AN EMPIRICAL STUDY OF THE MODERATING IMPACT OF EMOTIONS ON WORK-FAMILY CONFLICT FOR WORKING FEMALE IN DELHI/NCR

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ABSTRACT

This research paper presented and tested an integrative conceptual model of work/family balance, including the predictors and consequences of work/family conflict and work/family enrichment. Work/family balance can be thought of as an individual's overall experiences related to the interface between work and family related roles, tasks, and responsibilities.

The issue of work-family conflict has been receiving increased attention in research. The interface between work and family is important to organizational researchers and managers because of its potential to influence job satisfaction, job involvement and organizational commitment. There have also been swift social changes in the work place with fewer individuals willing to accept organizations' lack of regard for home and family life. More people are stepping up and speaking out about the difficulty of managing both work and home life and are seeking 'balance' in their personal and professional lives.

This paper discusses about work family conflict, antecedents of work family conflict and moderation impact of emotion on the relationship between these two constructs and finally concludes with an implication for organizations and employers regarding the importance of the topic. Participants for this study included 150 women those are employed either part- or full-time, were in a heterosexual marriage, and had a least one child above the age of 30 working in IT Companies like Infosys Limited, Genpact, Accenture and Tata Consultancy Services. Their spouse was also given questionnaire to know their work life conflict issues.

INTRODUCTION

This study is about the relationship between work family conflict and job satisfaction in order to be useful for employers and practitioners as the today's workers try to juggle their work role and their family role. Coping with family roles and work roles has been found to produce inter role conflict. This inter role conflict has been labelled Work-Family Conflict. This paper introduces the reader the meaning of work family conflict, job satisfaction and the relationship between these two in the light of available literature and past research findings on the topic.

Work family conflict is considered to be an important issue in today's business world. In recent

years, there has been an increasing interest in the conflict between work and family life domains, and recent studies highlight the conflict experienced by individuals between their roles in the family and at work, which is covered under the heading called work – family conflict. The work family conflict is one of the issues in modern society. There are so many arguments related work family conflict in the world. Contemporary business world is not family friendly, insufficient social security arrangements and frequent economic crises have significant negative effects on family. The work family conflict should not be considered as a problem of an organization alone. It is a deviation from the existing family life. And the work family conflict is regarded as an inevitable consequence of employee functionality. It adversely affects the health and performance of the employees of an organization. Hence, it should be understood that if the work family conflict of an individual worker not only affects the institution or organization, he/she concerned but also other institutions and organization of an economy as well.

Work-family conflict is a common problem among employees. As well as being socially undesirable, such conflict also negatively impact a number of other areas. For example, such conflict has been found to increase the risk of prolonged fatigue and is associated with higher levels of absenteeism. Work-family conflict has been related to important individual and organizational outcomes, such as absenteeism, intentions to leave work and decreased job, family, and life satisfaction. The relationships between job satisfaction and both work-family conflict and family-work conflict are more important in today's societies becoming modernized. The consequences of the conflict could be seen as a reduction in the level of an individual's satisfaction from his/her job, family, or life. Studies indicate that work-family conflict creates negative consequences on both the individuals and the organizations. Empirical studies conclude that there is positive correlation between work-family conflict and the impacts on individuals, such as drinking alcohol, exhaustion, work depression, work anxiety and physical problems.

Not being limited only by the employees and their families, work-family conflict leads to many other organizational consequences, such as work dissatisfaction, low performance, organizational commitment, irregular attendance at work and high turnover rate. Work – to – family conflict and Family – to – work conflict has been found to have similar relationships with particular outcomes. Both Work – to – family conflict and Family – to – work conflict has shown a negative relationship with work outcomes such as job satisfaction and organizational commitment.

PURPOSE OF THE STUDY

This study is significant to identify work-family conflicts in relation with job satisfaction. It is useful to examine the actual position of work and family related responsibilities and their impact on job satisfaction in IT companies. The research study contributes to understand the relationship of work-family conflicts on job satisfaction. It is important to contribute for the development of a balance working environment to manage dual career responsibilities in both types' organizations with the help of recommendation for policy matters. Therefore, the study provides important initiatives for the implication of balance work-family working system for mutual aims and success.

RESEARCH OBJECTIVES OF THE STUDY

- To understand the dual career responsibilities of working women because of its potential to affect job satisfaction

- To find out the major factors responsible for work-family conflict.

- To provide important initiatives for the implication of balance work-family working system for mutual aims and success.

- To find out moderating impact of emotion on the relationship between antecedents of work-family conflict and work family conflict.

RESEARCH METHODOLOGY

The methodology adopted in conducting this survey was quite simple. First there was collection of data from various married women working in IT companies. Then after scanning and properly analyzing and interpreting the information available on hand, a final report was prepared. Descriptive research was used in this study. The main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages, and other statistical calculations. Although this research is highly accurate, it does not gather the causes behind a situation. Descriptive research includes Surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening.

The data that is collected first hand by someone specifically for the purpose of facilitating the study is known as primary data. So, in this research the data is collected from respondents through questionnaire. For collecting primary data standard questionnaires were used. Work–family conflict (Small & Riley, 1990) scale was used to know work family conflict issues. This is a standard questionnaire developed by Small & Riley 1990 .It contains 15 statements. For measuring job, a scale developed by Campbell, Converse, & Rodgers, 1976 was used. This instrument contains 9 elements. The survey is conducted among 150 respondents. Simple statistical tools have been used in the present study to analyze and interpret the data collected from the field. The study has used percentile method and the data are presented in the form of diagrams. The sample was collected from respondents of different IT Organizations like Infosys Limited, Genepact, Accenture and Tata Consultancy Services.

Convenient Sampling: In this technique, sample is taken from person living nearby or from where we can easily collect the data.

LIMITATIONS OF STUDY

The study could not be made that comprehensive due to time constraints. Some women feel uncomfortable to reveal some personal information relating to family, husband etc. It might have happened that some more essential information could have been collected.

- Time constraint.
- Biases and non-cooperation of the respondents.
- Financial constraint.
- Geographical selectivity in study limiting to Delhi city only.

WORK – FAMILY CONFLICT

The term "family" has been reinvented in the past ten years and is defined in rather loose terms to account for all the disparities. Family, once defined as "a group of persons sharing common ancestry" has been re conceptualized. The National Institute of Mental Health (U.S) defines today's family as: "a network of mutual commitment" (2005). This very broad definition of family was created to represent the new structures that are the reality of families today. Families in today's day and age include, but following: single parents, biracial couples, blended families, unrelated individuals living cooperatively among others.

Work family conflict is the term often used to characterize the conflict between the work and family domains. Work family conflict is defined as "…a form of inter-role conflict in which work and family demands are mutually incompatible, meeting demands of both the domains is difficult".

In another view, Work-family conflict refers to "a form of inter role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family- related responsibilities"; and family-work conflict refers to "a form of inter role conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities" Researchers stated that work family conflict occur contribution in work role create problems in contribution in family role. They said that work – family conflict could arise from tough time demands, stress originated in one role spill over to other role disturbing the quality of life, and behaviours that were appropriate in one domain but are considered as inappropriate in another domain. The demands of a role can be thought of as the responsibilities, requirements, expectations, duties and commitments associated with the given role.

In Greenhaus and Boutell's study, work-family conflict is defined as a consequence of inconsistent demands between the roles at work and in the family. In other words, work-family conflict exists when the expectations related to a certain role do not meet the requirements of the other role, preventing the efficient performance of that role. Therefore, it could be said that the conflict between work and family domains tends to stem from the conflict between the roles. Several studies reveal that work and family are not two separate domains as they are highly interdependent, having a dynamic relation with one another. While family life is affected by the factors at work, the reverse is also experienced.

DIRECTIONS OF WORK FAMILY CONFLICT

Work family conflict can be explained as bi – directional and contains two components; work – to – family conflict and family – to – work – family conflict. Work to family conflict means that work interferes with family and family to work conflict means that family interferes with work. Work to family conflict arises when work interrupt family life

and family to work conflict arise when family interrupt work. Gutek, Searle, and Klepa also identified the bi- directionality of WFC, such that conflict can take the form of work interfering with family (work-to-family conflict) or the form of family interfering with work (family-to-work conflict).

- **Work-to – Family Conflict (WFC)**

  Work family conflict can arise as a result of demands at working making it more difficult to accomplish tasks associated with one's family. Work-family conflict means a conflict of work and family interrelated roles. Greenhaus and Beutell (1985) stated that work family conflict occur when contribution in work role creates problems in contribution of family role.

  According to (Burke, Weir &DuWors, 1980) the wives of the senior administrators perceived that their husbands" occupational demands are affecting their home such as stress on communicating. Family conflicts can range from childcare, scheduling conflicts with spouse, and work demands required outside of work itself. These conflicts can lead to different levels of involvement in the work place. Adams, King, and King (1996) found that people with higher job involvement have more job satisfaction, but people with higher job involvement have more family conflict.

- **Family-Work Conflict (FWC)**

  Family work conflict means the conflict arises when meeting of family demands by an individual creates disturbance in his/her work-life. Similar to work – family – conflict, family – work – conflict occurs when responsibilities associated one's family roles interfere with work related demands. In the case of family – work – conflict, demands associated with family such as child care or caring of an aging parent, interfere with work demands. Conflict results in an

incompatibility between role demands in both work and family domains.

Frone et al. (1992) constructed one of the first widely used models of the work-family interface focused on the relationship between work-related factors when exploring work-to-family conflict and family-related factors when exploring family-to-work conflict.

The models above show that WFC is used interchangeably as an outcome and as a predictor. In a recent meta-analytical review of WFC as an outcome, Byron (2005) found that work variables had a greater impact on work-to-family conflict than on family-to-work conflict. On the other hand, non-work-related antecedents related to more family-to-work conflict, although the results were not always statistically significant. Of all the antecedents, job stress, family stress, and family conflict had the strongest associations with both work-to-family conflict and family-to- work conflict. Byron suggested that some work and family factors have simultaneously disruptive effects on work and family life.

DIMENSIONS OF WORK FAMILY CONFLICT

The construct of work-family conflict (WFC) is multi-dimensional and refers to conflict that may be time-based, strain-based or behaviour based. Different types of both work-to-family conflict as well as family-to-work conflict are characterized by different types of conflict originally discovered by Greenhaus & Beutell (1985). These include: time- based, strain-based, and behavior-based conflict.

TIME – BASED CONFLICT

This conflict occurs because "time spent on activities within one role generally cannot be devoted to activities within another role". In other words, Time-based conflict occurs when role pressures stemming from the two different domains compete for the individual's time (e.g., requiring employees to work late with little notice might make it difficult for employees to meet family obligations, like picking up a child at day-care).

Time-based conflict is related to how many hours per week a person works versus how many hours they are not at work. The number of hours worked has been found to be a cause of work – family conflict. Time-related conditions such as long work hours, schedule inflexibility, shift work requirements, and overtime/evening duties are consistently related to WFC.

STRAIN-BASED CONFLICT

This conflict suggests that strain experienced in one role crosses-over and interferes with participation in another role (e.g., the stress of tending to a sick child affects one's ability to concentrate at work). Work stress is caused by conflict within one's occupational role, work role ambiguity, and work role overload and leads to role pressure and incompatibility. Conversely, family related stress such as marital and parental conflict can lead to interference with work roles. Work / family conflict that results from strain from a given role exists when this strain affects one's performance in another role. In this way, strain from one role, which can include stress, tension, anxiety, irritability and fatigue makes it more challenging to fulfil obligations from another, competing role. Strain-based conflict is a look at how stressors from both home and work life can produce symptoms such as tension, anxiety, fatigue, depression, apathy, etc. which can ultimately affect work and family life.

BEHAVIOUR-BASED CONFLICT

This conflict occurs when specific behaviours required in one role are incompatible with behavioural expectations in another role. For example, a male managerial business executive might be expected to be aggressive and objective on the job, but his family members may have different expectations of him. While at work, certain behaviours are expected; while at home interacting

with his family, other behaviours are expected. Aggression and emotional restriction required for managerial positions are incompatible with the need for harmony and emotional openness by family members. If the person is unable to adjust their behaviour to comply with the expectations of different roles, there is likely to be conflict for example, studies on correctional officers found that behaviour – based conflict was related to work stress and job satisfaction.

THEORIES OF WORK FAMILY CONFLICT

There are several theories related work family conflict such as, (a). Role Theory (b). Social exchange theory, (c) theory of interdependence, and (d)social identity theory.

The work – family field has been dominated by role theory which predicts that multiple roles lead to role stress, which in turn result in strain that is one of the causes of work – family conflict. Role theory is defined as an "expected pattern or set of behaviours that exist in the minds of people and often focus on how the enactment of one role interacts with another". This idea of "Role theory" has been researched a lot in regard to work-family conflict. According to Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964), roles are the result of expectations of others about appropriate behaviour in a particular position. Role conflict is described as the psychological tension that is aroused by conflicting role pressures. Role theory suggests that conflict occurs when individuals engage in multiple roles that are incompatible.

Social exchange theory puts more emphasis on the interaction between people. According to this theory, social interactions depend on the rewards and costs involved in the exchange. The theory of interdependence further developed social exchange theory, emphasizing the dynamic aspects of dyadic interaction and pointing out the need to maximize the satisfaction of both participants to ensure the maintenance of the interaction process.

On the other hand, social identity theory proposes that people can invest in several roles and achieved work-family balance by ensuring that conflicting identities (e.g., control and power in manager role versus nurturance in parent role) are separated, or by applying consistent personal values across identities.

Currently, the most widely used theory for explaining work-family conflict is the conservation of resources theory. Unlike traditional theories that define strain in terms of either an outcome or a perception of environmental challenges, the conservation of resources theory also takes into account worries about the possible loss of resources in the future, such as the depletion of energy required to complete future tasks. This theory proposes that people strive to protect and build resources, such as objects (e.g., money, house), conditions (e.g., quality of one's roles, external support), energies (e.g., time and level of energy), and personal characteristics (e.g., beliefs such as a positive outlook). Psychological stress occurs when these resources are lost or threatened. Work-family conflict is conceptualized as the consequence of "resources being lost in the process of juggling both work and family roles".

ANTECEDENTS OF WORK FAMILY CONFLICT

The increase in dual career couples and single-parent households and the decrease in traditional, single-earner families mean that the responsibilities for work, housework, and childcare are no longer confined to traditional gender roles, with the number of stay-at-home mothers being under fifteen percent (U.S. Census, 2007).

Research has identified several variables that influence the level of work / family conflict. In the case of both time – based and strain – based work /family conflict, variables such as the size of the family, the age of children, the number of hours worked outside the home, the level of control one has over one's work hours, how flexible or inflexible

work hours are, and the level of social support impact the experience of work / family conflict. Several studies found that Work family conflict relates positively to number of hours employees devote to work and negatively to flexible schedules and managerial support. Some Antecedents of family – work – conflict includes stress factors such as low spousal support, the number of hours spent on work, and parental demands.

Further, it has been documented that employee with significant dependent care responsibilities (e.g., employees who have responsibilities caring for young children, employees with large families, employees who care for dependent elders) tend to report higher levels of work-family conflict. Some studies have found that women experience greater work-family conflict. Research has also examined organizational factors (e.g., characteristics of the employee's workplace) that can affect work-family conflict. For example, the impact of workplace culture on employees' perception of work-family conflict has been widely.

Dixon and Bruening (2005) argued that there are multilevel influences on the work-family interface, including individual, organizational, and socio-cultural variables.

At the individual level, Dixon and Bruening (2005) argued that characteristics such as personality, values, family structure, coping mechanisms, and sex can impact work-family conflict. The presence of children in the home and a person's sex may be the most significant factors related to work-family conflict. Those with children living in the home, especially pre-school -aged children, generally report higher work-family conflict. In addition, women tend to experience more work-family conflict, greater life stress related to that conflict, lower job satisfaction, and lower family satisfaction than do men. Other individual level variables that may be related to work-family conflict include age and education (Allen, 2001). For example, Allen (2001) found a consistently weak, positive relationship between work-family conflict and education in a sample of men and women from varying occupations, and Thomas and Ganster (1995)

reported age differences in health outcomes related to work – family conflict.

At the organizational level, flexibility in work schedules, on-site child care or child care referrals, and family leave are examples of organizational policies and structures that assist employees in balancing work and family needs. In addition to policies, several scholars have argued that a supportive organizational culture is critical for reducing work-family conflict. A supportive organizational culture helps to reduce work-family conflict, thereby increasing both job and family satisfaction.

At the socio-cultural level cultural norms, such as traditional gender ideology, can influence work-family conflict. Some researchers argued that male-dominated professions, such as coaching, can strongly impact the work-family interface by creating underlying cultures in which successful employees must devote not only all of their resources but also those of a full-time backup person responsible for managing all domestic responsibilities.

JOB SATISFACTION

Satisfaction in general refers to the overall positive feelings people have about anything. It may be an organization, whether as an employee, customer, supplier, or regulator. It can be measured informally by listening to people talk or by asking them how they feel. Thus, job satisfaction would express such positive feeling of an individual towards his/her job. In general people experience this attitude when their work matches their needs and interest, when working condition and rewards are satisfactory and when the employees like their co-workers. Job satisfaction is important because satisfied employees are perceived to perform better.

Job satisfaction is defined as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Further, Job satisfaction's many definitions include the degree to which an employee is content with his/her job, the

difference between an employee's perceptions about what he/she expects to receive and what he/she actually receives at work, and the degree of fit between what an employee is seeking from an organization and what the organization requires from its employee. This definition indicates that job satisfaction is multidimensional or multifaceted and subject to the influence of the organization's human resource strategies.

The five principal facets of job satisfaction, as derived from the Job Descriptive Index, are satisfying work, equitable pay, promotion opportunity, and satisfaction with supervisors and co-workers. These facets of job satisfaction originate from a wide range of additional variables such as the supervisor's management style, personal growth, being treated with respect, interesting work, organizational commitment to the employee, good workplace communication, work/family balance, workplace autonomy, employment market, well-managed company, trust in management, and type of employer.

Clearly, employees are seeking meaningful employment, organizational support, work/family balance, and career advancement as major determinants of their job satisfaction levels. Although financial support is a factor in job satisfaction and in employee willingness to accept either a domestic or an overseas assignment, the influence of other factors, such as fulfilling work, spousal work, and work/family balance, are more central considerations. Job satisfaction is how content an individual is with his or her job, in other words whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Scholars have noted that job satisfaction measures vary in the extent to which they measure feelings about the job affective job satisfaction or cognitions about the job cognitive job satisfaction.

Job satisfaction is an attitude that is simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector lists 14 common facets: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be uni-dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

COMMUNICATION - COMMUNICATION OVERLOAD AND UNDERLOAD

One of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job. Demands can be characterized as a communication load, which refers to "the rate and complexity of communication inputs an individual must process in a particular time frame." Individuals in an organization can experience communication over-load and communication under- load which can affect their level of job

satisfaction. Communication overload can occur when "an individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process". Due to this process, "given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual's ability to process them."According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

SUPERIOR-SUBORDINATE COMMUNICATION

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional. Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors communicate with their subordinates non-verbally may be more important than the verbal content (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are

satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

STRATEGIC EMPLOYEE RECOGNITION

A Watson Wyatt Worldwide study identified a positive outcome between a collegial and flexible work environment and an increase in shareholder value. Suggesting that employee satisfaction is directly related to financial gain. Over 40 percent of the companies listed in the top 100 of Fortune magazine's, "America's Best Companies to Work For" also appear on the Fortune 500. It is possible that successful workers enjoy working at successful companies, however, the Watson Wyatt Worldwide Human Capital Index study claims that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than positive financial outcomes lead to good practices.

Employee recognition is not only about gifts and points. It's about changing the corporate culture in order to meet goals and initiatives and most importantly to connect employees to the company's core values and beliefs. Strategic employee recognition is seen as the most important program not only to improve employee retention and motivation but also to positively influence the financial situation. The difference between the traditional approach (gifts and points) and strategic recognition is the ability to serve as a serious business influencer that can advance a company's strategic objectives in a measurable way. 'The vast majority of companies want to be innovative, coming up with new products, business models and better ways of doing things. However, innovation is not so easy to achieve. A CEO cannot just order it, and so it will be. You have to carefully manage an

organization so that, over time, innovations will emerge'.

PERSONALITY

Some research suggests an association between personality and job satisfaction. Specifically, this research describes the role of negative affectivity and positive affectivity. Negative affectivity is related strongly to the personality trait of neuroticism. Individuals high in negative affectivity are more prone to experience less job satisfaction. Positive affectivity is related strongly to the personality trait of extraversion. Those high in positive affectivity are more prone to be satisfied in most dimensions of their life, including their job. Differences in affectivity likely impact how individuals will perceive objective job circumstances like pay and working conditions, thus affecting their satisfaction in that job.

There are two personality factors related to job satisfaction, alienation and locus of control. Employees who have an internal locus of control and feel less alienated are more likely to experience job satisfaction, job involvement and organizational commitment. A meta-analysis of 187 studies of job satisfaction concluded that high satisfaction was positively associated with internal locus of control. The study also showed characteristics like high Machiavellianism, narcissism, trait anger, Type A dimensions of achievement striving and impatience/irritability, are also related to job satisfaction.

PSYCHOLOGICAL WELL-BEING

Psychological well-being (PWB) is defined as "the overall effectiveness of an individual's psychological functioning" as related to primary facets of one's life: work, family, community, etc. There are three defining characteristics of PWB. First, it is a phenomenological event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people

are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one's life as a whole. It is a global evaluation. PWB is primarily measured using the eight-item Index of Psychological Well-Being developed by Berkman (IPWB). IPWB asks respondents to reply to a series a question on how often they felt "pleased about accomplishing something," "bored," "depressed or unhappy," etc.

PWB in the workplace plays an important role in determining job satisfaction and has attracted much research attention in recent years. These studies have focused on the effects of PWB on job satisfaction as well as job performance. One study noted that because job satisfaction is specific to one's job, the research that examined job satisfaction had not taken into account aspects of one's life external to the job. Prior studies had focused only on the work environment as the main determinant of job satisfaction. Ultimately, to better understand job satisfaction (and its close relative, job performance), it is important to take into account an individual's PWB.

MODERATING ANTECEDENT: EMOTION

Mood and emotions at work are related to job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. Some research suggests moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced. Emotion work (or emotion management) refers to various types of efforts to manage emotional states and displays. Emotion management includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of

emotional work emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional work are not uniformly negative. It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction. The understanding of how emotion regulation relates to job satisfaction concerns two models:

a. Emotional dissonance: Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions, that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction.

b. Social interaction model: Taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favourable responses to displays of pleasant emotions might positively affect job satisfaction.

DATA ANALYSIS TECHNIQUES AND SCALE RELIABILITY

The collected data was coded and transcribed into SPSS software. SPSS 20.0 editions have been used for analysis purpose. In order to check the reliability of the multi-item scale, Cronbach's alpha was used. Reliability analysis is measured via Cronbach's coefficient alpha to check for internal consistency of the constructs. In general, the reliability of the construct should be greater than 0.6(Cronbach, 1951) in order to meet the general requirement of reliability for research instruments.

Table 1 Descriptive Statistics and Reliability Scores

Particulars	Grand mean	S.D.	No. of items	Cronbach's alpha
Job Satisfaction	5.4	0.827	3	0.612
Communication	4.37	1.21	9	0.923
Strategic Employee Recognition	4.59	0.655	11	0.927
Emotion	5.2	0.623	7	0.820
Personality	6.11	0.647	3	0.823
Psychological Well Being	5.66	0.772	7	0.888

In Table 1, the Cronbach's Alpha in all the above antecedent is more than 0.6 which implies that there is a high degree of consistency among the variables.

MULTIPLE REGRESSION ANALYSIS

Multiple Regression analysis is used for estimating the relationships among variables for testing the following hypotheses, regression analysis was carried out and the results of which are given in Table 2.

H1: The level of job satisfaction significantly influences the level of work family conflict.

H2: The level of communication significantly influences the level of work family conflict.

H3: Strategic employee recognition significantly influences work family conflict.

H4: Personality significantly influences work family conflict.

H5: Psychological well -being significantly influences work family conflict.

Results of the multiple regression analysis are shown in Table 3 with work family conflict as dependent variable and job satisfaction, communication, strategic employee recognition, personality and psychological well-being as independent variables.

Table 2: Regression Results

Hypotheses	Model variable	Beta	S.E.	t-value	p-value*
H1	Level of job satisfaction ---Work Family Conflict	-0.027	0.030	0.925	0.040
H2	Level of communication ---- Work Family Conflict	-0.153	0.037	3.506	0.011
H3	Strategic employee recognition ---- Work Family Conflict	-0.245	0.043	4.057	0.020
H4	Personality ---- Work Family Conflict	-0.433	0.076	5.839	0.010
H5	Psychological well -being ----- Work Family Conflict	-0.373	0.067	5.713	0.020

Note: Level of significance at p<0.05 level

Adjusted R Square =0 .438; F = 37.039; Significance F = 0.00

Job satisfaction, communication, strategic employee recognition, personality and psychological well-being significantly predicts work family conflict with explained 43.8% variance. Thus, regression model is found significant at $p < 0.05$ level.

As it can be seen from the results in table 4.1 for first hypothesis, significant relationship found between job satisfaction and work family conflict (β = -0.027, p< 0.05, H1 is not supported). The results reveal that communication significantly influence work family conflict (β =0.153, p< 0.05, H2 is supported). For the third hypothesis also, significant relationship found between strategic employee recognition and work family conflict collectivism and green purchase intention (β =0.245, p< 0.05, H3 is supported). For the fourth hypothesis, again significant relationship found between personality and work family conflict (β =0.0433, p< 0.05, H4 is supported). The results also reveal that psychological well-being significantly predicts work family conflict (β =0.373, p< 0.05, H5 is supported).

MODERATION ANALYSIS

To test the moderating effect of emotion factor with work family conflict, hierarchical regression analysis was used. In order to check how moderating variable making a moderation effect on the relationship between the dependent and independent variable, we must show that the nature of this relationship changes as the values of the moderating variable change.

The following hypotheses are tested with regard to moderation effect of emotion factor with work family conflict.

H6: Emotion moderates the relationship between job satisfaction and work family conflict.

H7: Emotion moderates the relationship between communication and work family conflict.

H8: Emotion moderates the relationship between strategic employee recognition and work family conflict.

In order to avoid high multi-collinearity with the interaction term, the variables were centred and an interaction term between the independent variable and moderator was created (Aiken & West, 1991). Then, the interaction term was added to the regression model. The results are presented in Table 3.

Table 3: Moderation Results of Emotions on Work Family Conflict

Hypotheses	Model	R Square	R Square Change	Sig. F Change	F	p-value*
H6	1	0.302	0.312	50.096	50.296	0.010
	2	0.307	0.004	1.290	33.886	0.030
H7	1	0.311	0.111	52.144	52.144	0.010
	2	0.312	0.011	0.138	34.688	0.026
H8	1	0.329	0.129	56.579	56.579	0.020
	2	0.353	0.014	8.022	41.611	0.015

Note: Level of significance at p<0.05 level

As shown in Table 3, for H6 model 1 shows that there is a positive relationship between job satisfaction and work family conflict with (p=.010, F=50.296). However, the model become more significant when we include interaction of the independent variable in model 2 with p-value (0.030) which is less than (p>0.05), hence supported H6 but there is a change in the R square from 0.302 to 0.307. Therefore, we can conclude that emotion has

moderating effect on the relationship between job satisfaction and work family conflict.

For H7, it can be seen from the Table 4.2 that model 1 is significant (p=.010, F=52.144) which shows the significant impact of communication on work family conflict. However, interaction of the independent variable is insignificant (p=0.026) which is supported H7 but it also depicts change in the R square from 0.311 to 0.312. Therefore, we can conclude that emotion has moderating effect on the

relationship between communication and work family conflict

As shown in Table4.2, for H8 model 1 is significant (p=0.020, F=56.579) indicating that there is significant relationship of strategic employee recognition and work family conflict. However, when interaction term is added in model 2, it remains significant with p-value 0.015 which is less than threshold value (p>0.05). It also depicts change in the R square from 0.329 to 0.353. Thus, we can conclude that emotion does moderate the relationship between strategic employee recognition and work family conflict/

DISCUSSIONS AND CONCLUSIONS

There are contradictory role expectations from working women while she is at work and at home. On professional front she is expected to be committed, dynamic, competitive, straight forward, non-sentimental and act in a "business like" manner and at home, she is expected to be sweet, soft, sensitive, adaptable, gentle, unassertive and domesticated. Women are much overloaded with work now-a-days due to their dual responsibility in organization as well as home leading to stress, depression, anger, dissatisfaction, abseentism etc. Coping up with the situation requires not only additional physical strength, personal ability and intelligence on the part of a working woman but also requires the members of her 'role set' to simultaneously make necessary modifications in their expectations. The physical strain was also felt as disturbing and unbearable by a number of women. Even when they were working for equal number of hours as their husbands, they had to complete the domestic duties like managing the households and looking after children, leaving them exhausted because of their limited physical capacity and energy. Stress in their work life led to fall in their concentration and analytical power and could not utilize their full potential on the job. Most of the woman agreed to this fact that they are not able to spend proper time with their spouse or partner. Women suffer the problem of work-overload in their

organizations. No proper rewards or benefits are provided by employers to motivate the women workers to improve their work performance. Working hours of women interfere the amount of time spend with the children. Time clashes between husband and wife working hours leads to widen the gap between husband and wife. Family support and harmonious relations in organizations are the second strongest motivators. Due to work overload, the jobs become more boring which ultimately leads to unwillingness in doing work. Friendly relations with superiors and subordinates lead to reduction in stress and reduction in work-overload. Proper counselling sessions are being provided by organizations but still the burden of work on them needs to be decreased. Flexible time working hours is another best motivator for these organizations to help women in difficult times. Very less organization helps in overall personality development or helps in improving the performance of women which ultimately does not help in bringing out the best in women. Educating women about their rights is also expected to go a long way in achieving this goal. Changes in the sexual division of labour act as an essence for a balanced interaction between the two domains.

Women are still not completely satisfied with the work-family balance policies. These IT organizations still need more better policies so that they can reduce the overload the work and can spend more time with their spouse so that they are happy and can well manage their work-family dual responsibilities.

RECOMMENDATIONS

Flexible work schedule programs: It is recommended for the companies that face work-family conflicts to introduce flexible work schedule programs. As the study is carried in working organizations which depicts that the women are suffering due heavy work hours system. Research proved that flexible working schedule programs bring positive impact on workforce in form of their

retention, commitment, ease of work, satisfaction and performance.

- Leave policies can be very helpful to parents that have an urgent need to attend to family obligations and need time off from work to do so. Parents that have to take care of a newborn child or a family member that is sick at home can take advantage of this policy that is sometimes even paid for by certain companies. Noted that some flexible leave policies even "explicitly give workers family/personal leave time to accommodate various living situations".

- Part-time work may be another option for overworked employees that need time off to tend to family members, household obligations, or to reduce the likelihood of psychological consequences. The progressive reduction of daily hours of work and the reduction of overtime …are general measures for improving working conditions and the quality of working life. Part-time work can be beneficial to workers who feel they have been absent in their family members' lives such that they can establish a better connection with them. Evidently, individuals who work and are committed to family are more likely to be satisfied in both domains.

- Flexible scheduling offers workers the freedom to vary their starting and ending work times such that they can fulfil other familial obligations at more convenient times. Fredriksen-Goldsen and Scharlach (2001), who termed this process as "flex-time," pointed out three schedule sets that can be enforced:

  1. "Fixed flex-time," in which workers begin work at a predetermined time each day;

  2. "A compressed work week," in which workers are given the option of working 40 hours in less than five days;

  3. "Gliding time," in which workers can adjust their hours as needed. One is more likely to adapt work and familial responsibilities to one another by applying one of these three alternative schedules to one's life instead of working too many hours. In Fredriksen-Goldsen and Scharlach's (2001) study, 99 percent indicated that flexible scheduling was helpful. From their research results, Wharton and Blair-Loy's (2006) also reported that "less intense and more stable and predictable work conditions may alleviate worries about the effects of work hours on those in one's personal life".

- Alternative work locations can be favourable to parents who would rather work at home than an office, such that they can be close to family members or children. As a "home worker," especially women are able to "effectively earn income while being able to take care of family responsibilities and avoid constraints on their movements outside the home. Stress may lessen, and one may even be more productive because one does not have to worry about commuting or leaving children unattended. This could also strengthen familial bonds with workers that have been absent or disconnected from family members because of previous work demands. A parent can thus establish a better connection with his/her child because they can attend to its needs and provide for them when necessary. This can also increase parental role-model performance since the child has their mother or father present to learn and gain experience from,

which could not be possible if the parent worked in an office.

- **Work place support:** Workplace support is in the form of cooperation with employees who face work burden, family issues and both. It is proved that workplace support is one of the major contributors for the solution of work- family conflicts at workplace. The coordination-based employment at workplace helps in playing a balance role for work and family. Workplace support help the organization coping with work imbalance issues it is possible through family friendly policies, supervisory supportive practices and the existence of family-oriented benefits or outcomes. The studies proved supportive work environment has a significant impact on workplace.

- **Family oriented benefits:** Family oriented benefits contribute as a motivational aspect among employees. The employees who are suffering due to heavy workload, busy work schedules and interfering family related demands. Family oriented benefits include:

  - Family related remuneration

  - Work off opportunities for individuals to spend appropriate time with family

  - Maternity leaves for female

  - Child care programs

  - Financial and non-financial rewards for employees, which are fully devoted to their work.

  - Workplace support

  - Employees recreational programs

  - Training to cope up in tough working schedules.

Work -family conflicts solution programs these benefits are working effectively to manage work and family related responsibilities. Work-family conflicts solution programs have strong impact on the employees' morals, reduced absenteeism, raise organizational knowledge, for betterments.

- **Initiatives to develop balance between work and family demands:** The initiative for balancing work and family demands overcome work-family conflicts. The employees devote full capacity at workplace and they will be able to show their presence at home place. It is important for the organization to consider those programs that support balance between work and family related demand to overcome the difficulties at work and home place.

- **Developing awareness about balance work- family work setups and its impact:** As the workforce are facing imbalance between work and family roles it needs to be minimized. Work-family balance awareness programs must be developed. These kinds of initiatives assist manageable work-family setups for remedial measures. The organizations need to be aware about the working problems to solve them and get promoted for their desired aims.

- **Organizational culture:** Organizational Culture can be improved by providing supportive and friendly culture to balance both work and family life of their employees. Person environment fit revealed that good fit of individual within organizational culture resulted in less work-life conflict and more employees" satisfaction.

- **Supervisor support:** As immediate supervisor helps employees to face low level of difficulties by giving less stress in work. Green Berger et al. (1989)

demonstrated if immediate supervisor of married mothers with preschool age children are supportive and flexible, he/she can provide less strain to them.

- **Social Resources and Programs:**

- **Counseling or Consultation:** In relation to family-care concerns is often advantageous to workers that have problems with work-family care conflict. Employee Assistance Program (EAP) is a program that is often offered by companies for such purposes and is intended to alleviate problems and concerns with balancing familial and work domains. This program can help to reduce psychological strain; moreover, EAP can also give advice on how to tend to work demands and family obligations without neglecting one or the other.

- **Support Groups:** These have been suggested to employees that suffer from imbalance of work and family as well. Support groups are intended to "provide an opportunity for employees with similar family-care situations to share concerns, discuss common problems, exchange useful information, and receive emotional support" This method is a way for individuals to get out and mingle with people who experience the same conflicts with work and family.

- **Child day care:** It is a very popular option open to working parents who work a great number of hours every day. On-site care is a solution that can be worked into one's busy schedule with work, and it can also alleviate stress and care-giving strain, knowing that one's child is taken care of during busy work hours. For parents who would rather leave their child with someone they know, babysitters are also an alternative.

All these work arrangement and social resources and programs offer workers an outlet to balance work and family obligations. While some are more likely to lessen physical or psychological consequences, such as absence and stress, others offer other benefits to individuals. One should take one or more of these solutions into consideration when one is serious about maintaining a balance between work and family life obligations. There is no one right solution for a person since circumstances of availability and access might inhibit or limit some people from taking advantage of these resources. Surely some programs may not be offered in some companies or areas, but other options mentioned above may open new paths to lessen consequences from work. Moreover, attaining a positive success from the resources can vary from worker to worker as well because some guidelines may be more profitable and constructive to one's personal problems, while some solutions may just not work for them. This is because circumstances and situations can complicate the accessibility of incorporating these resources into one's busy daily schedule. A single mother with two children may be better off taking advantage of child day care than counseling, while a married couple might feel support groups to be more helpful than working at home. This is why it is essential that one attempt to integrate a solution into one's life, such that one can still establish a balance between work and family from another solution when a previous one has failed. While some people might also need to make some sacrifices in order to be able to take advantage of some of these policies, or at least lessen the intensity of the consequences, the attempt should still be made because the positive results can greatly change one's lifestyle and work-family relations for the better.

SUGGESTIONS

World over a dual-career woman faces the obvious dilemma of work-family conflict. As a mother-wife, she must conform to the traditional ideal of a hardworking woman ready to subjugate her own interests to family's happiness and in her occupational role she must be result-oriented, independent, persistent and innovative. The domestic role of a woman requires a co-operative

attitude as against the competitive spirit demanded by the work role. Thus, two polarized roles may arise due to conflicts in obligations, attachments, and desires and so on relative to one's domestic network on the one hand and work associated on the other. The loyalties, interests and aims differ between home and work place and demand two different types of individualities from women.

1. To successfully pursue her dual roles, the working homemaker has to work within a strict time schedule and arrange things more systematically which itself necessitates greater mental and physical alertness. Coupled with her interaction with the outside working world, it induces changes in her behavior, perception and life style. She is likely to become more rational, pragmatic and individualistic in her outlook which may lead to changes in her work-division, marital relationship, and relations with in-laws and authority patterns within the family. A woman's employment outside home implies two things; her decreased availability to others and also increased demands placed upon others to enable successful performance of her two roles. In case of conflict between the job and the home roles, it is mostly the job role that gets curtailed while the wife-mother role always predominates. How rich or poor a woman may be, her primary role is towards husband, home and children. Some women do not want to sacrifice their profession to the family because of their high socio-economic status, strong job-commitment and high degree of independence but such cases are found to be rare in our study. Normally the geographical and professional mobility of women is very limited in Kashmir because of the family bonds.

2. Despite obstacles, a satisfying balance between work and family life is achievable. To find workable solutions communication with superiors, peers and subordinates in the work situation and with family members needs to be strengthened. Women are indeed a 'special needs' segment for which customized solutions are to be looked for such as flexible working hours, transportation, housing, childcare facilities and part-time employment opportunities. For this the rules of the workplace need to be adequately overhauled and also changes need to be brought about outside the workplace in the form of increased support from spouses, families and legislation. A wife, by virtue of her employment and economic independence, should also avoid playing the so-called "male-role" at home. As long as wife does not attempt to establish superiority over the husband and make undue demands on him, as long as the dominant position of the husband in the family is not questioned, as long as the woman does not place career above her family roles, the extra burden for the woman through profession may not lead to open conflicts.

3. Workingwomen must understand that opportunities will not land in their laps. They have to create them and if need be, fight for them. If women have the drive, efficiency and single-minded devotion to their career, they can overcome the barriers to the top. They should understand that 'women' and 'profession' are not two mutually exclusive terms. A woman can be a home maker and a professional at the same time and she should be proud of being both. Empowerment and opportunities, education and encouragement by family members, supportive husbands and in-laws make for a seamless transition to a status where she commands both respect and admiration.

4. Since the role conflict problems are living and dynamic in nature, there can be no

final and permanent solution to these problems. As more and more women would be adding on a new role to the traditional role of a home maker, the incidence of different types of role conflict would be more common in future. There is therefore, always need for further research in the area so as to bring out, from time to time, the factors responsible for the role conflict situation and work out coping up and accommodation strategies. Future research could be aimed at the further development of the forms of role conflict, their operationalization, examination of the extent of each and determination of their causes and consequences.

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