

Impact Of Family-Work Conflict On Performance Of Nurses With A Mediating Role Of Organizational Commitment: Perspective From Public Hospitals In KP, Pakistan

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Abstract

This study aimed to examine the relationship among family-work conflict, commitment and employees' performance. Furthermore, the mediating role of organizational commitment in the relationship between family-work conflict and employees' performance is also tested. 484 nurses (response rate=71%) working in government hospitals of Khyber Pakhtunkhwa, Pakistan were selected using purposive sampling technique. Data were collected using organizational commitment scale (Meyer, Allen, & Gellatly, 1990), job performance scale (Goodman & Svyantek, 1999) and family-work conflict scale (Haslam, Filus, Morawska, Sanders, & Fletcher, 2015). Employee performance was shown to be adversely and significantly correlated with family-work conflict ($r = -0.612$). Likewise, a significantly negative connection ($r = -0.727$) was established between family-work conflict and employees' commitment. Nonetheless, it was shown that there was a positively significant correlation ($r = 0.668$) between commitment and employees' performance. Through structure equation modeling (SEM), organizational commitment showed a partial mediation in the relationship between family-work conflict and employees' performance. The findings offer valuable insights for organizations seeking to create supportive environments that improve commitment and performance while addressing challenges related to work-life balance. Organizations should consider implementing employee support programs or flexible work arrangements to mitigate family-work conflict, promoting a healthier work-life balance.

Keywords: Family-Work Conflict; Performance; Organisational Commitment; Nurses; Pakistan.

Introduction

Job performance pertains to the actions and conduct of individuals in the workplace that contribute to the achievement of organisational objectives (Motowildo, Borman, & Schmit, 1997). Prior research mostly concentrated on job performance as a concept and explored its relationship with several other factors, such as work-family conflict (N. Ali & Ihsan, 2022; An,

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Liu, Sun, & Liu, 2020; Moreira, Encarnação, Viseu, & Au-Yong-Oliveira, 2023; Ribeiro, Gomes, Oliveira, & Dias Semedo, 2023), family-work conflict (Moreira et al., 2023; Muhammad, Shah, Saadat, Suleman, & Ali, 2021; Yan, Bai, Mansor, & Choo, 2022), job satisfaction (Davidescu, Apostu, Paul, & Casuneanu, 2020; Iaffaldano & Muchinsky, 1985; Nazim Ali, Ihsan, & Ahmad, 2021; Purnama, Tjahjono, Assery, & Dzakiyullah, 2020; Pushpakumari, 2008), personality traits (Almasradi, Ali, & Ullah, 2022; Gridwichai, Kulwanich, Piromkam, & Kwanmuangvanich, 2020; Le et al., 2011; Shah, Hussain, Ali, & Sadiq; Yang & Hwang, 2014; Zell & Lesick, 2022), and organizational commitment (Almasradi et al., 2022; Chiu, Won, & Bae, 2020; Loan, 2020; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Siddiq et al., 2022; Tolentino, 2013).

Organizational commitment is defined as “a state in which the employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization” (Robbins, 2001). An organisation and its workforce establish a strong and inseparable connection; neither can thrive without the other (Liou, 2008). On one hand, an organisation offers monetary and psychological support to its personnel, as well as providing them with possibilities for professional growth. On the other hand, the success of an organisation relies significantly on the commitment and involvement of its personnel. As workers develop a stronger sense of commitment and loyalty to their organisation, the rate at which employees leave the company decreases, resulting in a decrease in operational expenses (Liou, 2008). Commitment is defined as “(a) a strong belief in an idea or system, (b) something regularly taking up some of your time because of an agreement you have made or because of responsibilities that you have, and (c) promising faithfully you will do it” Sinclair (1995). According to the Merriam-Webster Dictionary (1999), commitment is “an act of committing to a charge or trust, an agreement or pledge to do something in the future”. High level of organizational commitment culminates in increased job satisfaction (N. Ali, Ali, Ahsan, Rahman, & Jan Kakakhel, 2014; AlKahtani et al., 2021; Eslami & Gharakhani, 2012; Marwat, Lalarukh, & Ali, 2023; Saridakis, Lai, Muñoz Torres, & Gourlay, 2020; Yousef, 2001), increased performance (Almasradi et al., 2022; Chiu et al., 2020; Evitasari & Thoyib, 2023; Loan, 2020; Nauman et al., 2023), and decreased turnover intention (D. N. ALI & AHMAD, 2021; N. Ali, Ali, & Khan, 2018; Bakri & Ali, 2015; Guzeller & Celiker, 2020; Marsh & Mannari, 1977; Pratama, Suwarni, & Handayani, 2022).

Family-to-work conflict arises when the demands of the family and work spheres are fundamentally incompatible, making it challenging to fulfill one's work responsibilities due to commitments in the domain of family life (Greenhaus & Beutell, 1985). Family-work conflict is very detrimental for the organization because it negatively affects job performance (Ajala, 2017; Firmansyah & Goetha, 2023; Muhammad et al., 2021; Nohe, Michel, & Sonntag, 2014), job satisfaction (Afzal & Farooqi, 2014; Lim, Omar, Ho, & Tee, 2021; Namasivayam & Mount, 2004; Rahman, Ali, Jantan, Mansor, & Rahaman, 2020), and turnover intention (Rhee, Park, & Lee, 2020; Yildiz, Yildiz, & Ayaz Arda, 2021). To the best of our knowledge, there are no studies that have examined the mediating effect of commitment in the relationship between family-work conflict and performance of nurses working in government hospitals of Pakistan. This study contributes to the existing treasure of literature by testing the mediating role of commitment in the relationship between family-work conflict and nurses' performance. The above literature suggests:

H₁: Family-work conflict is negatively related to performance of nurses, working in Public Hospitals of KP, Pakistan.

- H₂: Family-work conflict is negatively related to commitment of nurses working in Public Hospitals of KP, Pakistan.
- H₃: The commitment of Nurses working in Public Hospitals of KP, Pakistan is positively related to their performance.
- H₄: The commitment of Nurses working in Public Hospitals of KP, Pakistan mediates the link between family-work conflict and their performance.

Sample and Data Collection

This study utilized a sample of nurses employed at government hospitals of Khyber Pakhtunkhwa, Pakistan. Data were gathered over a period of three months. In October, November and December, 2023, a grand total of 650 questionnaires were sent to nurses. 484 fully completed questionnaires were returned (response rate=71%). Out of the responders, 66% were female, while the remaining 34% were male. 39% of the participants were in the age bracket of 25 and 35, 26% were in the age range of 35 to 45, and the remaining 35% were above the age of 45.

Family-work conflict

Family-work conflict scale adapted from Haslam et al. (2015) was used to measure family-work conflict. This scale has five items. Examples include “My work performance suffers because of my personal and family commitments” and “Family related concerns or responsibilities often distract me at work”. 6-point likert scale “1. Very strongly disagree 2. Strongly disagree 3. Disagree 4. Neither agree nor disagree 5. Agree 6. Strongly agree 7. Very strongly agree” was used to record the responses. The reliability of the scale was .88.

Job Performance

Performance scale adapted from Goodman and Svyantek (1999) was used to measure nurses’ performance. Examples include "I help my teammates with their tasks when they are absent", "I help other employees with their job when they are not present" and "I come up with original ideas to boost the department's standards overall" (Extra Role), "I achieve the objectives of my job" and "I satisfy all job criteria" and "I am proficient in all areas of my job, manage duties with expertise" (In Role). Five point Likert scale “1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree” was used to record the responses. Reliability of the scale was .83 (In-role) and .80 (extra-role).

Organizational Commitment

Commitment scale adapted from Meyer et al. (1990) was used to measure commitment of nurses. This scale comprises 3 dimensions. Examples include “I would be very happy to spend the rest of my career in this organization” and “I really feel as if this organization’s problems are my own” (Affective Commitment), “Even if it were to my advantage, I do not feel it would be right to leave” and “I would feel guilty if I left this organization now” (Normative Commitment) and “It would be very hard for me to leave my job at this organization right now even if I wanted to” and “I believe I have too few options to consider leaving this organization” (Continuous Commitment). Reliability of the scale was 0.85 (affective), 0.88 (continuous) and 0.80 (normative).

Table 1 Correlation among Family-Work Conflict, Employees’ Commitment and Performance

Family-Work Conflict	Organizational Commitment	Employees’ Performance
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Family-Work Conflict	1		
Organizational Commitment	-0.727**	1	
Employees' Performance	-0.612**	0.668**	1

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

The relationship between performance, organizational commitment, and family-work conflict is seen in Table 1. Employee performance was shown to be adversely and significantly correlated with family-work conflict ($r = -0.612$). Likewise, a negative significant connection ($r = -0.727$) was established between family-work conflict and employees' commitment. Nonetheless, it was shown that there was a positively significant correlation ($r = 0.668$) between employees' performance and their commitment. Consequently, the following hypotheses were agreed upon:

- H₁: Family-work conflict is negatively related to performance of nurses, working in Public Hospitals of KP, Pakistan.
- H₂: Family-work conflict is negatively related to commitment of nurses working in Public Hospitals of KP, Pakistan.
- H₃: The commitment of Nurses working in Public Hospitals of KP, Pakistan is positively related to their performance.

Research Model: Indirect Path from Family-Work Conflict to Employees' Performance through Commitment

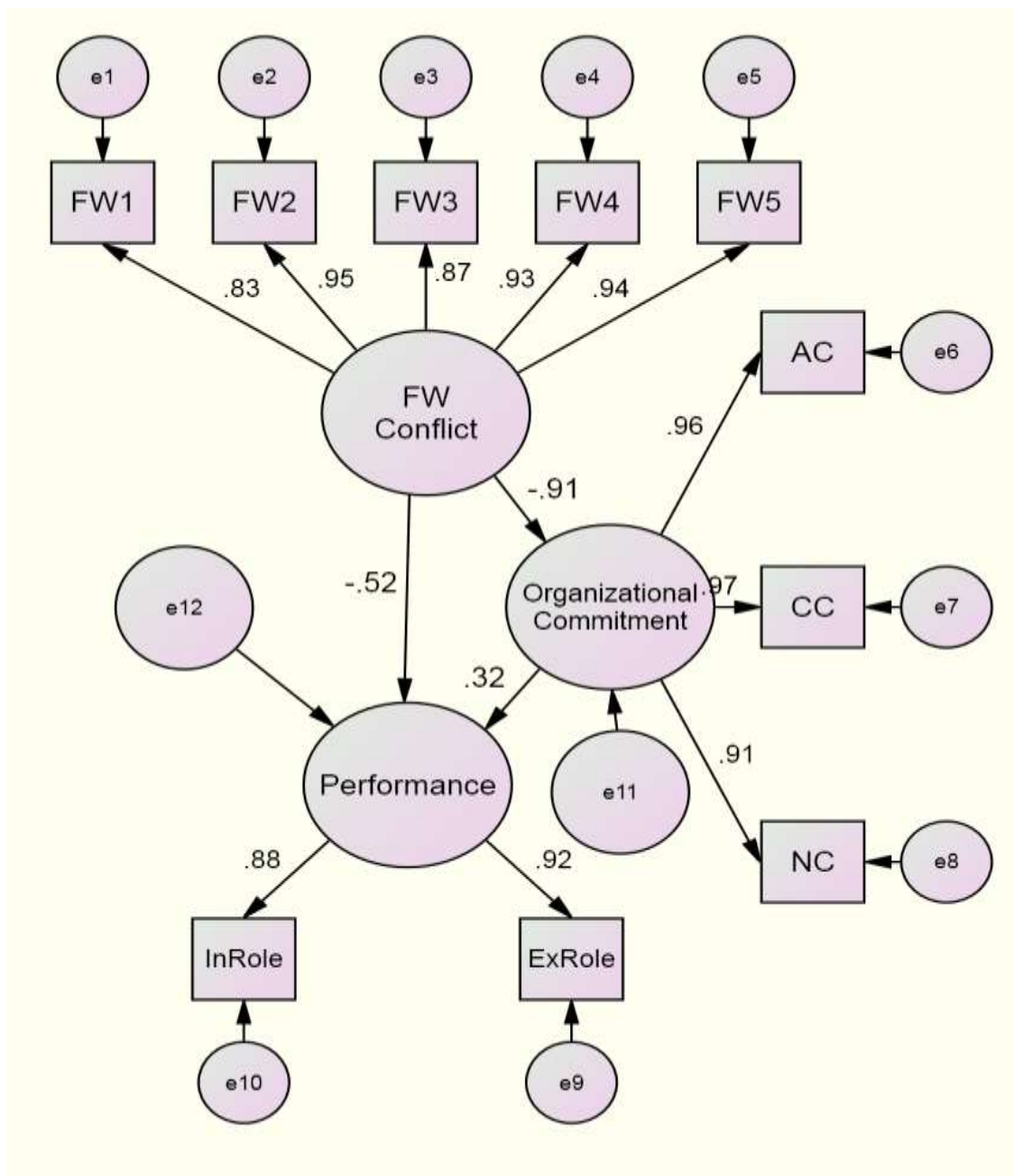


Fig 1: Indirect Path from Family-Work Conflict to Employees' Performance through Commitment

The negative relationship between family-work conflict and employees' performance, mediated by organisational commitment, is statistically significant. The beta coefficient for the path from family-work conflict to employees' performance through organisational commitment is -0.52. This relationship holds true when considering the accepted values for various statistical measures, including GFI (0.966), Chi Square (83.655), DF (32), Chi Square/DF (2.614), CFI (0.992), LO90 (0.043), HI90 (0.073), NFI (0.987), RMR (0.028), AGFI (0.942), and RMSEA (0.058). The beta coefficient representing the direct association between family-work conflict and performance decreased from -0.66 to -0.52 when commitment was introduced as a

mediator. Commitment served as a partial mediator in the association between family-work conflict and employees' performance. The standardised regression weights of all variables measuring family-work conflict, commitment, and workers' performance fall within the acceptable range. Thus, we accept the following hypotheses:

- H₁: Family-work conflict is negatively related to performance of nurses, working in Public Hospitals of KP, Pakistan.
- H₂: Family-work conflict is negatively related to commitment of nurses working in Public Hospitals of KP, Pakistan.
- H₃: The commitment of Nurses working in Public Hospitals of KP, Pakistan is positively related to their performance.
- H₄: The commitment of Nurses working in Public Hospitals of KP, Pakistan mediates the link between family-work conflict and their performance.

Conclusion and Discussion

This study aimed to examine the relationship among family-work conflict, commitment and employees' performance. Furthermore, in this study we have tested the mediating role of organizational commitment in the relationship between family-work conflict and employees' performance. Data were collected through organizational commitment scale (Meyer et al., 1990), job performance scale (Goodman & Svyantek, 1999) and family-work conflict scale (Haslam et al., 2015) from 484 nurses working in government hospitals of Khyber Pakhtunkhwa, Pakistan. Employee performance has a significantly negative correlated with family-work conflict ($r=-0.612$) which suggests that higher levels of conflict between family and work responsibilities are associated with a decline in employee performance. This finding aligns with existing literature highlighting the impact of stress and distraction on job-related outcomes. Likewise, a negatively significant connection ($r = -0.727$) was established between family-work conflict and employees' commitment which indicates that as family-work conflict exaggerates, the employees' commitment to the organization weakens same as studies including N. Ali & Ihsan, 2022; An, Liu, Sun, & Liu, 2020; Moreira, Encarnação, Viseu, & Au-Yong-Oliveira, 2023; Ribeiro, Gomes, Oliveira, & Dias Semedo, 2023; Almasradi et al., 2022; Chiu, Won, & Bae, 2020; Loan, 2020; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Siddiq et al., 2022; Tolentino, 2013. This emphasizes the need for organizations to recognize and address the challenges employees face in balancing work and family obligations to foster a more committed workforce. Nonetheless, it was shown that there was a positively significant correlation ($r =0.668$) between commitment and employees' performance; emphasizes the importance of cultivating a strong sense of commitment among employees. Employees who are emotionally attached and committed to the organization are more likely to exhibit higher levels of performance. Through structure equation modeling, organizational commitment showed a partial mediation in the relationship between family-work conflict and employees' performance which implies that while family-work conflict has a direct impact on performance, a portion of this influence is channeled through its effect on organizational commitment.

Practical Implications

The study illuminates the complex interplay between family-work conflict, organizational commitment, and employee performance. The findings offer valuable insights for organizations seeking to create supportive environments that improve commitment and

performance while addressing challenges related to work-life balance. Organizations should consider implementing policies or support systems to help employees manage these conflicts, ultimately fostering higher commitment and performance. Strategies aimed at enhancing organizational commitment, such as fostering a positive work culture, effective leadership, and career development opportunities, may contribute positively to overall employee performance. Organizations should consider implementing employee support programs or flexible work arrangements to mitigate family-work conflict, promoting a healthier work-life balance.

Limitations and Future Research

The study certainly has limitations of time, cost, data from public sector and sample size. Moreover, the future researches could explore these relationships in a diverse organizational settings and incorporate additional factors that may influence the observed associations.

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