

# Work-family & Family-work Conflict of Dual-earner Couples: A Study on Officers of Defence CPSE in Bangalore

–Nita Choudhary\*, Niranjan Kumar Singh\*\*

## ABSTRACT

*Many Indian families are affected by the 24/7 economy, but relatively little is known about how working couples experience work-family & family-work conflict. The aim of this study is to find the relationship between work-family conflict/ family-work conflict and demographic variables like age, total work experience, education, managerial level, number of children & dependents of dual earner couples where either one of each couple is working in defense CPSE in Bangalore in any officer cadre on full time basis.*

*This study also investigates the effect of daily sleeping hours & weekly working hours, commuting distance and time and mode of transport on WFC & FWC. A scale developed by Netemeyer, et al., (1996) is used to measure work-family and family-work conflicts. The term 'family is defined as a 'Social unit of two or more persons related by blood, marriage, or adoption and having a shared commitment to the mutual relationship'. The word 'family' in this study refers to spouse, children, parents, siblings, grandparents, in-laws or any combination of these. The sample was comprised of 338 respondents working in three defence CPSEs in Bangalore out of which 85 respondents were found to be dual earners. Results confirm a positive relationship among WFC, FWC, Commuting distance & Commuting time. It also shows that family having no children experience less WFC. Interestingly, findings of the study showed that age, total work experience, age of the youngest child, daily sleeping hours & weekly working hours, spousal support, number of dependents & children, educational & managerial level were not significantly related to both work-family conflict and family-work conflict.*

\* Assistant Professor, Dr. Ambedkar Institute of Management Studies, Bengaluru, Karnataka, India. Email: xiss12@gmail.com

\*\* Manager (Quality), BEML Limited, Bengaluru, Karnataka, India. Email: niju98@gmail.com

**Keywords:** *Work-Family Conflict (WFC), Family-Work Conflict (FWC), Demographic Variables, Central Public Sector Enterprises (CPSE)*

## INTRODUCTION

Economic pressures of inflation & poverty, increasing population with the same source of income are forcing Indian females to take an active role outside the home as well as pursue full-time careers. The economic scenario needs the most capable and productive work force in order to remain globally competitive. The surge in the number of families with dual earning couples has made coordination between work and family lives inappropriate. In other words, the traditional division of household chores between working partners is no longer adequate (Smith, 1997, p. 229). Women are being increasingly forced to handle job-related demands that limit them to perform family roles. Men are becoming more involved in their work and their priorities are shifting away from family. Together, these issues result in increased levels of work-family conflict and family-work conflict for both men and women. In today's world of globalisation, employees are concerned with how to balance work and non-work domains simultaneously. The most important element of work-family conflict is work related stress caused by long working hours, heavy workloads, lack of participation in decision making, health and safety hazards and job insecurity (Todd, 2004).

Traditionally balancing of work and family roles was focused on conflicts or interference between these roles (Eby et al., 2005). Work constraints may force employee to work for longer hours and put in hard work to make up for inadequate supply of work resources like information, training, manpower and equipment, thus augmenting work-family conflict (Lu et al., 2010). Rothbard (2001) reported that participating in multiple roles can be detrimental and working parents and dual family earners are negatively affected by simultaneously handling work and family roles. Grant-Vallone and Donaldson (2001) advocated that work-family conflict is not only limited to employees with traditional responsibilities but extend to higher positional levels and employees with all types of family conditions experience high levels of work-family conflict.

The majority of research on WFC & FWC has been conducted on various occupational sectors like IT/ITES, BPOs, healthcare, academics, banking and finance. Very few researches on WFC/FWC have been conducted on defence sector in India. In India there is a general perception among people that employees of defence CPSEs, state and central

government usually have balanced life. But results of this study shows that even defence CPSE officers work for longer hours, face tight deadlines, weekend work, work pressures etc. The study also aims to find whether spousal support moderates the relationship between work demands and work-family conflict. In literature the beneficial nature of spousal support is studied as separate entity but not as a moderator or mediator. Also stringent security guidelines in these companies impart a very different paradigm for any researcher to conduct a survey investigating the work life of employees of defence CPSEs.

## LITERATURE REVIEW

The concept of work- family conflict was studied as early as 1964 by Kahn et al. and found that work roles interfere with family roles. They defined ‘work conflict’ as the extent to which a person experiences opposing pressures within the work domain and ‘family conflict’ as the extent to which a person experiences opposing pressures within the family domain. This definition given by Kahn et al., (1964) is consistent with Greenhaus and Beutell, (1985). It indicates the sum total of the work difficulty caused by household duty and family difficulty caused by work duty and is seen as reciprocally recurring process, such that any increase in work roles would affect family roles and vice versa (Schaubroeck, 1990). Work-family conflict occurs when aggregate demands of work and non-work roles are incompatible in some respects, such as participation in one role makes participation in other roles difficult (Guest, 2002; Duxbury and Higgins, 2003).

Increased competition, focus on customer service, sophisticated technology, change in demographic profile and productivity issues have contributed to stress for both employees and employers (Greenhaus and Parasuraman, 1986).

Combining work and family is the major challenge for the current generation of workers today (Halpern, 2005). This has given rise to different types of work-family conflicts: “Work – Family Conflict” (WFC) and “Family – Work Conflict”, (FWC) (Frone, Yardley and Markel, 1997; Netemeyer et al., 1996; Byron, 2005). Family-Work Conflict (FWC) occurs when family-role responsibilities impacts performance at work (eg. attending a sick child on a busy work day). Although many researchers have recognised the bidirectional influences and have assigned similar processes to family-work conflict, but the greatest amount of focus has been given to work-family conflict (Eby et al., 2005).

## THEORETICAL BACKGROUND AND HYPOTHESIS

### Work-family Conflict/Family-work Conflict and Demographic Variables

Work and family are the two most important life domains for men and women (Casper et al., 2011; Michel et al., 2011). Rapid technological changes have changed the day to day life of an individual for the better as well as for the worse with the latter mostly due to further blurring of work and personal boundaries (Dugan et al., 2012). The pressure of multiple roles that female and male experience suggests that the conflict between work and non-work roles for an adult individual is unavoidable.

Several variables will be related to WFC and FWC as per the literature like: age of youngest child, sleeping hour, spousal support, working hour, total experience, age, marital status number of children & dependents. Literature shows that experience of work-family conflict is more prevalent than family-work conflict (Pleck, 1977; Greenhaus and Beutell, 1985; Gutek et al., 1991). As per Pleck (1977), work is permitted to interfere with family domain to a greater degree than family is allowed to interfere with work domain. Work-family conflict is more widespread than family-work conflict (Aryee et al., 1999; Netemeyer et al., 1996; Bellavia & Frone, 2005) due to the piece of evidence that work domains are less permeable than family domains (Dugan et al., 2012). Based on this motive, the present study aims to study work-family conflict among officers of defence manufacturing companies in Bangalore.

**H1:** Work-family conflict (WFC) is more prevalent than Family-work conflict (FWC) among the officers.

### Working Hours

Working time is another organizational antecedent of WFC & FWC. Most empirical studies confirm that a longer working time increases the perceived work-family conflict (Beauregard, 2006; Byron, 2005) as does work overload (Bolino & Turnley, 2005) and non-standard working time (Carlson et al., 2011). The increase in working hours, high job involvement, and job stress deepens the spillover of work into family and thus contributes to lower psychological well-being (Ng & Feldman, 2008; Byron, 2005; Milliken & DunnJensen, 2005). Grzywacz and Marks (2000), for example, found that women who reported working less than

twenty hours per week reported less conflict, whereas working 45 hours per week or more causes more conflict for both women and men. Additionally, not only objective working time, but also the stress that one experiences when not having sufficient time to fulfill all obligations, causes work-family conflict. In turn, the perceived time pressure serves as the predictor of the amount of time an individual allocates to each domain (Dugan et al., 2012). Work demands like number of hours worked per week, work overload, work schedule and overtime work were positively related to WFC (Hammer, et al., 2005; Yildirim and Aycan, 2008). Work constraints may force employee to work for longer, irregular hours and harder to make up for inadequate supply of work resources like information, training, manpower and equipment, thus augmenting work-family conflict (Lu et al., 2010).

**H2:** There is no significant relationship between working hours and WFC/FWC

### **Total Experience**

With experience a person acquire skills and strategies to cope with the conflicting demands. Experience in job helps to juggle effectively between work and home demands (Cohen and Liani, 2009). Literature advocates that career in early stage may pose uncompromising pressure on the family (Quick et al., 2004).

**H3:** There is no significant relationship between total work experience and WFC/FWC

### **Age of Youngest Child and Number of Children**

Parental role is one of the most demanding personal role demanding commitment and time (Gutek et al., 1991). Age of the oldest child is an important predictor of the work-family experience (Voydanoff, 1988). Young, dependent and number of children still living at home (in contrast to having no children) is the primary determinant of work-family conflict for working parents (Lewis and Cooper, 1998; Lundberg, Mardberg and Frankenhaeuser, 1994; Grzywacz and Marks, 1999; Quick et al., 2004; Cinamon and Rich, 2002; Eby et al., 2005; Cohen and Liani, 2009; Mjoli et al., 2013). Moreover Mjoli et al. (2013) found that parents having children below the age of six had the highest levels of work-family conflict, followed by parents with school going age children. The number of children living at home increases the complexity of meeting work and

family demands. Those who are having more children under 18 have to put in more time to family affairs rather than professional success.

**H4a** : There is no significant relationship between age of youngest child and WFC/FWC.

**H4b** : There is no significant relationship between number of children and WFC/FWC.

**H4c** : Family having no children experience significantly lesser WFC/FWC.

### Number of Dependents

There are basically three groups of dependents – children, adults with disabilities and elders. Home demands like lack of spousal support and presence of dependents in the family exacerbate work-family conflict and family-work conflict (Lu et al., 2008). Literature has confirmed that with the increase in family size and complexity with children/ elders or with sick children/elders, the work-family conflict increases (Quick et al., 2004). Increase in the number of children or elderly persons lead to more competition for resources at home in the form of medical care and financial security (Preston, 1984).

**H5**: There is no significant relationship between number of dependents and WFC/FWC.

### Spousal Support

Spousal support is defined as the help, advice, mutual understanding that spouses give each other (Burke and Greenglass, 1999). Both family support and spousal support tend to decrease the level of work-family conflict (Michel et al., 2011; Blanch & Aluja, 2012a). Specifically, men who experience less affectual support from family members perceive more negative spillover from work to family (Grzywacz & Marks, 2000). Being criticized or burdened by family members causes more conflict for women (and not for men) (Grzywacz & Marks, 2000). Instrumental spousal support decreases all forms of work-family conflict (time-, strain- and behaviour based) (Halbesleben et al., 2012).

Studies have found that spousal support was an important component of social support and was effective in lowering levels of WFC (Burke and Greenglass, 1999; Anderson, Coffey and Byerly, 2002). If a person gets support from spouse at home after a hectic day at office, then a person can balance work and family more easily. The importance of spousal support

is given adequate emphasis in literature and it is surely going to help employees in a large way.

Spousal support helps to avoid conflict by investing more time in work domain (Cinamon and Rich, 2002). Only 30% corporate women opined that their husbands are supportive in sharing household chores and other domestic help (Mukherjee, 2009). Women delay child birth or preferred to have one child, that too male child to balance work and family life and they believe that men are more reluctant to make adjustments and looking after household chores (Chandravathi, 2009).

**H6:** There is no significant relationship between spousal support and WFC/FWC.

### Age

Younger people face more conflict both from work to family and family to work than older men (Grzywacz and Marks, 1999). Younger people are ready to sacrifice their personal interest in order to shape their career. As individuals advance in their age and reach maturity stage, they prioritise the things and try to set a balance between professional and personal lives (Gordon, Whelan-Berry and Elizabeth, 2007; Mjoli et al., 2013). Martins, Eddleston and Veiga (2002) studied the moderating effect of support on negative relationship between work-family conflict and career satisfaction. They found that the relationship was significant at later stage for men.

**H7:** There is no significant relationship between age and WFC/FWC

### Sleeping Time

Recent research suggests that sleep is an additional domain that should be evaluated alongside those of work and family, given that they all vie for an individual's finite amount of time (Barnes, Wagner, & Ghumman, 2012). Barnes et al. have found that work time is negatively related to sleep time, but especially so under conditions of high family time. These authors have called for future research to examine sleep within stress-based models of work family conflict. According to a recent survey of 74,571 individuals in 12 states, 35% report getting less than seven hours of sleep on average per night (Centre for Disease Control and Prevention, 2011).

Other epidemiological studies suggest that the shortest sleep durations are experienced by professional-level/management employees (e.g., Jackson, Redline, Kawachi, Williams, & Hu, 2013). However, previous

research indicates that both short (less than seven hours per night) and long sleep (more than eight hours) are positively associated with chronic disease in the United States, including obesity, diabetes, hypertension, and cardiovascular disease (e.g., Buxton & Marcelli, 2010). Other research indicates that lost work performance due to insomnia may account for up to \$63.2 billion dollars per year in the United States (Kessler et al., 2011). Given these unfavorable outcomes, scholars have called for future organizational research to investigate how work experiences influence employee sleep (Barnes, 2012), while there has been a more general call in the sleep literature to uncover those mechanisms that are responsible for deficient sleep (Luyster, Strollo, Zee, & Walsh, 2012).

**H8:** There is no significant relationship between sleeping time and WFC/FWC.

### Educational Level

In a study, Kinnunen and Mauno (1998) found that high education and higher number of children meant higher work-family conflict for men. Yang (1993) hypothesized that the higher the social statuses of husbands and wives, i.e. the more educated they are, the fewer children they tend to have. According to Ammons and Erin's (2008) study with young adults, ones with less than a college degree were significantly more likely to report that they experience more home-to-job 6 interference, whereas the ones with higher educational attainment experienced more work-to-home interference, and this was found to be especially true for college educated women. Ammons & Edgell (2007) found that women with lower educational attainments are more likely to report working additional hours to meet their family needs than women with higher levels of education. However, other employment measures of "scaling back" (Becker & Moen, 1999) did not vary by education or household income for women, and class did not affect men's likelihood of making these choices (Ammons & Edgell, 2007)

**H9:** There is no significant relationship between educational level and WFC/FWC.

### Managerial level

Employees at senior level face the maximum stress and pressure in the Indian industry (Lakshmikanthan & Deepa, 2010). Additional working hours is common amongst all grades of staff, but managers

and professionals are most likely to experience it (Hogarth, Hasluck and Pierre, 2000; Krings et al. 2009). Brett and Stroh (2003), researched the reason for managers working extreme hours (61 or more hours per week) and found the reasons as financial and psychological rewards the managers receive from working longer hours.

**H10:** There is no significant relationship between managerial level and WFC/FWC.

### Commuting Distance & Time

Long commuting distances add to the time demands of employment thereby contributing to work-family imbalance. According to Miryala and Chiluka, (2012) hours spent on travelling and work related worries are dependent on each other whereas hours of travel and work-family balance facilities are independent of each other.

Time spent on commuting is an additional time-based demand on the top of working hours and the stress level that result due to commuting lead to decreased satisfaction. In place like Bangalore, software and other professionals spend about 2 hours per day in commuting from home to office and are left with time crunch for social life outside work (Bharath, 2008).

**H11:** There is significant positive co-relationship between Commuting Distance and WFC/FWC.

## RESEARCH METHODOLOGY

### Participants and Procedures

The sample comprised of 85 officers. The demographic profile of the respondents has been listed in table 1.

**Table 1: Demographic profile of the respondents**

S.No.	Profile	Sub Profile	Nos. (N)	%
1	Gender	Male	47	55.3
		Female	38	44.7
2	Managerial Level	Junior	20	23.5
		Middle	56	65.8
		Senior	09	10.6

3	Education	BE/B.Tech	64	75.3
		ME/M.Tech/MBA/MS	06	7.0
		Diploma	08	9.4
		Others	07	8.2

The data for this study were collected during February 2013 to June 2014 from officers working full time in manufacturing unit of three public defence manufacturing CPSE namely Hindustan Aeronautics Ltd, BEML Ltd. & Bharat Electronics Ltd. at Bangalore. The sample respondents were selected by using systematic random sampling. Two days in a week i.e Friday and Saturday was dedicated to collect the data in a phased manner. 2950 nos. of officers were working in the manufacturing complex of defence CPSE at Bangalore. Total 635 questionnaires were distributed to the respondents who voluntarily participated in the data collection. 177 respondents did not return the filled in questionnaires. 120 questionnaires were rejected after scrutiny due to excessive missing data yielding a response rate of 53.23%. Finally, responses were collected from a sample size of 338 officers. Out of 338 questionnaires collected, 85 were taken for further analysis as these 85 numbers consisted of dual earners officers.

## Measures

The research instrument i.e. questionnaire comprised of four parts. The first part consists of questions pertaining to demographic profile of respondents like gender, age, managerial level, total experience, marital status, partner's employment, number and age of children, number of dependents and education. The second part deals with questions on work-family, third part deals with work-family conflict and fourth part deals with family-work conflict.

### Demographic Variables Under Study

Total experience was measured by the actual years. Marital status was measured as a dichotomous variable (0 = single, 1 = married). Partner's employment was measured as (0 = employed, 1 = not employed). The variable of age of children was measured by actual years and number of children was measured by actual number of children. Number of dependents was measured by actual number of dependents.

### **WFC/FWC**

Data was collected using WFC and FWC scales developed by Netemeyer, et al., (1996). It is a 10 – item scale with 5 items each under WFC and FWC scales. The instructions that preceded these items are as follows: “The given sets of questions are about your work and non-work lives. The word ‘Family’ may include your spouse, children, parents, siblings, grandparents, in-laws or any combination of these”. All items were measured using a 7-point Likert scale, with 1 meaning strongly disagree and 7 meaning strongly agree. Higher score mean more conflict.

### **Working Hours**

The total number of hours worked per week was assessed through one question: “How many hours in a week do you normally work?”. This variable was measured on a scale: 1 = >60, 2 = 56 – 60, 3 = 51 – 55, 4 = 46 – 50 and 5 = <45.

### **Sleep**

The question was “How many average hours per day do you sleep?”. This variable was measured on a scale: 1 = <5 hrs, 2 = 5 - 6 hrs, 3 = 6 - 7 hrs, 4 = 7 - 8 hrs and 5 = > 8 hrs.

### **Spousal Support**

One question was designed to assess the spousal support. The question was “Does your spouse help you in household chores/ child or elderly care?”. There were two options to choose from 3 = Yes, 0 = No.

### **Length and Time of Commuting**

Two questions were designed to assess commuting of respondents. The questions were “How far do you stay from your organization’s premises?”. This variable was measured on a scale: 1 = More than 20, 2 = 16 – 20, 3 = 11 – 15, 4 = 6 – 10 and 5 = 0 – 5. The other question was “How many hours per day do you spend on commuting (To and fro)?” This variable was measured on a scale: 1 = others, 2 = 91 – 120 min, 3 = 61 – 90 min, 4 = 31 – 60 min and 5 = 0 – 30 min.

### **Analysis**

The information obtained as a result of the study has been compiled in a database formed with Minitab 14 statistical package software and Microsoft excel. Descriptive statistics including mean, percentage and standard deviation identified characteristics of the sample and their responses to each item.

## Results

Means, standard deviations and correlations are shown in Table 2 & 3 respectively.

**Table 2: Descriptive Statistics of Age, TE, NOC, AOYC, NOD, WHW, SH, SS, CD, CH, WFC, FWC**

Variable	Mean	St. Dev
Age	36.800	8.268
Total experience	13.506	7.736
Number of children	0.9882	0.7318
Age of youngest child	5.665	7.145
Number of dependent	1.600	1.177
Working hour/week	3.294	0.998
Sleeping hour/day	2.8588	0.9018
Spousal support	2.7176	0.8812
Commuting distance	3.565	1.492
Commuting time	3.753	1.371
Work Family Conflict	22.259	7.723
Family Work conflict	13.918	6.304

Table 2 shows that mean age of the dual earner officers is 36.8 years which falls into the category of middle age having a quite good average experience of 13.50 years. The respondents are having an average of 0.998  $\approx$  one child having mean age of 5.66 years. This shows that children of respondents are young attending primary school. The average working hours per week of respondents is 51- 55 hours, which indicates long working hours. Almost all officers get support from their spouses. The respondents are staying at an average distance of 11 – 15 kms and take a mean of 61 – 90 minutes to commute daily. Mean score of WFC is more than WFC indicating officers facing more of WFC.

In table 3, p value of WFC/FWC with respect to working hour/week, total experience, age of youngest child, number of children, number of dependents, spousal support, age & daily sleeping hours is more than 0.05 which indicates that data supports null hypothesis H2, H3, H4a, H4b, H5, H6, H7 and H8 respectively.

In table 3, p value of WFC/FWC with respect to commuting distance is less than 0.05 which indicates that data supports alternate hypothesis H11. It proves that there is significant positive co-relationship between

Table 3: Intercorrelation of Measures

Age	TE	NOC	AOYC	NOD	WHW	SH	SS	CD	CT	WFC
TE	0.96**									
NOC	0.50**	0.50**								
AOYC	0.84**	0.84**	0.51**							
NOD	0.23*	0.22*	0.40**	0.11						
WHW	-0.21*	-0.15	-0.07	-0.19	-0.25*					
SH	-0.06	-0.07	-0.23*	-0.05	-0.13	-0.16				
SS	-0.13	-0.13	-0.22*	-0.09	-0.11	-0.06	0.17			
CD	-0.07	-0.06	-0.10	-0.11	-0.01	0.07	0.06	0.15		
CT	-0.14	-0.13	-0.14	-0.16	-0.02	0.14	0.09	0.17	0.89**	
WFC	0.09	0.17	0.20	0.17	0.04	-0.17	-0.15	-0.11	-0.24*	-0.23*
FWC	-0.11	-0.10	-0.00	-0.11	0.06	0.04	0.02	-0.13	-0.27*	-0.23*

Note:- TE-Total Experience, NOC-Number of children, AOYC-Age of youngest child, NOD-Number of dependents, WHW-Working hour per week, SH-Daily sleeping hours, SS-Spousal Support, CD- Commuting Distance, CH- Commuting hour, WFC-Work family conflict, FWC-Family work conflict, \*p<0.05, \*\*p<0.01

Commuting Distance and WFC/FWC.

As table 3 shows that there is a significant positive co-relation between WFC & FWC as p value is less than 0.01. Based on the significance, 2t has been carried out to investigate alternate hypothesis H1 and the results are mentioned in table 4.

**Table 4: Two-sample T for Work Family Conflict vs Family Work Conflict**

	N	Mean	St.Dev	SE Mean	T value	P value
Work Family Conflict	85	22.26	7.72	0.84	7.71	0.00**
Family Work Conflict	85	13.92	6.30	0.68		

Note: T-Test of difference = 0 (vs >), \*p<0.05, \*\*p<0.01

As the p value is less than 0.05 in table 4, data supports the alternate hypothesis H1 which shows that Work-family conflict (WFC) is more prevalent than Family-work conflict (FWC) among the officers.

The effect of children on WFC & FWC has been investigated and results are mentioned in table 5 & 6 respectively.

**Table 5: Two-sample T for Work-family Conflict**

Children	N	Mean	St. Dev	SE Mean	T value	P value
No	23	18.30	8.65	1.8	-2.71	0.005**
Yes	62	23.73	6.86	0.87		

Note: T-Test of difference = 0 (vs <), \*p<0.05, \*\*p<0.01

**Table 6: Two-sample T for Family-work Conflict**

Children	N	Mean	St. Dev	SE Mean	T value	P value
No	23	13.39	6.29	1.3	-0.47	0.642
Yes	62	14.11	6.35	0.81		

Note: T-Test of difference = 0 (vs not =), \*p<0.05, \*\*p<0.01

As the p value is less than 0.05 in table 5, data supports the alternate hypothesis H4c which shows that family having no children experience significantly lesser WFC. But in the case of FWC, data does not support the alternate hypothesis H4c as the p value is more than 0.05 which indicates that the statement “family having no children experience significantly lesser FWC” is not accepted.

**Table 7: One-way ANOVA: Work-family Conflict versus Managerial Level**

Source	DF	SS	MS	F	P	S	R-Sq	R-Sq (adj)
Managerial Level	2	116.9	58.4	0.98	0.380	7.725	2.33%	0.00%
Error	82	4893.4	59.7					
Total	84	5010.3						

Note: \*p<0.05, \*\*p<0.01

**Table 8: One-way ANOVA: Family-work Conflict versus Managerial Level**

Source	DF	SS	MS	F	P	S	R-Sq	R-Sq(adj)
Managerial Level	2	24.3	12.1	0.30	0.741	6.35	0.73%	0.00%
Error	82	3314.1	40.4					
Total	84	3338.4						

Note: \*p<0.05, \*\*p<0.01

Data in table 7 & 8 supports null hypothesis H10 which indicates that there is no significant relationship between managerial level and WFC/ FWC as the p value is more than 0.05.

**Table 9: One-way ANOVA: Work-family Conflict versus Education**

Source	DF	SS	MS	F	P	S	R-Sq	R-Sq(adj)
Education	4	145.2	36.3	0.60	0.666	7.79	2.9 %	0.00%
Error	80	4865.2	60.8					
Total	84	5010.3						

Note: \*p<0.05, \*\*p<0.01

**Table 10: One-way ANOVA: Family-work Conflict versus Education**

Source	DF	SS	MS	F	P	S	R-Sq	R-Sq(adj)
Education	4	186.3	46.6	1.18	0.325	6.27	5.58%	0.86%
Error	80	3152.1	39.4					
Total	84	3338.4						

Note: \*p<0.05, \*\*p<0.01

Data in table 9 & 10 supports null hypothesis H9 which indicates that there is no significant relationship between educational level and WFC/FWC as the p value is more than 0.05.

## DISCUSSION

The current study aims to study work-family conflict and family-work conflict among dual earner officers of defence CPSEs in Bangalore. The managerial level is chosen for this study as employees at this level face more of conflict due to long working hours and work demand (Hogarth, Hasluck and Pierre, 2000; Krings et al., 2009).

While relating WFC/FWC to commuting distance, p value is less than 0.05 which indicates that data supports alternate hypothesis. It proves that there is significant positive co-relationship between Commuting Distance and WFC/FWC.

While relating WFC/FWC to demographic profile, the following results are obtained. In linking WFC/FWC to age, total work experience, number of dependents, working hour/week, daily sleeping hours and spousal support; p value is more than 0.05 which indicates that null hypothesis is accepted. It means that age, total work experience, number of dependents, working hour/week, daily sleeping hours and spousal support are not related to both work-family conflict and family-work conflict. This finding is contradictory to studies of Grzywacz and Marks, (1999); Gordon, Whelan-Berry and Elizabeth, (2007) and Mjoli et al., (2013).

In linking WFC to children, p value is less than 0.05 which indicates that alternate hypothesis is accepted. It means that having children is a significant factor contributing to work-family conflict. The couples having no children experience significantly lesser WFC. But in the case of FWC, data does not support the alternate hypothesis as the p value is more than 0.05. The finding goes parallel with the study done by Voydanoff, 1988; Lundberg, Mardberg and Frankenhaeuser, 1994; Grzywacz and Marks, 1999; Quick et al., 2004; Cinamon and Rich, 2002; Eby et al., 2005; Valcour, 2007 and Mjoli et al., 2013.

In linking WFC/FWC to managerial level as well as educational level, p value is more than 0.05 which indicate that null hypothesis is accepted. That means that managerial level and educational level are not significant to both WFC & FWC.

## CONCLUSION

The result of the present study shows that Work-family conflict (WFC) is more prevalent than Family-work conflict (FWC) among the officers. Additional work hours result in subtraction of family hours from the total hours thus resulting in more work-family conflict (White, et al., 2003).

Age, total work experience, number of dependents, managerial level, educational level, working hour/week, daily sleeping hours and spousal support are not related to both work-family conflict and family-work conflict, while commuting distance is positively related to WFC/FWC.

Dual-earner couples having children is a significant factor contributing to work-family conflict. This shows that number of children and younger children add significantly to WFC. The couples having no children experience significantly lesser WFC, but the same does not hold for FWC.

The present study has both strengths and limitations. The study area was limited to manufacturing complex of defence CPSE at Bangalore. Therefore, the sample is also limited to officers working in manufacturing complex. Future research should study other professions and employees at different levels in different organisations.

## REFERENCES

- Ammons S. K., & Edgell, P. (2007). Religious influences on work-family trade-offs. *Journal of Family*, 28(6), 94-826.
- Ammons, S. K., & Erin, L. K. (2008). Social class and the experience of work family conflict during the transition to adulthood. *New Directions for Child and Adolescent Development*, 119, 71-84
- Anderson, S. E.; Coffey, B. S., & Byerly, R. T. (2002). Formal organisational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes. *Journal of Management*, 28(6), 787-810.
- Aryee, S., Luk, V., Leung, A., & Lo, S. (1999). Role Stressors, inter role conflict, and well-being: The Moderating influence of spousal support and coping behaviors among employed parents in Hong Kong. *Journal of Vocational Behavior*, 54(2), 259-278.
- Barnes, C. M. (2012). Working in our sleep: Sleep and self-regulation in organizations". *Organizational Psychology Review*, 2, 234-257.
- Barnett, R. C., Marshall, N. L., and Pleck, J. H. (1992). Men's multiple roles and their relationship to men's psychological distress. *Journal of Marriage and the Family*, 54, pp. 358 – 367.

- Beauregard, T. A. (2006). Predicting interference between work and home: A comparison of dispositional and situational antecedents. *Journal of Managerial Psychology*, 21(3), 244-264.
- Bellavia, G. M., & Frone, M. R. (2005). Work-family conflict. In J. Barling, E. K. Kelloway, & M. R. Frone (Eds.) *Handbook of work stress* (pp. 113-147). London: Sage.
- Bharath, S. T., & Shumway, T. (2008). Forecasting default with the Merton distance to default model. *Review of Financial Studies*, 21(3), 1339-1369.
- Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90(4), 740.
- Blanch, A., & Aluja, A. (2012a). "Social support (family and supervisor), work-family conflict, and burnout: Sex differences. *Human Relations*, 65(7), 811-833.
- Brett, J. M., & Stroh, L. K. (2003). Working 61 plus hours a week: Why do managers do it? *Journal of Applied Psychology*, 88(1), 67-78.
- Buxton, O. M., & Marcelli, E. (2010). Short and long sleep are positively associated with obesity, diabetes, hypertension, and cardiovascular disease among adults in the United States. *Social Science and Medicine*, 71, 1027-1036.
- Burke, R. J., & Greenglass, E. R. (1999). Work-family conflict, spouse support, and nursing staff well-being during organizational restructuring. *Journal of Occupational Health Psychology*, 4, 327-336.
- Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, 67(2), 169-198.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behavior*, 56, 249-276.
- Carlson, D. S., Grzywacz, J. G., Ferguson, M., Hunter, E. M., Clinch, C. R., & Arcury, T. A. (2011). Health and turnover of working mothers after childbirth via the work-family interface: An analysis across time. *Journal of Applied Psychology*, 96(5), 1045-1054.
- Casper, W. J., Harris, C., Taylor-Bianco, A., & Wayne, J. H. (2011). Work-family conflict, perceived supervisor support and organizational commitment among Brazilian professionals. *Journal of Vocational Behavior*, 79(3), 640-652.

- Centers for Disease Control and Prevention. (2011). Unhealthy sleep-related behaviors – 12 states, 2009. *Morbidity and Mortality Weekly Report*, 60, 233-266.
- Chandravathi. (2009). Demographic characteristics and motivation of women executives in corporate sectors. *Southern Economist*, 48(14), 11 – 12.
- Chawla, D., & Sondhi, N. (2011). Assessing work-life balance among Indian women professional. *The Indian Journal of Industrial Relations*, 47(2), 341-352.
- Cinamon, R. G., & Rich, Y. (2002). Profiles of attribution of importance to life role and their implications for the work-family conflict. *Journal of Counselling Psychology*, 49(2), 212-220.
- Dugan, A. G., Matthews, R. A., & Barnes-Farrell, J. L. (2012). Understanding the roles of subjective and objective aspects of time in the work-family interface. *Community, Work & Family*, 15(2), 149-172.
- Duxbury, L., & Higgins, C. (2003). Work – life conflict in Canada in the new millennium. *A Status Report*, Ottawa: Health Canada.
- Duxbury, L., Higgins, C., & Lee, C. (1994). Work-family conflict: A comparison by gender, family type, and perceived control. *Journal of Family*, 15(3), 449-466.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., and Brinley, A. (2005). “Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66, 124-197.
- Frone, M. R. (2003). Work-family balance. In J. C. Quick & L. E. Tetrick (Eds), *Handbook of occupational health psychology*, 143-162. Washington, DC: American Psychological Association.
- Frone, M. R., & Rice, R. W. (1987). Work-Family conflict: The effect of job and family involvement. *Journal of Occupational Behaviour*, 8, 45-53.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and Outcomes of work-family conflict: Testing the model of the work-family interface. *Journal of Applied Psychology*, 77(1), 65-78.
- Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative Model of the work-family interface. *Journal of Vocational Behavior*, 50, 145-167.

- Gordon, J. R., Whelan-Berry, K. S., & Elizabeth, H. A. (2007). The relationship among work-family conflict and enhancement, organizational culture and work outcomes for older working women. *Journal of Occupational Health Psychology*, 12(4), 350-364.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family Roles. *Academy of Management Review*, 10(1), 76-88.
- Greenhaus, J. H., & Parasuraman, S. (1986). A work-non-work interactive perspective of stress and its consequences. *Journal of Organizational Behavior Management*, 8, 37-60.
- Grzywacz, J. G., & Marks, N. F. (1999). Reconceptualizing the Work-Family Interface: An Ecological Perspective on the Correlates of Positive and Negative Spillover between Work and Family”, CDE Working Paper No. 99-03, 1 – 48.
- Grzywacz, J. G. (2000). Work-family spillover and health during mid-life: Is managing conflict everything? *American Journal of Health Promotion*, 14(41), 236-2.
- Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255-279.
- Halbesleben, J. R. B., Wheeler, A. R., & Rossi, A. M. (2012). The costs and benefits of working with one's spouse: A two-sample examination of spousal support, work-family conflict, and emotional exhaustion in work-linked relationships. *Journal of Organizational Behavior*, 33(5), 597-615.
- Halpern, D. F. (2005). Psychology at the intersection of work and family: Recommendations for employers, working families, and policymakers. *American Psychologist*, 60, 397-409.
- Hogarth, T., Hasluck, C., & Pierre, G. (2000). Work-life balance 2000: Baseline study of work-life balance practices in Great Britain: summary report. Department for Education and Employment.
- Jackson, C. L., Redline, S., Kawachi, I., Williams, M. A., & Hu, F. B. (2013). Racial disparities in short sleep duration by occupation and industry. *American Journal of Epidemiology*, 178, 1442-1451.
- Kahn, R. L., Wolfe, D. M., Quinn, R., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational Stress: Studies in role conflict and ambiguity*. New York: Wiley.
- Kessler, R. C., Berglund, P. A., Coulouvrat, C., Hajak, G., Roth, T., Shahly, V., Walsh, J. K. (2011). Insomnia and the performance of US workers: Results from the America Insomnia Survey. *SLEEP*, 34, 1161-1171.

- Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies and the job-life satisfaction relationship: a review and directions for organisational behavior human resources research. *Journal of Applied Psychology*, 83, 139-149.
- Krings, B. J., Nierling, L., Pedaci, M., & Piersanti, M. (2009). Working time, gender and work-life balance. WORKS research work funded by European Union, 7-83.
- Lakshmikanthan, V., & Deepa. (2010). Work-family Balance in Indian Industry. AIMS International Conference on Value-based Management, 329-332, August 11-13.
- Lewis, S. N., & Cooper, C. L. (1998). Stress in dual earner families”, in B. A. Gutek, A. Stomberg, & L. Larwood (Eds.), *Women and work*, 3, 139-168. Newbury Park, CA: Sage.
- Lu, L., Kao, S. -F., & Chang, T. -T. (2008). Work/Family demands, work flexibility, work/ family conflict, and their consequences at work: A national probability sample in Taiwan. *International Journal of Stress Management*, 15(1), 1-21.
- Lu, L., Cooper, C. L., Kao, S. -F., Allen, T. D., Lapierre, L. M., O’Driscoll, M., Poelmans, S. A. Y., Sanchez, J. I., & Spector, P. E. (2010). Cross-cultural differences on Work-to-family Conflict and role satisfaction: A Taiwanese - British, comparison. *Human Resource Management*, 49(1), 67-85.
- Lundberg, U., Mardberg, B., & Frankenhaeuser, M. (1994). The total workload of male and female white collar workers as related to age, occupational level, and number of children. *Scandinavian Journal of Psychology*, 35, 315-327.
- Luyster, F. S., Stollo, P. J., Zee, P. C., & Walsh, J. K. (2012). Sleep: A health imperative. *Sleep*, 35, 727-734.
- Marks, S. R., & MacDermid, S. M. (1996). Multiple roles and the self: A theory of role balance. *Journal of Marriage and the Family*, 58, 417-32.
- Marshall, N. L., & Barnett, R. C. (1993). Work-family strains and gains among two-earner couples. *Journal of Community Psychology*, 21(1), 64-78.
- Martins, L. L., Eddleston, K. A., & Veiga, J. F. (2002). Moderators of the relationship between work-family conflict and career satisfaction. *Academy of Management*, 45(2), 399-409.
- Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). “Antecedents of work family conflict: A meta-analytic review. *Journal of Organizational Behavior*, 32(5), 689-725.

- Milliken, F. J., & Dunn-Jensen, L. M. (2005). The changing time demands of managerial and professional work: Implications for managing the work-life boundary". In E. E. Kossek & S. J. Lambert (Eds.) *Work and Life Integration: Organizational, Cultural, and Individual Perspectives* (43-60). New Jersey: Lawrence Erlbaum Associates.
- Miryala, R. K., & Chiluka, N. (2012). Work-life balance amongst teachers. *The IUP Journal of Organisational Behaviour*, 11(1), 37-50.
- Mjoli, T., Dywili, M., & Dodd, N. (2013). Demographic determinants of work-family conflict among female factory workers in South Africa. *Journal of Economics, Business and Management*, 1(1), 39-41.
- Mukherjee, D. (2009). The Indian corporate women: Advantage India Inc. *HRM Review*, 14-19.
- Ng, T. W. H., & Feldman, D. C. (2008). Long work hours: A social identity perspective on meta analysis data. *Journal of Organizational Behavior*, 29(7), 853-880.
- Nixon, A. E., Mazzola, J. J., Bauer, J., Krueger, J. R., & Spector, P. E. (2011). Can work make you sick? A meta-analysis of the relationships between job stressors and physical symptoms. *Work and Stress*, 25(1), 1-22.
- O'Neil, R., & Greenberger, E. (1994). Patterns of commitment to work and parenting: Implications for role strain. *Journal of Marriage and the Family*, 56, 101-112.
- Parasuraman, S., Purohit, Y. S., Godshalk, V. M., & Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of Vocational Behavior*, 48, 275-300.
- Pleck, J. H. (1977). The work-family role system. *Social Problems*, 417-427.
- Quick, J. D., Henley, A. B., & Quick, J. C. (2004). The balancing act: At work and at home. *Organizational Dynamics*, 33(4), 426-438.
- Smith, C. R. (1997). Career transitions of dual-career couples: An empirical study. *Career development International*, 2(5), 229-237
- Schaubroeck, J. (1990). Investigating reciprocal causation in organizational research. *Journal of Organizational Behavior*, 11, 17-28.
- Todd, S. (2004). Improving work-life balance: What are other countries doing? Labour Program. Human Resources and Skills Development, Canada.
- Valcour, M. (2007). Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *Journal of Applied Psychology*, 92(6), 1512-1523

- Voydanoff, P. (1988). Work role characteristics, family structure demands and work family conflict. *Journal of Marriage and the Family*, 50, 749-761.
- Waumsley, J. A., Houston, D. M., & Marks, G. (2010). What about us? Measuring the work-life balance of people who do not have children. *Review of European Studies*, 2(2), 3- 17.
- Yang, P. Q. (1993). The differential effects of husbands and wives. Statuses on marital Fertility. *Population and Environment*, 15(1), 43-58.

## APPENDIX A

### Demographic Profile

Name: \_\_\_\_\_ Company Name: \_\_\_\_\_

**Gender:** Male          Female

**Age:** \_\_\_\_\_

**Managerial level:**

Junior level

Middle level

Senior level

Top level

**Job title:** \_\_\_\_\_

**Total experience (In years)** \_\_\_\_\_

**Marital status:**      Single                                  Married

Is your partner employed?

a) Yes                                  b) No

**Have children:**      Yes      No

If yes, no. of children \_\_\_\_\_

Age of all children \_\_\_\_\_

**Number of dependents, if any** \_\_\_\_\_

**Education completed:** \_\_\_\_\_

## APPENDIX B

### Work/family Scale

For questions 1 – 10, give the responses by writing, ticking or circling/ coloring the appropriate items.

1) How many hours in a week do you normally work?

a) < 40      b) 46 – 50      c) 51 – 55      d) 56 – 60      e) > 60

- 2) How many average hours per day do you sleep?  
a) < 5    b) 5 – 6    c) 6 – 7    d) 7 – 8    e) > 8
- 3) How far do you stay from your organization's premises? (Please answer in km)  
a) 0 - 5    b) 6 - 10    c) 11 – 15    d) 16 – 20  
e) More than 20
- 4) How many hours per day do you spend on commuting (To and fro)?  
a) 0 – 30 min    b) 31 – 60 min    c) 61 – 90 min  
d) 91 – 120 min    e) Others
- 5) Does your spouse help you in household chores/ child or elderly care?  
a) Yes    b) No

## APPENDIX C

### Work-to-Family Conflict Scale

Netemeyer, Boles, & McMurrian (1996)

Below are five statements with which you may agree or disagree. Using the 1 - 7 scale below, indicate your agreement with each item by circling/ coloring the appropriate number.

- 1 = strongly disagree
- 2 = disagree
- 3 = slightly disagree
- 4 = neither agree nor disagree
- 5 = slightly agree
- 6 = agree
- 7 = strongly agree

1. The demands of my work interfere with my home and family life.  
1    2    3    4    5    6    7
2. The amount of time my job takes up makes it difficult to fulfill my family responsibilities.  
1    2    3    4    5    6    7
3. Things I want to do at home do not get done because of the demands my job puts on me.  
1    2    3    4    5    6    7
4. My job produces strain that makes it difficult to fulfill family duties.  
1    2    3    4    5    6    7

5. Due to work-related duties, I have to make changes to my plans for family activities.
- 1    2    3    4    5    6    7

## APPENDIX D

### Family –to - work Conflict Scale

Netemeyer, Boles, & McMurrian (1996)

Below are five statements with which you may agree or disagree. Using the 1 - 7 scale below, indicate your agreement with each item by circling/colouring the appropriate number.

- 1 = strongly disagree  
2 = disagree  
3 = slightly disagree  
4 = neither agree nor disagree  
5 = slightly agree  
6 = agree  
7 = strongly agree

1. The demands of my family or spouse/partner interfere with work-related activities.
- 1    2    3    4    5    6    7
2. I have to put off doing things at work because of demands on my time at home.
- 1    2    3    4    5    6    7
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.
- 1    2    3    4    5    6    7
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
- 1    2    3    4    5    6    7
5. Family-related strain interferes with my ability to perform job-related duties.
- 1    2    3    4    5    6    7