact on IRJP through optimism. The model of three factors fits the data very well. Table 4 shows the values of different indices that confirm that the model is acceptable. The values of standardized loadings which are shown in table 5 are acceptable.

So H3: Optimism mediates the association of WFC and IRJP

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Graph 2: Relationship between WTFC and IRJP through Optimism

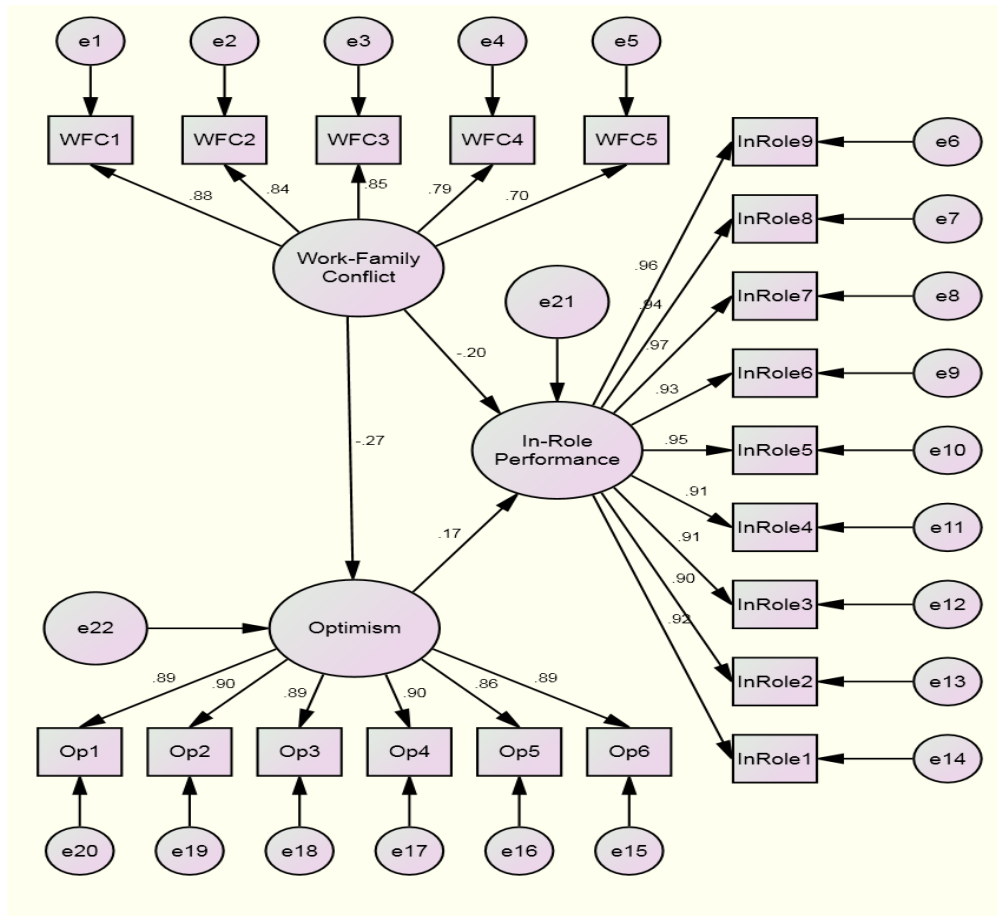


Table 4: values of CMIN/DF, CFI, GFI, P, RMR, RMSEA and CHI-SQUARE

CMIN	298.725
DF	167
CMIN/DF	1.789
P	.000
GFI	.925
CFI	.985
RMR	.024
RMSEA	.046
Chi-square	298.725

			Estimate
Optimism	←	WFC	-.270
IRJP	←	WFC	-.205
IRJP	←	Optimism	.169
WFC1	←	WFC	.881
WFC2	←	WFC	.838
WFC3	←	WFC	.846
WFC4	←	WFC	.787
WFC5	←	WFC	.703
InRole9	←	IRJP	.959
InRole8	←	IRJP	.939
InRole7	←	IRJP	.974
InRole6	←	IRJP	.929
InRole5	←	IRJP	.949
InRole4	←	IRJP	.909
InRole3	←	IRJP	.907
InRole2	←	IRJP	.897
InRole1	←	IRJP	.921
Op6	←	Optimism	.894
Op5	←	Optimism	.864
Op4	←	Optimism	.900
Op3	←	Optimism	.891
Op2	←	Optimism	.896
Op1	←	Optimism	.890

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### Conclusion

The objective of this research was to know the impact of WTFC on performance through optimism of psychological capital. Data were collected from three hundred and fifty five (N=355) teachers of public schools of Dera Ismail Khan, Peshawar, Mardan, Malakand and Newshehra through WTFC Scale (Haslam et al., 2015), Optimism Scale (Luthans et al., 2006) and IRJP Scale (Goodman & Svyantek, 1999). It took thirty five days to complete data collection process through students and faculty members. WFC was found to have as significant negative relationship with optimism and IRJP. It was also found that optimism positively affects IRJP. The confirmatory factor analysis accepted the three factors model of optimism, WFC and performance. Furthermore, optimism was found to have partially mediated the relationship between WFC and IRJP.

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