



Work-Family Conflicts and Burnout: Mediating role of Job Stress

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Abstract

Background: Work family conflict and burnout in respect of job stress is very important factor effecting work capacity and family relations of employees. This study's investigation shows a positive significant relation of family conflict and burnout by working time and work place stress. **Methods:** in this study, 250 randomly selected employees from different banks of Faisalabad. The data is collected by work family conflicts and burnout by job stress mediation for investigates the effect of work family conflicts and the effect of job performance due to job stress. **Results:** The level of employee's perceived job stressed and job satisfaction is significantly related to work family conflicts and burnout. **Conclusion:** Corrective measures and steps are compulsory to improve the work family conflict. Banks and companies should provide a job stress free environment and increase job satisfaction and productivity in employee's perspectives.

Introduction

Every organization's success depends on employee's performance. If the employees are satisfied then they perform well. Satisfaction of employees depends on organization commitment, working environment, duty times, salary and needs of employee. Herzberg and Mausner (1959) and Maslow (1954) theory say different kinds of employee's needs fulfillment have importance for determine employee's behavior in organization. Work load of organization impact on employee's performance. Due to work and family pressure work family conflict arises



(Greenhaus & Beutell, 1985) and positive relationship between work, family and work family conflict. Work and family are big challenges for the employees. Work family conflict added the stress in the life of a professional. Today normally employees face the work family conflict problem. Work family conflict divided in to these dimensions Behavior based or Strain base and time base (Greenhaus & Beutell, 1985). Byron, (2005), Judge, Boudreau, & Bretz, (1994) studies show that work family conflict arises when family and job responsibility overlapping in a time. The inflexibility of schedule, evening duties, overtime, shift work requirement and long time period of work influence the family responsibility. When one role interferes in another role then strain –based conflict arises (Kahn & Byosiere 1992). Stress is as if employee's child is ill this will not let the employee work with full concentration (Kahn & Byosiere 1992). Work is not only a source of satisfaction and socio-economic status but it's also a source of stress .Stress is any external force or incident that has an effect on our body or mind. And "Job stress arises when demands exceed abilities, while job-related strains are reactions or outcomes resulting from the experience of stress." Mostly studies examined that how job stress effect on employee. Generally, stress refers to an emotional experience related with tension, strain and nervousness (cf. Cooke & Rousseau, 1984).

Job demand and low job control are the causes of stress. A list of job demand and (lack of) job resources including emotional demand , low social support , lack of supervisory support and lack of performance feedback and some other are produced by the stress and burnout (Kahn & Byosiere 1992). Burnout has been marked as a condition of emotional and mental exhaustion at work that has an impact on the culture .The understanding of burnout is a critical factor for the organizational leaders or managers. In current economy, a lot of organizations want to carry out more work with scarcer employees. job burnout came out as an important concept in 1970 and discussed critically about employee's work experience .Burnout was firstly introduced by Freuden-Berger (1974) define as *“to fail, wear out, or become exhausted by making excessive demands on energy, strength or resources”*. Burnout is the outcome of chronic stress (kirsi 2006).Susan and Jackson (1981) said that burnout is emotional exhaustion and is produced when people work for others. Emotional exhaustion is a key aspect of burnout (Suson& Jackson 1981)



Burnout creates turnover intention. According to Maslach stress and burnout contribute to negative health so it is important to examine both.

Our study may help full for organization's top management to improve the performance of employees and overcome the factors that lead towards burnout. The objective of this study is to examine the relationship of work family conflict with job stress and burnout.

Literature Review

Work-family conflict is a source of stress that many individuals experience. Work family conflict can be defined that “*a form of inter-role conflict which occurs when an individual has to face incompatible role pressures from work and family*”. Work family conflict has three dimension strains, time and behavior based conflicts. Time-based conflict denoted to overlapping task and plans. Strain-based conflicts show that mental and emotional strain demands related to the roles and behavior-based conflict shows the conflicts of accepting individuals' behavioral patterns.(Greenhaus & Beutell, 1985) and their coworkers (1964) both find out that work- family conflict as a single-dimensional concept as a definition and also suggested that the work affected family and family affected work which indicate two-directional relationship (Allen, Hesrt, Bruck, & Sutton, 2000; Frone, Russell, & Cooper, 1992).Some researchers have find out and compared the consequences of both family-work conflict and work-family conflict. One study hypothesized that job stressors and job involvement would predict work-family conflict which is turn in to family distress and depression (Frone *et al.*, 1992), the job involvement and job stressors would predict work-family conflict which turn in to family distress and depression(Frone *et al.* 1992). Researcher conduct a study on the white and blue collar jobs holder as sample and the found relationship between work-family conflict and family-work conflict is very strong. Further researchers did not ignore this aspect of the concept and the work-family conflict treated as two different and interrelated form of conflict that include the work interferences with family and family interferences with work (family- work conflict; Frone *et al.*, 1992; Netemeyer, Boles & McMurrin, 1996). Many researcher research revile that work family



conflict more effect on job stress and this variable have different outcomes like, job satisfaction, burnout and employee commitment. (Frone, Russell, & Cooper, 1992). When conflict occurs it will give adverse effects to both organization and individuals. Previous research have found that a person experiencing work-family conflict will lead to the increase of health risk, decrease performance in both work and life, inhibiting stress and reducing satisfaction in life. Earlier research suggested that work family conflict have two dimensions one is work-to-family conflict and other one is and family-to-work conflict (Adam, M.D.B., Role Dynamics, 2006). Though, earlier researcher research suggested that individuals experience less family-to-work conflict as compared to work-to-family conflict (F, M, J and Yardley, 1997). If conflict arises they are harmfully affected on individual and corporation. Work demand and job stress are mostly created work-to-family conflict. If we have short working hours, evening and weekend are limited then our employees are having more spent their time with his family activities. Consequently, we demand higher work to their employees, such as surplus work, long hours in a week, suddenly change working time table and overtime work would be associated with higher work-to-family conflict among employees. Work-family conflict have negative relationship with psychological and organizational outcomes, because when depression rise then uses of alcohol is high and practical value or importance are decrease, job satisfaction and nuptial satisfaction and then result is that high frequency of resigned. Stress is any external force or incident that has an effect on our body or mind. And "Job stress arises when demands exceed abilities, while job-related strains are reactions or outcomes resulting from the experience of stress." Mostly studies examined that how job stress effect on employee. Generally, stress refers to an emotional experience related with tension, strain and nervousness (Cooke & Rousseau, 1984). This research also defined the job stress as an individual's responses to characteristics environment of work that seem emotionally and physically. Generally, more difference between individual's abilities and demands stress will be higher. Mostly stress is generated due to one's personal life or environment, usually employees are not ready to work in bad environment that create the stress. Considerable stress will be produce due to minor everyday events. According to Erickson *et al.*, (1972) lack of job security, over or under promotions and status is the important predictor of job stress. Job stress and burnout are common problem faced by the organization. There are some general theory of stress are available that help in interpreting casus of burnout in general



population or specific sector. The most important theory of stress is Person environment fit model. The significant model theory person environment produced by Habfall's (1988) Stress theory produced by Habfall's (1988) is COR conservation of resources. According to this theory stress occurred under these condition, when every person try to maintain and attain the resources, when resources are lost, when individual invests resources but fail to attain return. Job stress and employee performance are negatively related each other for those who observed that job stress as basically dysfunctional for the company and its employees (Gupta & Beehr, 1979; Kahn, Wolfe, Quinn, Snook, & Rosenthal, 1964; Westman & Eden, 1996). Male and female employees in the organization have different views about what is stress and the source of stress (Stotland, 1991). When male and female employees are under stress they usually adopt different strategies (Barneet et al, 1987). According to Panatik & Rajab, (2012) there is a negative relationship between Work family conflict and job stress. Work family conflict influences the job stress. Source of higher burnout is job stress (Kirsi & Teija, 2006). Work family conflict positively related with job stress and job stress positively related with the burnout.). Work family conflict also positively related with the burnout. Work family conflict and job stress should be predictor of burnout. Thus job stress play role as mediating variable.

The understanding of burnout is a critical factor for the organizational leaders or managers. In current economy, a lot of organizations want to carry out more work with scarcer employees. Job burnout came out as an important concept in 1970 and discussed critically about employee's work experience. Burnout was firstly introduced by Freuden-Berger (1974) define as *"to fail, wear out, or become exhausted by making excessive demands on energy, strength or resources"*. Personal accomplishment and performance is reduced as a result of exhaustion and cynicism. Burnout is a concept that seems to be experience of every person. It motivated the experts to find ways to cope up with it. Burnout gets attention of researchers and experts as a social problem. Now burnout is a well-established academic subject on which thousands of publications are made and numerous seminars are held. Burnout has its three dimensions; Exhaustion, Cynicism, Reduced personal accomplishment and performance. Exhaustion is the reduction in employee's emotions and internal resources. It let the feel that they have nothing to give to the job. Cynicism is to attempt distance from job when internal resources are once

emptied out employee feels increasingly cynical about value of work and stop to take his job positive. Burnout arises when employees feel pressure from work and outside to give. If gave too much task to their employees then revile unsatisfactory job problems, such as inefficiency and depersonalization (Freuden berger, 1975). Burnout have multi dimensions first one is exhaustion-energy, second one is cynicism–involvement and third one inefficacy–efficacy. This research find out that mostly employees create negative perception about the client or employee due to emotionally exhausted. Burnout explains as a “disease of over commitment” (Rogers and Dodson, 1988). In-equity between resources, expectation, environmental demand and value then create burnout. This all result in more work load and job-demand, create higher stress. Higher stress decrease employee’s effectiveness and people placed at the risk for the burnout. Burnout creates the employee’s turnover intentions.

H₁: There is a relationship between work family conflict and burnout.

H₂: There is a relationship between work family conflict and job stress.

H₃: There is a relationship between job stress and burnout.

H₄: Job stress mediates the relationship between work family conflict and burnout.

Model of the Research

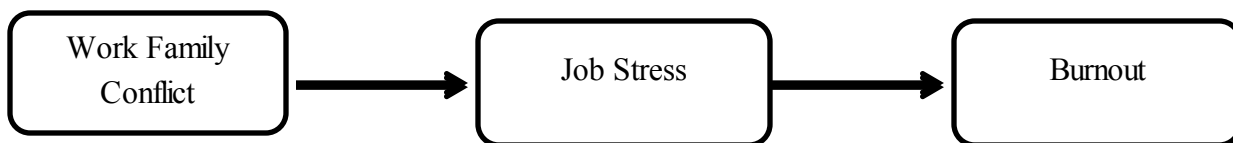


Figure 1: Schematic diagram.



Theoretical frame work

The schematic diagram (Fig.1) show that the Burnout is dependent variable, Work-family conflict is independent and job stress is mediator variable. The work-family conflict affect the job stress and burnout and job stress also affect the burnout. The relationship between these variables creates on the bases literature review and proposes that the relationship between Work-family conflict and burnout mediate by job stress.

Methodology

Sample and procedure

This is a quantitative study. The data will be collected through questionnaire from the employees of different banks. Sample of this study will be taken from banks of Faisalabad. Sample size of this study will be consisted of 250 employees of different banks in Faisalabad through self-administrated questionnaires. Convenient sampling procedure will be used for this study. Control variables are designation, gender, age, qualification, income and experience. The respondents of the study are classified into four classes in context to their age group: (a) “20th-25th years” (b) “26th – 30th years” (c) “31th -35th years” (d) “36th –above years” Questionnaires consisted of four pages in length, contained three sector assessing work family conflict, job stress and burnout.

Measures

Work Family Conflict

The scales that will be used to measure work family conflict consist of 8 items and developed by Kopelman, Greenhaus and Connolly (1983). The value of Cronbach’s alpha suggested by the author 0.73 and each items of work family conflict will be measured objectively on five point Likert scale, which is: 1 =strongly disagree, 2=disagree, 3 =neutral, 4 =agree, and 5 = strongly agree.

Burnout



The scale that will be used to measure burnout consists of 22 items and developed by Maslach and Jackson, 1981. The value of Cronbach's alpha suggested by the author 0.84 and each items of work family conflict will be measured objectively on seven point Likert scale, which is: 1 =strongly disagree, 2 =disagree, 3 =neutral, 4 =agree 5 =strongly agree.

Job Stress

The scale that will be used to measure job stress consists of 13 items and developed by Parkerl and Decotiis (1983). Job stress scale has two dimensions, first one is time stress and second one is anxiety. The value of Cronbach's alpha suggested by the author 0.71 to 0.82 and each items of job stress will be measured objectively on five point Likert scale, which is strongly disagree, disagree, neutral, agree, and strongly agree.

Empirical Results

Empirical result of this study is shown that all the age groups are agreed at the work family conflicts are creating disturbance in families but the last two age groups having the high agreed level because mostly the people of 31 years above are having family issues instead of the first two groups. Job stress has an impact of the productivity of the company as well family relations of employees. If employee attained the level of job satisfaction they have a pleasant and contented relation with his/her family members. Job satisfaction contained two basic steps like as time stress and anxiety stress. Time stress of the workplace becomes the reason of mental anxiety which relate to family conflict and burnout.



Variable	Age Groups			
	20-25	26-30	31-35	36-Above
<i>Work family Conflict</i>				
strongly disagree	10%	12%	10%	13%
disagree	1%	2%	6%	17%
neutral	20%	10%	3%	10%
Agree	29%	24%	31%	5%
strongly agree	40%	52%	50%	55%
Total	100%	100%	100%	100%
<i>Job Stress</i>				
<i>1- Time Stress</i>				
strongly disagree	0%	0%	0%	0%
disagree	2%	6%	4%	3%

neutral	0%	0%	0%	0%
Agree	45%	44%	50%	45%
strongly agree	55%	56%	50%	55%
<i>2- Anxiety Stress</i>				
strongly disagree	0%	0%	0%	0%
disagree	0%	0%	0%	0%
neutral	10%	5%	5%	0%
Agree	40%	35%	35%	30%
strongly agree	50%	60%	55%	70%
Total	100%	100%	100%	100%
<i>Burnout</i>				
strongly disagree	10%	12%	10%	13%
disagree	1%	2%	6%	17%
neutral	20%	10%	3%	10%
Agree	29%	24%	31%	5%
strongly agree	40%	52%	50%	55%
Total	100%	100%	100%	100%

Conclusion

We have made an extensive research on the point of work family conflict that if banks control the stress of work place to some extent and can make the factors associated with these variables which not only solve the problem of family conflicts as well as increase the performance of the employees toward their work. They should emphasize to maintain this problem of administration and facilitate to employees. Overcome the factors like workplace stress, stress of time and anxiety, burnout and family conflicts so they can manipulate toward the solution of the problem. Job stress is having more effect on burnout instead of work family conflict because workplace stress having 200% and work family conflict is 100% contribution. Employees are mentally



disturbed or tortured by job stress which not only destroy their power of working and intelligence but also create the problems in their daily life or practical life.

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