

Impact of Work Family Conflicts on Employee Performance with Moderating Role of Supervisor Support in Banking Sector of KPK, Pakistan

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Abstract

The main objectives of this study were to investigate and examine the impact of work family conflict on organization performance with the moderating role of supervisor support in the banking sector of KPK. At the end of our study, it is concluded that WFC does impact the employees' performance and commitment with the organization which ultimately leads to adversely affecting the overall organization performance. However, the mediating role of supervisor support has a positive impact on the employees and their performance which helps to reduce the WFC. Thus it is proved that there is a relationship between WFC and organization performance in the banking sector of KPK. With the supporting role of the employees' supervisor, the relationship between the employee performance and the SR is significantly positive and this maintains a balance between the WFC and the organization performance. We therefore accept our hypothesis H3 which says that Supervisor support moderates the relationship between work family conflicts and organizational performance.

Keywords: banking sector of Khyber Pakhtunkhwa, Pakistan, Work-family conflict, organization performance, employees' performance, and strain-based conflict

1. Introduction

Striking changes in the nature of families and the workforce, such as more dual career couples and rising numbers of working mothers with young children have increased the likelihood that employees of both genders have substantial household responsibilities. In today's growing world, the issue relating to work life and its impact on job performance has been considered as a very important topic to deal with. Every individual is faced with a number of problems which he has to accept and solve. Time is considered as money because it never stops

for anyone. Similarly, if an individual feels that he cannot deal with the problems, then he has to face a lot of hardships in his life. The time he had wasted on thinking can never come back. Every individual is fighting for his right in today's scenario in order to achieve a reputable position and to spend his life comfortably by increasing his standard of living. A lot of compromises are made during the journey of struggle. What an individual is doing to earn his livelihood is not just for his personal prosperity and success, but he has to do a lot for his family life and his own safety and privacy along with theirs.

Work Family Conflict is the term often used to characterize the conflict between the work and family domains. Work Family Conflict is a type of inters role conflict in which demands from the work role conflict with demands from the family role. Work Family Conflict is a result of the interaction between stress in the family and work domains. Work Family Conflict is defined as "a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect". There are three different dimensions of Work Family Conflict. *Time-based* conflict is defined as occurring when time spent on activities in one role impedes the fulfillment of responsibilities in another role. *Behavior based* conflict occurs when behavior in one role cannot be adjusted to be compatible with behavior patterns in another role. The third form of Work Family Conflict is *strain-based* conflict. This form of conflict occurs when pressures from one role interferes with fulfilling the requirements of another role.

2. Rivew Literature

Motivation for the Choice of the Topic

According to Fouche and De Vos (1998a:55), mere curiosity as the motivation for researcher, is a delicate subject, as very few researchers would have the nerve to state that they were stimulated by mere inquisitiveness to undertake a research project. Other considerations such as usefulness and feasibility had to be the part of the picture. Yet it remained a very basic truth that the real researcher and all of the really great researchers of the past were driven by a certain "informed inquisitiveness". In this particular research, the researcher's interest in the topic was inspired to know what conflicts are being faced by the people working in the banking sector of Pakistan during their work life and what influence it has on organizational performance and what role can be played by the supervisor in order to overcome the work family conflicts.

Problem Formulation

Work family conflict is measured to be an increasing concern in many organizations in Pakistan. Banking sector of Pakistan is facing a higher rate of work family conflicts and work overload which is affecting employee's performance and family life simultaneously. The basic purpose of conducting this research on the topic Work Family Conflict and its impact on

employee performance is to determine what conflicts are being faced by the people working in the banking sector during their work life and what influence it has on organizational performance and what role can be played by the supervisor in order to overcome the work family conflicts.

As Frone (2000) suggested, the definition of work family conflict is a relationship between work life and family life. Therefore, usually two types of work family conflicts are distinguished: work interfering with family (referred to as work family conflict, WFC) and family interfering with work life (related to as family work conflict, FWC). Work Family Conflict occurs when work related demands interfere with home responsibilities, such as bringing work into the home domain and trying to complete it at the cost of family time. On the other hand, FWC conflict arises when family responsibilities interfere work activities, such as having to cancel an important meeting because a child is suddenly got ill (Frone et al.,1992a). It has been shown by studies that these two types of conflicts have important and adverse consequences on employees' health and well being.

Pakistan is a developing country and in banking sector there is prolong working hours that's why employees are facing work family conflict. Work family conflict and work overload is affecting employees' performance, supportive supervisor care about his employees' career goals, give credit for work well done, and help employees develop job relevant skills and competencies. A supervisor like this makes all the difference in employees' everyday work experience. Strong supervisor support improves the quality of employees and is associated with increased job satisfaction, perception of a better fit between the employee and the organization and reduce turnover.

Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their well being. Supervisors are the agents of the organization. They are responsible monitoring the performance of their subordinates and giving feedback to enhance their subordinates' contributions and commitment to the organization. It is evident that employees who have supportive supervisors tend to experience greater job satisfaction, strong job commitment, more loyalty to the organization and a better balance between work and family life.

3. Objectives of the Study

- To study the work family conflict and its impact on employee performance.
- How diverse situations of work family conflicts are assessed and organized between organizations and their employees with context to banking institutions.
- To improve features of staff performance and manage to resolve the work life conflict in different banking organizations.
- To correlate incompatible work family conflicts with organizational performance.

- To find out how work family conflict is moderated by supervisor support.

4. Hypotheses

The hypotheses of the study are as follow:

H₁: Work Family Conflicts have negative impact on employee performance

H₂: Work Family Conflicts management has positive impact on organizational performance

H₃: Supervisor support moderates the relationship between work family conflicts and organizational performance

5. Delimitations of the Study

Due to time constrain, this study was delimited to the following areas:

Allied Bank Ltd (ABL), United Bank Limited (UBL), Habib Bank Limited (HBL), Muslim commercial Bank Limited (MCB) and National Bank of Pakistan (NBP) in KPK.

6. Research Methodology

This research study is a descriptive analysis of the Impact of Work Family Conflicts on Employee Performance With Moderating Role of Supervisor Support Close ended questions were used in the questionnaire. With regard to the closed ended questions, care was taken to furnish all the possible options from which respondents could indicate their choices. The researcher utilized a total sample of 100 employees working in the branches of Allied Bank Ltd (ABL), United Bank Limited (UBL), Habib Bank Limited (HBL), MCB Bank Limited (MCB) and National Bank of Pakistan (NBP) in KPK.

7. Data Analysis and Discussions

Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
Gender	99	1	2	1.06	.240
Exp	99	1	4	3.45	.773
Wfc	97	1.50	4.60	3.0072	.66336
Performance	99	1.00	3.40	2.3152	.63122
SR	98	1.14	4.29	2.2711	.57198
Valid N (listwise)	95				

The result of table 01 showed that the variables have been found significantly in the studied area. The mean value of WFC, organization performance and supervisor role were

3.0072, 2.3152 and 2.2711 respectively which signifies the relationship between work family conflict and organization performance through supervisor role.

Correlation Analysis

		Gender	Exp	wfc	performance	SR
Gender	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	99				
Exp	Pearson Correlation	.015	1			
	Sig. (2-tailed)	.883				
	N	99	99			
Wfc	Pearson Correlation	.125	-.186	1		
	Sig. (2-tailed)	.226	.070			
	N	96	96	97		
performance	Pearson Correlation	-.103	.318**	-.570**	1	
	Sig. (2-tailed)	.313	.001	.000		
	N	98	98	97	99	
SR	Pearson Correlation	-.198	-.038	-.311**	.374**	1
	Sig. (2-tailed)	.052	.710	.002	.000	
	N	97	97	96	98	98

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

The correlation between work family conflict and organization performance is $r = -0.570$. Hence this shows that there is a negative significant relationship between the two variables i.e WFC and organization performance. This shows that when there exists a conflict between work life and family life, it will affect the organization's performance negatively.

However on the other hand the correlation between the supervisor role and the organization performance is $r = 0.374$ which shows that a supervisor role has a positive impact on the employee performance which leads to a positive impact on the organization performance OR we can say that supervisor role and organization performance are positively related to each other.

ANOVA

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

	Regression	12.520	1	12.520	45.821	.000 ^b
1	Residual	25.958	95	.273		
	Total	38.478	96			

a. Dependent Variable: performance

b. Predictors: (Constant), wfc

Discussion

The model shows the outcome of the ANOVA analysis whether we have a statistically significant difference between our group means. The table clearly shows that the significance is .000 ($p=.000$) which is less than 0.05 so there is a significant difference in the duration of time to complete the spreadsheet problem between the different courses taken.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	13.873	2	6.936	26.738	.000 ^b
1	Residual	24.126	93	.259		
	Total	37.998	95			

a. Dependent Variable: performance

b. Predictors: (Constant), SR, wfc

Discussion

The F test is used to test the hypothesis that it confirm or does not confirm the null hypothesis. If the F value is greater than 4, it means the model is fit. Here the calculated value of F is 26.738 which show the model is fit. The regression checked it at 0.05 level of significance. The Sig value is .000 which shows the probability of committing type-1 error so the null hypothesis is rejected and we say that the model is valid and is accepted.

8. Recommendations

The outcomes and the results of the research are important for the researchers to research in the same area. It is also important for the top level management of the banks, Multinational Organizations, Public sector Organizations, Private Sector Organizations and all other organizations that the supporting role of supervisor leads to reduce the work family conflict of the employees and as such it results in satisfied and productive employees which are the strength of an organization.

The organizations may be adopted work family balance practices in order to realize that they are not just profit conscious but they are also concerned with other activities such as involving families of the employees in various activities, taking care of them etc. male and females both have to manage their personal lives as well as perform their duties but the organization is also responsible to provide the employees' with the environment in which they can perform their level best and increase their output which is the success of the bank. Banks in Pakistan may be implemented work family balance policies in order to respect the employees, organization and its customers.

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