

## Relationship between Family-Work Conflict and In-Role Performance: Mediation of Affective Commitment

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Received: 20<sup>th</sup> October, 2021

Revised: 28<sup>th</sup> November, 2021

Published: 5<sup>th</sup> December, 2021

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**Abstract:** The objective of this study was to investigate affective commitment as a mediator between the linkage of Family-work conflict and in-role performance. Data were gathered from three hundred and fifty nine (N=359) teachers of colleges of KP, Pakistan through Family-Work Conflict Scale adapted from Haslam, Filus, Morawska, Sanders, and Fletcher (2015), In-Role Performance Scale adapted from Goodman and Svyantek (1999) and Affective Commitment Scale adapted from Meyer and Allen (1991). Structure equation modeling was used to test the hypotheses. Family to work conflict was found to affect in-role performance and affective commitment negatively. Furthermore, affective commitment was found to affect in-role job performance positively. Affective commitment was found to partially mediate the relationship between FWC and In-Role performance.

**Keywords:** Family-work conflict; in-role performance; affective commitment; teachers; Pakistan

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### Introduction

Literature is full of the linkage of family-work conflict and job performance (De Clercq, Haq, & Butt, 2020; Nohe, Michel, & Sonntag, 2014; Patel, Govender, Paruk, & Ramgoon, 2006; Soomro, Breitenacker, & Shah, 2018; Yipsumpoomijit & Punyasiri, 2021). The studies of this linkage have been done in different countries and different settings. For example, the studies conducted by Riaz, Jamal, and Latif (2019), Soomro et al. (2018), Warokka and Febrilia (2015), and Tewal, Lengkong, Pandowo, and Nelwan (2021) have been conducted in banking sectors to investigate the linkage between FTW conflict and job performance. Soomro et al. (2018), Karakaş and Tezcan (2019), Nart and Batur (2014), Mukarram, Akbar, Jan, and Gul (2012), and Priyanka, Mily, Asadujjaman, Arani, and Billal (2022) have tested the relationship of FTW conflict and job performance and satisfaction in teaching sector. A few

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studies conducted by Afzal and Farooqi (2014), Soomro et al. (2018) and Anwar and Shahzad (2011) have been done in Pakistan to test the linkage of FTW conflict and job performance. There is also a relationship between FTW conflict and organizational commitment (Akintayo, 2010; Babalola, Oladipo, & Chowwen, 2015; Hatam, Jalali, Askarian, & Kharazmi, 2016; Lambert, Pasupuleti, Cluse-Tolar, Jennings, & Baker, 2006; Li, Lu, & Zhang, 2013; Rehman & Waheed, 2012). Organizational commitment has also been found to have a linkage with job performance (Chen, Silverthorne, & Hung, 2006; Fu & Deshpande, 2014; Hendri, 2019; Indarti, Fernandes, & Hakim, 2017; Joo & Bennett III, 2018; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Sungu, Weng, & Xu, 2019; Tolentino, 2013; Yiing & Ahmad, 2009).

A few studies have confirmed the role of different factors, mediators and moderators, between the relationship of FTW and WTF conflict and job performance. For example, the study of Soomro et al. (2018) tested the moderating role of job satisfaction between FTW conflict and job performance. The results of their study confirmed that job satisfaction is a strong moderator between FTW conflict and job performance. The study conducted by Rofcanin, de Jong, Las Heras, and Kim (2018) found a moderating effect of prosocial motivation between Family to Supervisor behavior and employees outcomes such as job performance and family performance. The study of Bayhan Karapinar, Metin Camgoz, and Tayfur Ekmekci (2020) explored that WTF conflict plays a mediating role and instrumental spousal supports a moderating role between workaholism and employees' wellbeing. The study done by Zainal, Zawawi, Aziz, and Ali (2020) revealed that social support moderates the relationship between WTF conflict and job performance. There is no study conducted to explore whether affective commitment plays a mediating role between the linkages of FTW conflict and job performance of teachers of colleges of KP, Pakistan. Following hypotheses are suggested keeping in view the above literature.

H1: The relationship of Family-Work Conflict with Job Performance of teachers of colleges of KP, Pakistan is significantly negative.

H2: The relationship of Family-Work Conflict with Affective Commitment of teachers of colleges of KP, Pakistan is significantly negative.

H3: The relationship of Affective Commitment with Job Performance of teachers of colleges of KP, Pakistan is significantly positive.

H4: Family-Work Conflict and Job Performance is mediated by Affective Commitment of teachers of colleges of KP, Pakistan

### Methodology

#### Data collection

Data were collected from three hundred and fifty nine (N=359) teachers of colleges of KP, Pakistan. Prior to the administration of four hundred questionnaires, they were apprised of the purpose of data collection. They were also requested not to mention your identity on questionnaire so as to make them feel easy in giving accurate information. Three hundred and sixty four questionnaires were returned. Five questionnaires were eliminated owing to incomplete data. Data was analyzed via SPSS and Amos.

### Measurement

#### Family-Work Conflict

Family to work conflict was measured by using Family-Work Conflict Scale adapted from Haslam et al. (2015). This scale consists of 5 items which are: "My work performance suffers because of my personal and family commitments; Family related concerns or responsibilities often distract me at work; If I did not have a family I'd be a better employee; My family has a negative impact on my day to day work duties; It is difficult to concentrate at work because

I am so exhausted by family responsibilities”. To record the responses, 5-point likert scale was used. The reliability of family to work conflict was .92.

**In-Role Job Performance Scale**

In-Role Job Performance was measured through in-role performance scale adapted from Goodman and Svyantek (1999). This scale has 9 items which include the following:

“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. The reliability of in-role performance was .88 in this study.

**Affective commitment scale**

Affective commitment scale was adapted from Meyer and Allen (1991). This scale consists of six items which include: “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”. We used 5-point likert scale “ranging from 1, strongly disagree to 5, strongly agree” in this study. The reliability of affective commitment in this study was .79.

**Table 1: Correlation between Family-Work Conflict, Affective Commitment and In-Role Performance**

	Family-Work Conflict	Affective Commitment	In-Role JP
Family-Work Conflict	1	-.582**	-.477**
Affective Commitment	-.582**	1	.480**
In-Role JP	-.477**	.480**	1

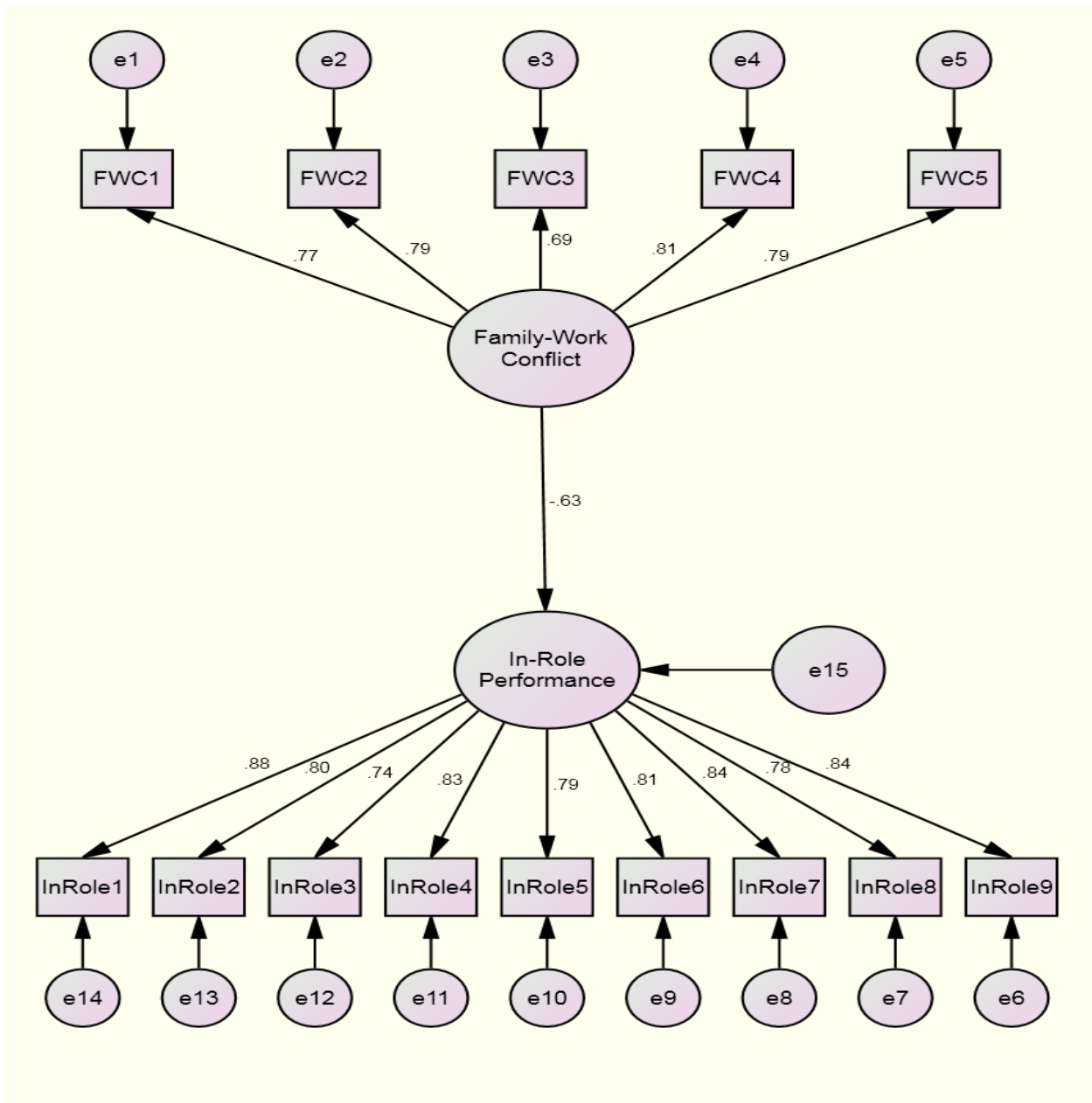
\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation among family-work conflict, affective commitment and in-role performance is shown in table 1. Family to work conflict was found to affect in-role performance (r=-.477) and affective commitment (r=-.582) negatively. Furthermore, affective commitment was found to affect in-role job performance positively (r= .480). So the following hypotheses are accepted:

H1: The relationship of Family-Work Conflict with Job Performance of teachers of colleges of KP, Pakistan is significantly negative.

H2: The relationship of Family-Work Conflict with Affective Commitment of teachers of colleges of KP, Pakistan is significantly negative.

H3: The relationship of Affective Commitment with Job Performance of teachers of colleges of KP, Pakistan is significantly positive.



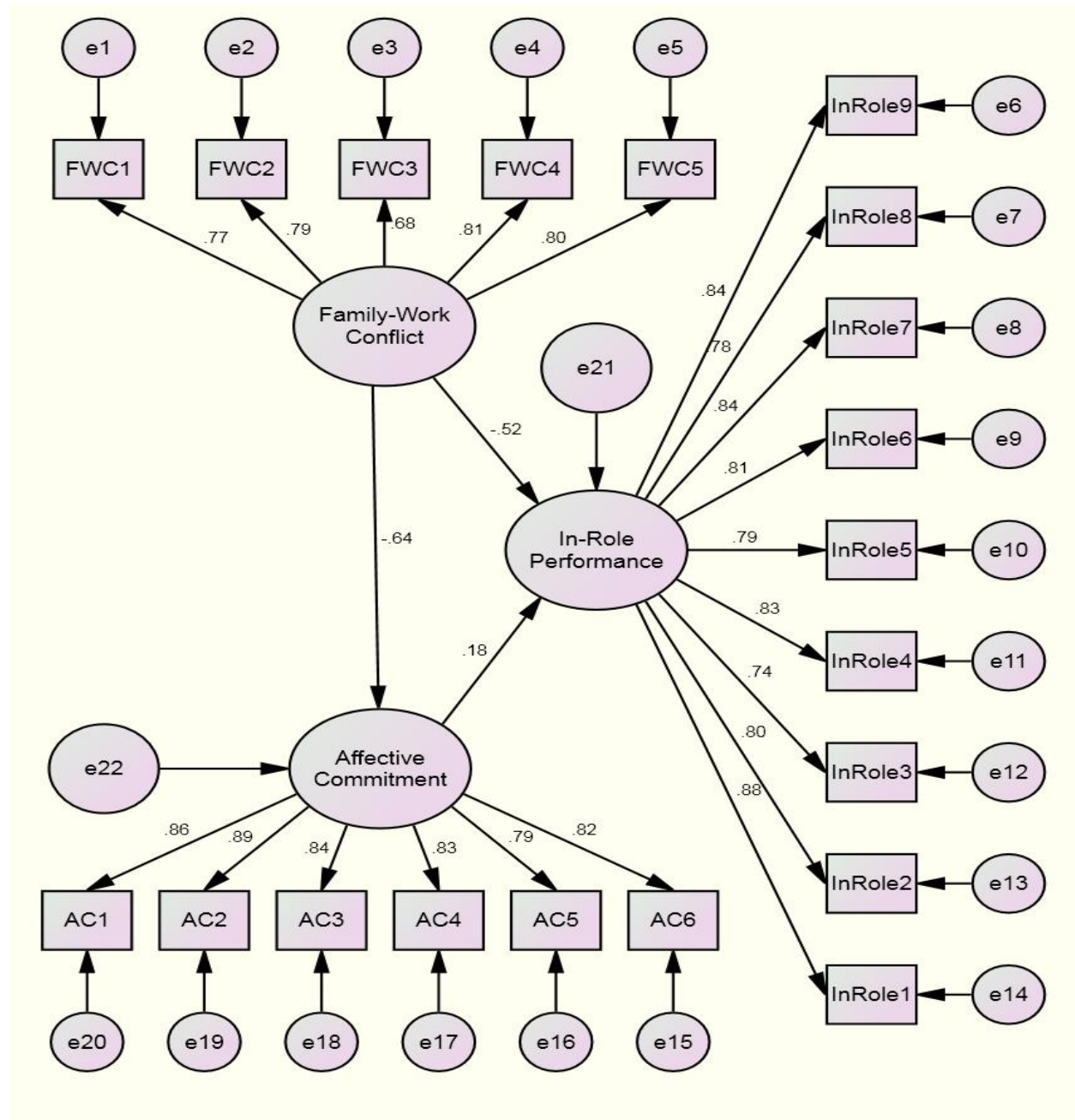
Graph 1: Direct Path from FWC to In-Role Performance

The results of Graph 1 reveal direct effect of FWC on in-role performance. The beta value between FWC and In-role performance is  $-.63$  which means that family-work conflict affects in-role performance negatively. The model of family-work conflict and in-role performance fit the data with chi square 195.390; df, 76; CMIN/DF, 2.571; GFI, .929; CFI, .969; RMR, .045; RMSEA, .064 and P, .000. All the above values are acceptable as shown in table 2. The values of regression weights are shown in table 3.

Table 2: Values of GFI, FCI, RMSEA, and RMR

CMIN	195.390
DF	76
CMIN/DF	2.571
P	.000
GFI	.929
CFI	.969
RMR	.045
RMSEA	.064
Chi-square	195.390

			Estimate
IRJP	<~	FWC	-.632
FWC1	<~	FWC	.769
FWC2	<~	FWC	.791
FWC3	<~	FWC	.687
FWC4	<~	FWC	.811
FWC5	<~	FWC	.790
InRole9	<~	IRJP	.837
InRole8	<~	IRJP	.776
InRole7	<~	IRJP	.839
InRole6	<~	IRJP	.811
InRole5	<~	IRJP	.795
InRole4	<~	IRJP	.831
InRole3	<~	IRJP	.743
InRole2	<~	IRJP	.796
InRole1	<~	IRJP	.875



Graph 2: Indirect Path from FWC to In-Role Performance via Affective Commitment

The results of Graph 2 reveal indirect effect of FWC on in-role performance. The beta value between FWC and In-role performance is  $-.52$  which means that family-work conflict affects in-role performance negatively. The value of regression weight between FWC and In-Role performance dropped down from  $-.63$  to  $-.52$  when affective commitment was added. The model of family-work conflict, in-role performance and affective commitment fit the data very well with chi square 393.483; df, 167; CMIN/DF, 2.356; GFI, .905; CFI, .961; RMR, .046; RMSEA, .060 and P, .000. All the above values are acceptable as shown in table 4. The values of regression weights are shown in table 5. So, we accept H4: Family-Work Conflict and Job Performance is mediated by Affective Commitment of teachers of colleges of KP, Pakistan

Table 4: values of GFI, FCI, RMSEA, and RMR

CMIN	393.483
DF	167
CMIN/DF	2.356
P	.000
GFI	.905
CFI	.961
RMR	.046
RMSEA	.060
Chi-square	393.483

Table

5:

			Estimate
AC	↙	FWC	-.639
IRJP	↙	FWC	-.520
IRJP	↙	AC	.175
FWC1	↙	FWC	.773
FWC2	↙	FWC	.786
FWC3	↙	FWC	.684
FWC4	↙	FWC	.807
FWC5	↙	FWC	.798
InRole9	↙	IRJP	.838
InRole8	↙	IRJP	.776
InRole7	↙	IRJP	.839
InRole6	↙	IRJP	.811
InRole5	↙	IRJP	.795
InRole4	↙	IRJP	.830
InRole3	↙	IRJP	.742

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			Estimate
InRole2	↔	IRJP	.797
InRole1	↔	IRJP	.875
AC6	↔	AC	.817
AC5	↔	AC	.792
AC4	↔	AC	.828
AC3	↔	AC	.843
AC2	↔	AC	.891
AC1	↔	AC	.855

**Conclusion**

The objective of this study was to investigate affective commitment as a mediator between the linkage of Family-work conflict and in-role performance. Data were gathered from three hundred and fifty nine (N=359) teachers of colleges of KP, Pakistan through Family-Work Conflict Scale adapted from Haslam et al. (2015), In-Role Performance Scale adapted from Goodman and Svyantek (1999) and Affective Commitment Scale adapted from Meyer and Allen (1991). Structure equation modeling was used to test the hypotheses. Family to work conflict was found to affect in-role performance and affective commitment negatively. Furthermore, affective commitment was found to affect in-role job performance positively. Affective commitment was found to mediate the relationship between FWC and In-Role performance partially.

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