

Impact of Work-Family Conflict on in-Role Job Performance with Mediating Role of affective Commitment

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Abstract: The basic objective of this research was to reveal the mediating effect of affective commitment (AC) between the relationships of work-family conflict (WFC) and in-role job performance (JP). Data were collected from four hundred and eighty five (N=485) faculty members of private sector universities of four provinces of Pakistan: Sindh, Panjab, Balochistan and KP. Structure equation modeling was used to test the mediating effect of AC between the linkage of WFC and in-role performance. Data were collected through WFC Scale (Haslam, Filus, Morawska, Sanders, & Fletcher, 2015), In-Role JP Scale (Goodman & Svyantek, 1999) and AC Scale (Meyer & Allen, 1991) within two months after two reminders. The results reveal that WFC has a significant negative relationship with AC ($r=-.376$) and in-role performance ($r=-.483$). However, AC was found to have a significant positive relationship with in-role performance ($r=.442$). The results also revealed that AC partially mediated the relationship between WFC and in-role JP.

Keywords: Affective Commitment; Work-Family Conflict; In-Role Job Performance; Teachers; Pakistan

Introduction

Universities play a vital role in the development of a nation, for no country can stand on its feet without education. The overload of lectures and additional responsibilities over the shoulders of

teachers can have a significant negative bearing on their family life. Owing to disturbance from family life, the teachers would not be committed that would ultimately result in poor performance. Plethora of research is available on the relationship between WFC and JP(Ahmad, 2008; Ahmad & Omar, 2012; Ajala, 2017; Choi & Kim, 2012; Karatepe, 2013; Li, Bagger, & Cropanzano, 2017; Obrenovic, Jianguo, Khudaykulov, & Khan, 2020; Wang & Tsai, 2014; Warokka & Febrilia, 2015; Wijayati, Kautsar, & Karwanto, 2020; Zainal, Zawawi, Aziz, & Ali, 2020), WFC and AC(Akintayo, 2010; Casper, Martin, Buffardi, & Erdwins, 2002; Hatam, Jalali, Askarian, & Kharazmi, 2016; Malik, Awan, & Ain, 2015; Namasivayam & Zhao, 2007; Rehman & Waheed, 2012; Wayne, Casper, Matthews, & Allen, 2013), organizational commitment and JP(Chen, Silverthorne, & Hung, 2006; Hendri, 2019; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Susanty, Miradipta, & Jie, 2013; Tolentino, 2013). Many studies have taken different moderators between the linkage of WFC and JP. For instance, Wang and Tsai (2014)gathered data from four hundred and ninety five nurses working in hospitals of Taiwan with a view to testing the moderating effect ofsocial support between WFC and JP. They concluded that support from friends negatively strengthened the relationship between WFC and JP. However, their study found no significant negative relationship between WFC and JP. Soomro, Breitenecker, and Shah (2018)collected data from two hundred and eighty teachers of universities to test the moderating effect of job satisfaction between work-family balance and JP, WFC and JP and family-work conflict and JP. They found that job satisfaction played a moderating role between work-family balance and JP, WFC and JP and family-work conflict and JP. Riaz, Jamal, and Latif (2019)conducted a study by collecting data from two hundred and twenty one employees of Islamic banks working in Pakistan, to explore the moderating role of intrinsic motivation between WFC and JP. The results of their study revealed that intrinsic motivation had played a significant moderating role between the relationship of WFC and JP. Namasivayam and Zhao (2007)tested the moderating effect of organizational commitment between WFC and job satisfaction. For this purpose, they collected data from the employees of different hotels in India. They found that AC moderated the relationship between WFC and job satisfaction.

Many other studies have taken different factors as mediators between WFC and JP. For instance, Karatepe (2013)took data from one hundred and ten employees of different hotels and their managers to test the mediating role of emotional exhaustion between the association of WFC, work overload and family-work conflict and job embeddedness and JP. The results revealed that emotional exhaustion mediated the relationship between WFC and JP.Putra and Suwandana (2020)gathered data from sixty seven employees to investigate the mediating effect of work satisfaction between WFC and JP. The results of their study revealed that job satisfaction mediated the relationship between WFC and JP. Widyarini and Muafi (2021)collected data from female employees of banks Jateng Syariah in order to test the mediating effect of work motivation between WFC and JP. Their study revealed that work motivation mediated the relationship between WFC and JP. To the best of our knowledge, there is no study that had tested the mediating effect of AC between WFC and JP. This study contributes to the existing literature by exploring the mediating role of AC between WFC and in-role JP among faculty of private sector universities of Pakistan. After above literature review, we develop the following hypotheses:

H1: Work-Family Conflict is related toAffective Commitment

H2: Work-Family Conflict is relatedto In-Role JP

H3: Affective Commitment is related to In-Role JP

H4: The relationship between Work-Family Conflict and in-role performance is mediated by Affective Commitment

Research Methodology

Data collection

Data were collected from the faculty members of private sector universities of four provinces of Pakistan: Sindh, Panjab, Balochistan and KP. Six hundred and twenty five questionnaires were administered to faculty members. Each questionnaire was accompanied with a covering letter that explained the objective of this research. Four hundred and ninety one questionnaires were returned within two months. Four hundred and eighty five questionnaires (N=485) questionnaires were used in this study to test the mediating effect of AC between WFC and in-role JP. Six questionnaires were disposed of due to incomplete information. Four hundred and twenty five male teachers and sixty female teachers participated in this study.

Measurement

Work-Family Conflict Scale

WFC was measured by using WFC scale adapted from Haslam et al. (2015). This scale consists of five items which are “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 ranging from 1 “very strongly disagree” to 7 “very strongly agree” was used to receive responses from the participants. The reliability of this scale was .90 in this study.

In-Role Job Performance Scale

In-Role JP was measured by using 9 items adapted from Goodman and Svyantek (1999). The items of In-role Performance are “I achieve the objectives of my job; I meet the criteria for performance; I demonstrate expertise in all job-related tasks; I fulfill all the requirements of the job; I can manage more responsibility than typically assigned; I appear suitable for a higher level role; I am competent in all areas of the job, handle tasks with proficiency; I perform well in the overall job by carrying out tasks as expected; 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 .86 in this study.

Affective Commitment Scale

AC scale adapted from Meyer and Allen (1991) was used to measure AC. this scale comprises six items which are “I would be very happy to spend the rest of my career in this organization; I really feel as if this organization's problems are my own; I do not feel like ‘part of my family’ at this organization; I do not feel ‘emotionally attached’ to this organization; This organization has a great deal of personal meaning for me; I do not feel a strong sense of belonging to this organization”. In this study we used 5-point likert scale “ranging from 1, strongly disagree to 5, strongly agree”. The reliability of AC was .79.

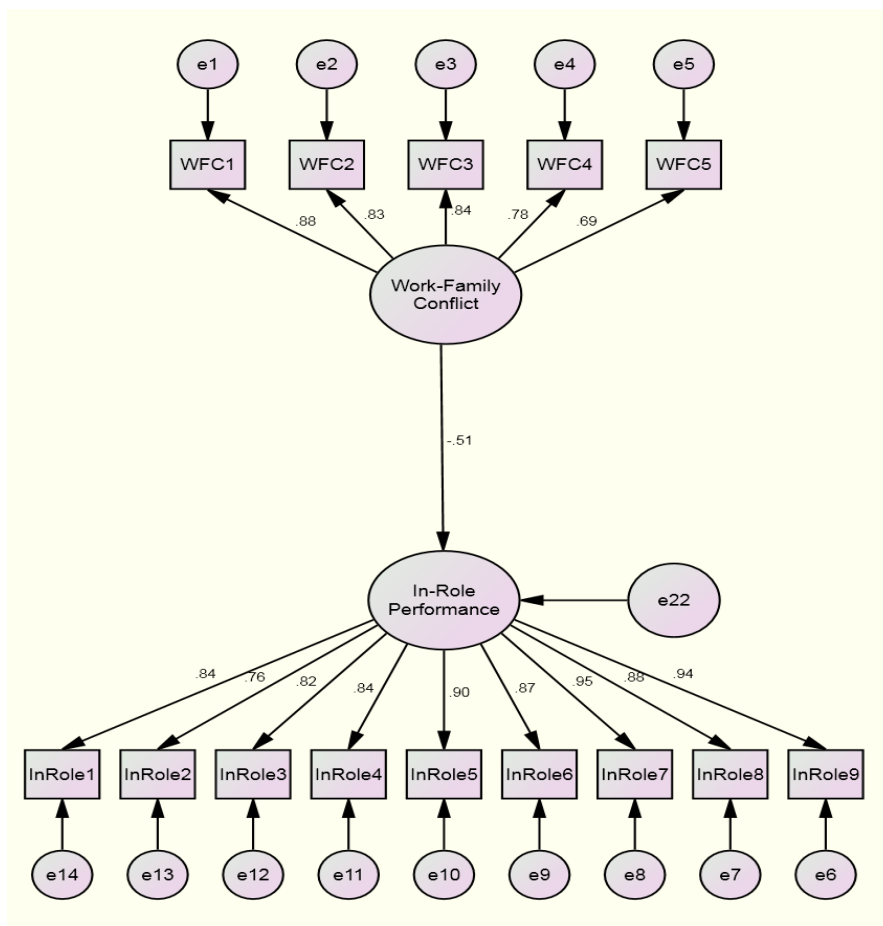
Table 1: Correlation among WFC, AC and In-Role JP

	WFC	AC	In-Role Job Performance
WFC	1		
AC	-.376**	1	
In-Role Job Performance	-.483**	.442**	1

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

Table 1 shows the correlation between WFC, AC and in-role performance. The results reveal that WFC has a significant negative relationship with AC ($r = -.376$) and in-role performance ($r = -.483$). However, AC was found to have a significant positive relationship with in-role performance ($r = .442$). The results of correlation accepted the following hypotheses:

- H1: Work-Family Conflict is related to Affective Commitment
- H2: Work-Family Conflict is related to In-Role JP
- H3: Affective Commitment is related to In-Role JP



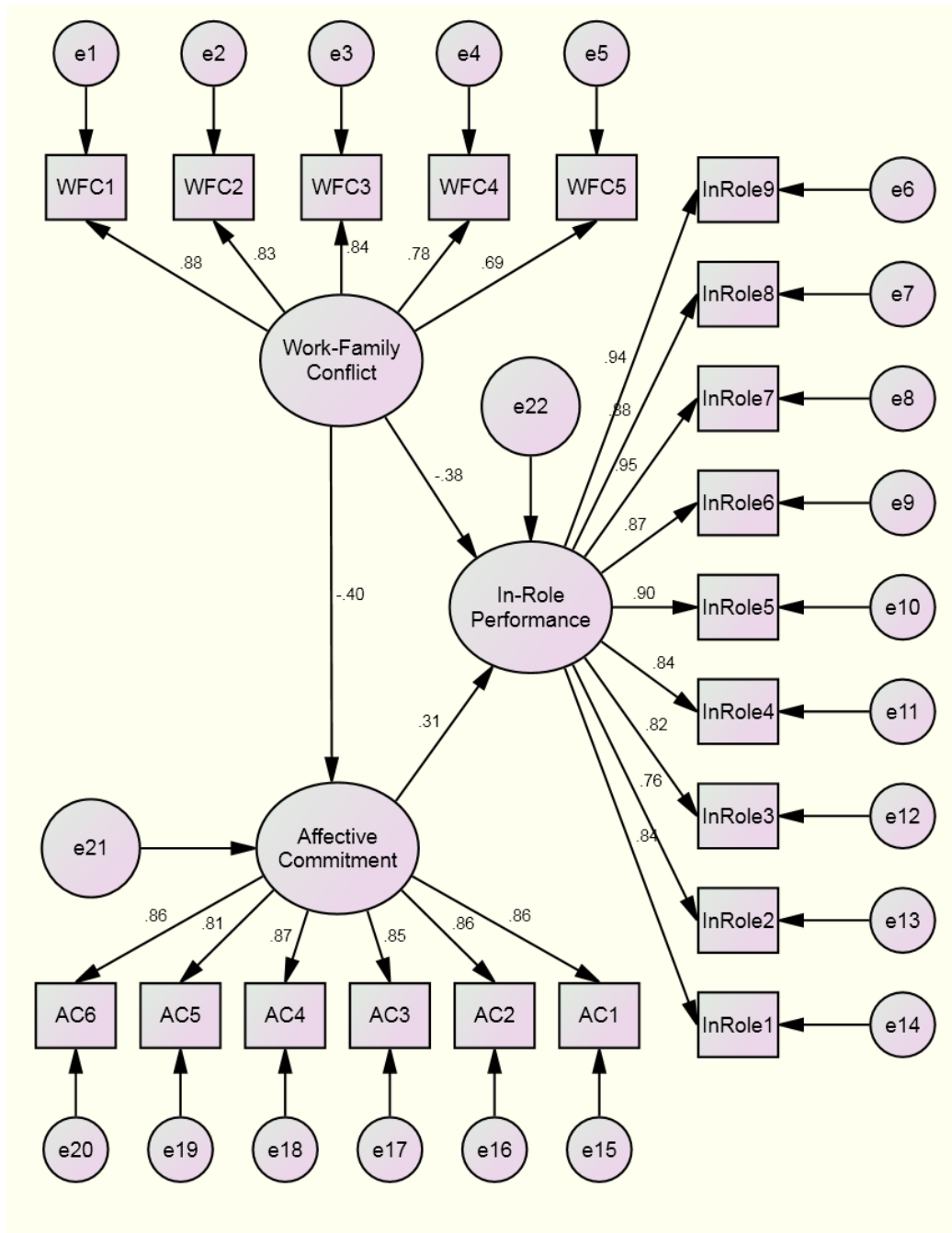
Graph 1: Direct Path from WFC to In-Role JP

Graph 1 shows the results of direct impact of WFC on In-Role Performance. The regression weight $-.51$ shows that WFC has a significant negative impact on in-Role performance. The structure equation modeling

confirmed that direct impact of WFC on in-role performance. The two factors model (WFC and in-role JP) fit the data very well. The chi square value is 179.670 with degree of freedom 76. All values of different indices such as GFI, .921; CFI, .974; CMIN/DF, 2.364; RMR, .024 and RMSEA, .067 are within the acceptable range. The values of indices are also shown in table 3. All values of standardized regression weights are in acceptable range as shown in table 2.

			Estimate
IRJP	<~	WFC	-.508
WFC1	<~	WFC	.884
WFC2	<~	WFC	.828
WFC3	<~	WFC	.842
WFC4	<~	WFC	.778
WFC5	<~	WFC	.694
InRole9	<~	IRJP	.935
InRole8	<~	IRJP	.882
InRole7	<~	IRJP	.945
InRole6	<~	IRJP	.871
InRole5	<~	IRJP	.902
InRole4	<~	IRJP	.835
InRole3	<~	IRJP	.815
InRole2	<~	IRJP	.758
InRole1	<~	IRJP	.837

CMIN	179.670
DF	76
CMIN/DF	2.364
P	.000
GFI	.921
CFI	.974
RMR	.024
RMSEA	.067
Chi-square	179.670



Graph 1: Indirect Path from WFC to In-Role JP through AC

Graph 2 shows the results of indirect impact of WFC on In-Role Performance via AC. The regression weight $-.38$ shows that WFC has a significant negative impact on in-Role performance through AC. The value of $-.51$ between WFC and in-role performance was reduced to $-.38$ after the inclusion of AC. The structure equation modeling confirmed the indirect impact of WFC on in-role performance through AC. The three factors model (WFC, AC and in-role JP) fit the data very well. The chi square value is 288.546 with degree of freedom 167. All values of different indices such as GFI, .912; CFI, .978; CMIN/DF, 1.728; RMR, .022 and RMSEA, .049 are within the acceptable range. The values of indices are also shown in table 4. All values of standardized regression weights are in acceptable range as shown in table 5. So the results confirmed H4: The relationship between WFC and in-role performance is mediated by AC

Table 4: Values of Indices

CMIN	288.546
DF	167
CMIN/DF	1.728
P	.000
GFI	.912
CFI	.978
RMR	.022
RMSEA	.049
Chi-square	288.546

			Estimate
AC	←	WFC	-.405
IRJP	←	WFC	-.382
IRJP	←	AC	.310
WFC1	←	WFC	.884
WFC2	←	WFC	.828
WFC3	←	WFC	.842
WFC4	←	WFC	.777
WFC5	←	WFC	.694
InRole9	←	IRJP	.935
InRole8	←	IRJP	.883
InRole7	←	IRJP	.945
InRole6	←	IRJP	.870
InRole5	←	IRJP	.902
InRole4	←	IRJP	.835
InRole3	←	IRJP	.815
InRole2	←	IRJP	.758
InRole1	←	IRJP	.837
AC1	←	AC	.862
AC2	←	AC	.864
AC3	←	AC	.855

			Estimate
AC4	←	AC	.875
AC5	←	AC	.806
AC6	←	AC	.865

Conclusion

The basic objective of this research was to reveal the mediating effect of AC between the relationships of WFC and in-role JP. Data were collected from four hundred and eighty five (N=485) faculty members of private sector universities of four provinces of Pakistan: Sindh, Panjab, Balochistan and KP. Structure equation modeling was used to test the mediating effect of AC between the linkage of WFC and in-role performance. Data were collected through WFC Scale (Haslam et al., 2015), In-Role JP Scale (Goodman & Svyantek, 1999) and AC Scale (Meyer & Allen, 1991) within two months after two reminders. The results reveal that WFC has a significant negative relationship with AC ($r=-.376$) and in-role performance ($r=-.483$). However, AC was found to have a significant positive relationship with in-role performance ($r=.442$). The results also revealed that AC partially mediated the relationship between WFC and in-role JP.

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