

The Impact of Work-Family Conflict on Organization Commitment: A Comparative Study between Single and Married Women

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Abstract: This research examines the impact of work-family conflict on the employees' commitment to their organization. The study compared work-family conflict in single and married female employees in five governmental ministries in Kuwait. Three hundred female employees were selected from five ministries in Kuwait City (the Ministries of Health, Justice, Education, Social Affairs, and Electricity) using random sampling technique. The participants were split into two groups: the first group was comprised of 201 married females; the second group included 99 single females. The women ranged in age from 21 to 50, with an average age of 42 years. The findings revealed that married females show greater work-family conflict (WFC) than single females, and WFC has a negative impact on the commitment of employees in their different workplaces. Future research could also focus on the nature of the service quality and satisfaction variables for the employees to determine whether these measures adequately increased the level of commitment to the organization.

Key words: Family-Work Conflict, Organization commitments, Married female, Single female

Work-family conflict and family-work conflict are defined as “forms of friction in which role pressures from work and family domains are mutually incompatible in some respects” (Cinamon and Rich 2002).

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Work-family conflict can arise as a result of demands at work, making it more difficult to accomplish tasks associated with one's family.

Tasks related to family can include childcare, caring for an aging parent, household responsibilities, as well as additional responsibilities that may arise as a result of one's role within the family. Work-related tasks encompass not only hours of paid work, but can include overtime work, work-related travel, and work obligations that are fulfilled at home.

Recently, work-family role conflict has become an important issue in the determination of organizational commitment. There has been an increase in competitive pressures on organizations **to increase productivity of the work force**, leaving less time for the employees to be with their families.

When the employee is more committed to the welfare of the family than to the job, this commitment will take priority, which leads to **reducing the resources of time and energy spent in the work domain. Thus, employees who experience a great deal of family role conflict will be less effective and less committed to the organization.**

Development of Women Labor Force in Arab and Gulf Countries

The Arab and Gulf woman became "the lawyer, the doctor, the engineer, the cabinet minister, the ambassador, the judge, the police officer, the paratrooper, as well as the nurse, the teacher and the social worker" (Haddad, 1984). The truth of this statement, however, does not deny the fact that the ratio of women's engagement in professional work varies from one Arab country to another. Egypt, Lebanon, and Iraq, for example granted women greater freedom of employment in various sectors of the work force, whereas other countries, such as Saudi Arabia, has retained strict control over women's economic and political participation. The combined efforts of liberal intellectuals and feminist movements, as well as the social and political developments witnessed in the past century, have all led to fundamental changes in many Arab countries. Women's education and right to work in traditional jobs such as medicine, teaching, and nursing has become undisputed in most of the Arab world and is now allowed even in the strictest of religious circles.

Reports on Arab human developments indicate that there have been significant improvements pertaining to women's development in the Arab world (Arab Human Development Report, 2002). In fact, improvements in Arab female education were the fastest compared to any region; and female literacy rates have expanded three-fold in the last 30 years.

Nonetheless, despite these compelling achievements, female adult literacy in the Arab states in year 2000 was %50, and female literacy rate as a percentage of male rate was %68 (Human Development Report, 2002). Yet educational development has varied from one country to the other (Table I). In the United Arab Emirates, for example, in the year 2000, female literacy rate, as a percentage of male rate, reached %106 in the year 2000, while in Yemen it was only %37.

Table 1: Women Literacy in Arab and Gulf Countries

Women Literacy	Female Rate (Percent of Age 15 and above)
Bahrain	82.6
Kuwait	79.7
United Arab Emirates	79.3
Qatar	83.1
Libya	68.2
Saudi Arabia	66.9
Lebanon	80.3
Oman	61.6
Tunisia	60.6
Jordan	83.9
Algeria	57.1
Syria	60.5
Egypt	43.8
Morocco	36.1
Comoros	48.7
Sudan	46.3
Yemen	25.2
Djibouti	54.4
Mauritania	30.1
Arab States	50.1

Source: Arab Human Development Report (2002)

Women in the Arab world, in some countries more so than in others, continue to suffer from severe restrictions on their participation in political, economic and social life, access to employment opportunities, high illiteracy, and wage discrimination (see Table 2 for an example of women's economic participation in various Arab countries). The Arab Human Development

Report (2002) indicated that women's political and economic participation has been unacceptably low. The gender empowerment measure (GEM) showed that the Arab region, compared to other world regions, ranked second to last, just surpassing sub-Saharan Africa. Furthermore, other indicators have reflected significant gaps in gender equity. Mettle (2002) indicated that Kuwaiti women are negatively impacted by existing traditions and culture. Abdalla (1996) noted how Arabian Gulf women are locked in restrictive traditional roles. He asserted that some Arab women might have not taken a genuine step towards equal opportunity.

Table 2: Economic Activity Rates (Labour-Force Participation Rate in Economic Activity (percent))

Economic Activity Rates	Female
Bahrain	20.6
Kuwait	24.7
United Arab Emirates	18.9
Qatar	22.0
Libya	12.9
Saudi Arabia	10.4
Lebanon	19.1
Oman	8.6
Tunisia	23.9
Jordan	13.4
Algeria	16.7
Syria	16.2
Egypt	22.1
Morocco	27.1
Comoros	39.1
Sudan	22.7
Yemen	17.7
Djibouti	-
Mauritania	39.9

Source: Arab Human Development Report (2002)

Development Female Labor Force in the State of Kuwait:

Kuwait is a small, developing oil-producing country with a total population of approximately 2.6 million. Kuwaiti citizens represent approximately %40 of the total population. Less than %20 of the total labour force are Kuwaiti citizens. The government sector acts as the main provider of jobs for Kuwaiti citizens. Approximately three-quarters of Kuwaiti citizens are employed in the public sector, whereas non-Kuwaitis represent over %90 of the private sector labour force (Azzam and Moujabber, 1985).

The size of the total female labor force (aged 15 years or more) has increased from 63,277 (%12.9 of the total population) in 1980 to 393,922 (%24.7 of the total population) in 2005. (Central Bank of Kuwait, 1984). This represents a rate of growth of approximately %7.6 per annum over the past 25 years.

The employed Kuwaiti female labour force has increased from %11.2 in 1980 to %34.5 in 2005. Almost half of Kuwaiti females have been working as professionals since 1980; the percentage of Kuwaiti females operating as clerks has increased substantially since 1980. In 2005, approximately %50 of the Kuwaiti female labour force worked as professionals, while %43 worked as employees. (Central Bank of Kuwait, 1984).

The rapid increase of the Kuwaiti economy has led to the creation of a number of Kuwaiti female employees working in governmental ministries. Table 3 shows the information of working females in labour force according to their classification in the governmental ministries

**Table 3. Number of Kuwaiti Female Employees
in Governmental Ministries**

Governmental Ministries	Female
Education	52569
Public Works	2526
Communications	3791
Higher Education	533
Finance	1484

**Cont. Table 3. Number of Kuwaiti Female Employees
in Governmental Ministries**

Governmental Ministries	Female
Information	1502
Social Affairs and Labour	7274
Health	13417
General Administration and Customs	719
Commerce and Industry	1598
Civil Service Commission	716
Amiri Diwan	497
Awqaf and Islamic Affairs	2749
Audit Bureau	339
Civil Aviation	469
Council of Ministries	920
Electricity and Water	2732
Oil	327
Foreign Affairs	312
Planning	486
Interior	8918
Defense	1550
General Head Quarters	0
Legislation and Fatwa	250
Council for Culture and Arts	327

Source: Kuwait Central Statistical Office, 2011

Theoretical Perspective

Role theory predicts that multiple life roles result in inter-role conflict since individuals experience difficulty performing each role successfully because of conflicting demands (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Work-family role strain is the result of the combined

influence of demands and coping resources derived from individual, family, and work-related sources. According to the theory, whereas the cumulative demands of multiple roles can result in role strain, available resources may prevent or reduce role strain by enabling individuals to cope with these demands. An example of a societal factor that influences women's management of multiple roles is the view that men and women do not have overlapping attributes and abilities. In this view, women are seen as natural nurturers, while men are seen as the family's breadwinner. By looking at multiple roles in a broad, more contextually based approach, we can better understand the complexity that is involved in multiple roles.

Literature Review

Socialization process is a large task in itself, and when a parent has a career as well, it can cause a -workfamily conflict. Strain begins to develop when women and men find that the demands of their family are conflicting with demands from their job (Vaananen, Ari; May V. Kevin, Leena Ala-Mursula, Jaana Pentti, Mika Kivimaki & Jussi Vahtera, 2004). When one is faced with a double burden like this, it affects how decisions are made within a career and in a family; this burden could potentially effect when a couple decides to have children (Bratberg, Espen; Svernn-Age Dahl & Alf Erling Risa; 2002).

Landsman (1994) argued that %75 of all women who have jobs are in their childbearing prime. When the conflict between one's family and work presents itself, the unpaid work that is being done in the home may be cut down, because of the certain health effects, or as a solution to deal with the greater demands from the workplace (Vaananen, et al., 2004). Social outings and visits, and family dinners are two of the first things that get cut back on due to the work/family conflict (The Cambridge Reporter, 2001).

Women take on the largest portion of the domestic obligations of the home, even when they are working full-time jobs. This describes how angry and frustrated women get when they know that they are doing the majority of the housework on top of their careers.

Sernau (2006) provides examples from different cultures around the world. In Japan, once married, they are still expected to be devoted wives and mothers that give all of their effort to the home, even after a full day

of work. Latin American women, now entering the work force in large numbers, still face what they call a double day's journey. Although in the Latin American culture, men are starting to increase their interaction with children and helping around the house more, the main domestic responsibilities still fall upon the women of the house. Sometimes the women can be the primary wage earners and still do most of the domestic work.

In Europe, European men are more likely to play and interact with their children but not likely to participate fully in those children's daily care. They are also more likely to help their wives at home but not likely **to tackle all domestic tasks** equally. Many studies have been done to investigate the division of household labor within couples, and more specifically, on the gender roles played by a variety of people worldwide.

According to The State of the World's Children 2007, women generally work longer hours than men regardless if they live in a developed or developing country (UNICEF, 2007). Most studies found that when both parents are faced with a full-time job, women are faced with a higher amount of a domestic workload than men (Vaananen, et al., 2004)

According to the World Bank Latin American and Caribbean Studies, Mexican women in the labor force still spend approximately 33 hours each week performing household responsibilities. In contrast, husbands only contribute approximately 6 hours each week. Even more striking, "daughters contribute 14 hours weekly helping their mothers, while sons spend the same time as their fathers (that is, 5-6 hours weekly)." (De Ferranti, 2004).

In a study done by Statistics Canada's General Social Survey of 10,000 households, the average man spent under two hours a day dealing with childcare and house work while women on average spent a little more than three (Conway, 2003). This study highlights the unequal distribution of labor between partners. Of the people surveyed, fewer than fifteen percent of the couples agreed on doing around the same amount of work in the house. About %83 of women participated in housecleaning and food preparation compared to only %51 of men who were surveyed (Conway, 2003).

Hochschild & Machung (1990) found that women still take care of most of the household and childcare responsibilities despite their entrance into the labor market. The "second shift" affected the couples, as they reported feelings of guilt and inadequacy, marital tension, and a lack of sexual interest and sleep.

On the other hand, Hochschild shared the stories of a few men who equally shared the burden of domestic work and childcare with their wives, showing that while this scenario is uncommon, it is a reality for some couples. Hochschild's research also presented a clear division between the ideology preferences of the genders and social classes: the working class and men preferred the traditional idea; the middle class and women preferred the egalitarian one.

Work-family conflict can arise as a result of demands at work making it more difficult to accomplish tasks associated with one's family. Tasks related to family can include childcare, the care of an aging parent, household responsibilities, as well as additional responsibilities that may arise as a result of one's role within the family. Work-related tasks encompass hours of paid work, and can additionally include overtime work, work related-travel, and work obligations that are fulfilled at home. Work-family conflict can also be thought of as a form of conflict in which "role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups". From a work-family perspective, this type of conflict reflects the degree to which work demands interfere with family responsibilities (Vaananen, et al., 2004).

Hypotheses

This research studies the impact of work-family conflict on employees' commitment to their organization. I examined the work-family conflict and the degree of difference between single and married female employees in five governmental ministries; there are two hypotheses:

H1) Married females will show greater Work-Family Conflict (WFC) than single females.

H2) There will be negative relationships between Family Conflict (WFC) and organizational commitment.

Single and Married Kuwaiti Females in Work Force

Several social cultural and demographic factors may exert a significant influence on the number of women in the work force. In Kuwait, employment of native-born females seems to be a direct result of women's rising educational levels. Of the employed women, almost %46.4 had completed medium qualification and %37.3 high qualification (Ministry of Planning, 2010).

As women have gained education, the cost of their time has increased. At the same time, the demand for their work in occupations that are culturally acceptable and valued has also gone up. Women are on the rise in jobs such as medical doctors and scientists, engineers, teachers, economists and lawyers, clerks, policemen, firemen, semi-skilled workers in production, and services and agriculture workers (Ministry of Planning, 2010).

As more women have entered the work force, the work role has become a more legitimate sphere of female activity. Moreover, the easy availability of domestic help has further facilitated work force entry. In 2010 a large majority (%59.03) of the Kuwaiti working women, who were over 15 years old, were married (Ministry of Planning, 2010).

The young ages of the workers probably reflect the transition from education to work. The large percentage of married women suggests that marriage does not discourage work participation. The percentage of single women is considerably higher among working than nonworking women. Among women aged 25-29, for example, %83.08 of those in the work force were single compared with only %10 among the nonworking (Ministry of Planning, 2010).

Thus, women may enter the work force because they are not yet married. As they get older, they may be pushed out of the marriage market altogether while remaining in the work force. Thus, %24.8 of women end up fulfilling only the work role (Ministry of Planning, 2010). As women continue to gain higher levels of education, the size of this group is likely to grow.

Work-Family Conflict and Stress

Conflict occurs in all walks of life. Stress, caused by bearing many responsibilities, can result in poor performance in any one (or more) of them because the individual pays greater attention to those that interest

him or her. This conflict of interest is commonly observed in full-time employees of any organization who maintain a family, nuclear or extended. Thus, Work-Family Conflict (WFC) causes an imbalance between work and family life to such a degree that work can affect family life, or family life can interfere with work outcomes such as organizational commitment, job satisfaction, and turnover (Akintayo 2010).

Greenhaus and Beutell (1985) stress the inherent conflict as employees are pulled between two sets of responsibilities. They define WFC as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect.”

Researchers have identified three types of organizational commitment: affective commitment, normative commitment, and continuous commitment (Allen & Meyer 1990; 2000); Boehman, 2006; Canipe, 2006; Greenberg, 2005; Karrasch, 2003; Turner & Chelladurai, 2005).

Affective commitment refers to the emotional bond and identification of the employees with the organization. Continuous commitment refers to the material benefits gained from being with the organization (Akintayo, 2010), while normative commitment reveals a feeling of compulsion to continue employment (Jaros, Jermier, Koehler & Sincich, 1993).

The study of Work-Family Conflict (WFC) in relation to organizational commitment (Mowday, Porter & Steers 1982) is important (Allen & Meyer 2000). Recent decades have seen an increase in the rise of such conflict, since dual earner families, even in societies that value more traditional roles for women, are on the rise. With the growing debt crisis in Europe and economic issues growing more troubling worldwide, even relatively well-to-do families will not be able to depend on only a single earner. As workers continue to have to juggle competing commitments to work and family life, questions about their commitment to and performance on the job increase. Mayer, Salovey, & Caruso (2000) found that committed employees are more likely to remain with the organization and strive toward the organization's mission, goals, and objectives than others. Therefore, if employees experience high levels of family-work conflict, their roles and responsibilities in family life interfere with the work and develop a negative affect toward the organization (Ajiboye, 2008).

When individuals experience work-family conflict (WFC), organizational commitment is threatened. As workloads increase, employees have less time for their families (Akintayo 2010). Employees are thus torn between these two sets of competing responsibilities, and neither work nor family gets the attention employees would like to give to each of them. Studies suggest that conflict increases in proportion to the amount of time spent with family and with work (Duxbury and Higgins 1994; Gutek, Searle, & Klepa 1991). For managers, there is a significant relationship between WFC and managerial efficiency (Popoola, 2008), and WFC has become a significant factor in predicting organizational commitment as one of the important factors that influence work attitudes, job involvement, and career.

Methods

Sample

Three hundred fifty female employees were selected from five ministries in Kuwait City (the Ministry of Health, Justice, Education, Social Affairs, and Electricity), using a random sampling technique. **The random selection sample insures that every element in the population has an equal chance of being included in the sample. There were approximately 350 employees who participated in this study. But the real number used in this study was 300. Fifty missing questionnaires and incomplete answers from the employees' questionnaires were removed from the study.**

The employee participants were divided into two groups. The first group included 201 married females. This recruitment strategy was designed to identify women who have a substantial involvement in both work and family roles for whom work/family conflict is likely to be a salient life experience. **The second group included 99 single females, with an age range of 21-50 years with an average age of 42.4 years (SD = 3.77).** The random sampling technique was adopted to select respondents who are married with children and are still with their spouses, and those who have not married at all.

Instrument

A questionnaire was administered that collected demographic information about the respondents. These included age, gender, educational level, and marital status. The study used the Work-Family

Conflict Scale (WFCS) (Carlson, Kacmar, & Williams 2000). This is a 9-item scale that measures family interference with work. Three items measured different aspects of family interference with work, i.e., time-based, strain-based, and behavior-based work family conflicts.

Each item is measured on a 5-point Likert-type scale, with 1 representing “strongly disagree” and 5 representing “strongly agree.” The composite scores on time-, strain-, and behavior-based conflicts can range from 3 to 15, with higher numbers representing greater conflict. The scale has high reliability ($\alpha = 0.89$), and high construct and content validities (Carlson et al., 2000).

The Organization Commitment Scale (OCS) (Allen and Meyer 2000) measures organizational commitment and consists of 24 items. Each set of eight items measures affective, normative, and continuance commitment; and responses are made on a 5-point Likert-type scale with 1 representing “strongly disagree” and 5 “strongly agree.”

Each subscale composite score ranges from 8 to 24 with higher scores representing greater commitment. The scale has a fairly high reliability ($\alpha = 0.76$) and high construct and content validities (Allen & Meyer, 2000).

Reliability and Validity for this Study

For the Cronbach’s alpha reliability coefficients for the Work-Family Conflict Scale (WFCS) were .85, and for the Organization Commitment Scale (OCS) .73. So these reliabilities were consistent with the research studies (Carlson et al., 2000; Allen and Meyer, 2000).

Linear regression analysis was used to measure the degree of contribution of the independent variable (work-family conflict) on the dependent variable (organizational commitment). The t-test statistical method was utilized to test the degree of differences in the work-family conflict and organizational commitment of female single and married respondents in select ministry organizations in Kuwait.

Procedure

Data were collected between September, 2011 and August, 2012 on site in each of these ministries by administering a questionnaire that had been translated from English to Arabic, the native language of Kuwaitis, and then from Arabic to English (back translation). To be sure that the

items' translation was accurate, the researcher asked for the assistance of a professor in the English department at Kuwait University.

The researcher with the assistance of three trained assistants administered the measuring scales, guaranteeing the respondents' anonymity. The researcher consulted with the director of personnel administration in each of the selected ministries in Kuwait City to inform them of the purpose of the study. The researcher explained all aspects of the questionnaire to the respondents and, with the help of the directors of personnel administration, was able to administer the questionnaire with ease.

To increase response rate, the questionnaire distribution procedure involved follow-up contact with participants. All participants received a packet including the cover letter, the packet of questionnaires, and specific details for returning them once completed. Participants who did not complete the survey one week after the initial distribution received a personalized reminder note in their mailboxes. Two weeks after the initial distribution, another reminder note and copy of the questionnaire packet was placed in the mailboxes of those women who had not yet returned the survey. Once the questionnaires had been returned, a random sample of 460 participants was asked to complete the questionnaire a second time to establish test-retest reliability for the measure. Of the 350 participants who received a follow-up administration of the questionnaire, 300 returned the questionnaire, resulting in a return rate of 85.7%.

The overall response rate was %85.7 of respondents who were approached through their workplaces at the five ministries. Procedures and appointments were sought prior to getting permission to meet with female individually. After briefly explaining the nature of the study, the researchers asked each participant for voluntary consent.

Both scales were self-explanatory; however, **if clarifications were needed, they were given immediately.** The scales were self-administered and completed at respondents' leisure. Some were collected at the time of meeting, while others were collected later by the trained assistants after the participants had completed them. Issues pertaining to family-work conflicts were addressed in the meeting, further clarifications were made as per participants' needs.

Results

The following tables include demographic characteristics of samples of Kuwaiti married and single female employees such as gender, age, education, and governorate.

Table 4. shows that approximately %67 of married females have a higher percentage than %33 of single females.

Table 4: Social Status of a Sample of Employed Kuwaiti Married and Single Females

Variables	Frequency	Percent
Married Female	201	67.0
Single Female	99	33.0
Total	300	100.0

Table 5 reveals that approximately %68.8 of Kuwaiti married female employees and %73.8 of Kuwaiti single female employees were aged 21 to 30, while %28.3 of married female employees and %22.2 of Kuwaiti single female employees were aged 31 to 40. Only %2.9 of married female employees are fewer than %4 fewer than single females 41 to 50.

Table 5: Age of Sample Employed Kuwaiti Married and Single Females

Variables	Married Female N = 201	Single Female N = 99
Age	Percent	Percent
21-30	68.8	73.8
31-40	28.3	22.2
41-50	2.9	4.0
Total Percent	100	100

Table 6 reveals that approximately %7.5 of married female employees, and %4.6 of single female employees had primary- level education; while %21.4 of married female employees and %23.5 of Kuwaiti single female employees had elementary-level education. An interesting point for the high school level of education was noticed, where

the majority of married and single females had a higher percentage for the high school. For example, %55.7 was marked for the married female, and %50.5 for the single female. Also, %15 of married females had %21.3 lower level of university education than single females. Finally, there are small percentages for married and single female employees in the level of high degrees. %0.4 for the married female, but %0.1 for the single female.

Table 6: Level of Education of Sample Kuwaiti Married and Single Female Employees

Variables	Married Female N = 201	Single Female N = 99
Level of Education	Percent	Percent
Primary	7.5	4.6
Elementary	21.4	23.5
High School	55.7	50.5
University	15.0	21.3
High Degree	0.4	0.1
Total Percent	100	100

Table 7. discussed the governorate for both married and single female employees. Around %9.5 of married females and 26.2% of single females were located in Hawalli governorate area. In addition, there was a significant point of %21.9 large percentage for married females who were located in Farwaniya area, and more than %6 of single females. In the Jahra governorate, there was a high percentage of 18.9 for married females versus %7 for single females. Also, there were no differences between the percentage of %15.9 married and %14.5 single females who resided in Mubarak Alkabeer governorate. Also, %17.5 of married females, who resided in Alassima governorate has lower percentage than %24.1 of single female. Finally, for Alahmadi governorate there was %16.4 for the married female, and %22.2 for the single female.

Table 7: The “Governorate” Factor for Sample Kuwaiti Married and Single Female Employees

Variables	Married Female N = 201	Single Female N = 99
Governorate	Percent	Percent
Hawali	9.5	26.2
Farwaniya	21.8	6.0
Jahra	18.9	7.0
Mubarak Alkabeer	15.9	14.5
Alassima	17.5	24.1
Alahmadi	16.4	22.2
Total Percent	100	100

Table 8 reveals that the Leven’s test for the family conflict scale is ($F = 5.007$, $p.026$), assuming that the variances are approximately not equal. In this case, we see the results of the independent sample T-test, which is ($t = 2.031$, $p = .043$). Therefore, there is a significant difference between the two groups. We prove that married females (mean = 4.50) perceived a significantly higher family conflict mean score than single females (mean = 4.32). Thus, hypothesis 1, which states that married females will express greater Work-Family Conflict (WFC) than single females, is supported.

Table 8: Difference in the Mean Scores of Married and Single Females on Work-Family Conflict

Female’s Marital Status

	<u>Married</u>	<u>Single</u>
Mean ¹	4.50	4.32
Std. Dev. ²	0.65	0.84
N	201	99

¹ Levene’s Test of the equal variances: $p = .026$.

² T-test assuming unequal variances: $p = .065$.

Table 9 reveals that there is a significant difference between Work-Family Conflict (WFC) and Organizational Commitment. To clarify this

point, regression analysis revealed a significant negative relationship (Beta = $-.428$, $p < .05$) between WFC and organizational commitment. The observed data are consistent ($t = -8.176$, $p = .000$) with the research hypothesis that the standardized regression coefficient, $B = -.428$, indicates the negative linear effect of the Work-Family Conflict (WFC) on Organizational Commitment.

Table 9: Regression of Organizational Commitment on Work-Family Conflict (WFC)

	Coefficient	Std. Error
Intercept	7.843	(.451)
b (unstandardized)	$-.415^{***}$	(.051)
Beta	$-.428$	
Adjusted R^2	.180	

*** $p \leq .001$

The unstandardized regression coefficient indicates that for every unit increase in the Work-Family Conflict (WFC), the expected value of Organizational Commitment decreases by $-.415$ units. This translates into %18 of variance caused by WFC on organizational commitment, expressing a significant negative relationship with organizational commitment.

Thus, hypothesis 2, which states that there will be negative relationships between Family Conflict (WFC) and organizational commitment, is also supported.

Discussion

The current study determines the impact of the Work-Family Conflict (WFC) on organizational commitment among married and single female Kuwaiti employees in five ministries located at Kuwait City. The findings of the study revealed that WFC has a negative impact on the commitment of employees in their different workplaces, which supports the research hypotheses. These findings also support Akintayo's (2010) data, which reported a negative impact of WFC on organizational commitment in industrial organization.

The findings are also consistent with other studies indicating that

WFC has an impact on several variables, such as commitment, personality, self-efficacy, and leadership style (Ciarrochi, Chan, & Caputi, 2000), and that WFC particularly is negatively associated with affective and continuance commitment, which are the dimensions of organizational commitment (Ansari, 2011; Frone, Russell, & Cooper 1992; Parasuraman, Greenhaus, & Granrose 1992).

Work/Family Conflict can take two forms. One form of time-based work/family conflict occurs when time obligations from one role make it physically impossible to fulfill expectations from another role. For example, a scheduled responsibility at work would make it physically impossible for an employee to stay home to care for a child who cannot go to school for being sick. The simple fact is that people cannot be in two places at once, fulfilling work responsibilities, which may not allow for the flexibility needed to meet family role expectations.

Another form of Work/Family Conflict occurs when pressures from one role create a preoccupation with that role, making it more difficult to meet the demands of another role. In this form of conflict, a person may be physically able to complete responsibilities stemming from multiple roles, but an emotional or mental preoccupation makes this more challenging. This type of work/family conflict can take many forms, depending on the work and family variables involved. For example, an employee may be preoccupied during a meeting because of a discipline problem a son or daughter is having at school. In this case, the time-based strain materializes because of a mental preoccupation resulting from one role, making it more difficult to fulfill the responsibilities of another. According to Greenhaus and Beutell (1985), it is the inter-role conflict that causes role pressures from the work and the family domains, which consequently results in low organizational commitment. The demands of a role can be thought of as the responsibilities, requirements, expectations, duties, and commitments associated with the given role. In the case of family-work conflict, demands associated with family, such as childcare or the care of an aging parent, interfere with work demands. Conflict results in an incompatibility between role demands in both work and family domains. A taxing situation arises from the fact that many women have found themselves straddling more than one as they began to enter the workforce, challenging traditional gender roles that consistently

held them responsible for most household and family duties. Women's changing roles, marked by an increased participation in occupational work, led multiple-role research to focus on how women can "do it all" and still maintain traditional responsibilities, caring for their husbands and children at home.

Much of the research looking at work/family conflict and multiple role management has focused on women and, by doing so, continues to perpetuate the view that work/family conflict is only a woman's problem. Research indicates that in heterosexual relationships women experience more multiple role demands than men (Fassinger, 2000). However, extant work/family conflict research suggests that men may also experience conflict that arises from balancing work and family responsibilities, roles, and tasks (Greenhaus & Buetall, 1985).

Married employees expressed a higher degree of WFC than those who were single. The reason could be related to the traditional dual role of women who manage their household chores along with job responsibilities (Hussain, 2008). The findings are in line with Collins and George (2004) who reported that married individuals face dual challenges of marital life and workplace, which results in low commitment both at home and the workplace. When conflict arises, it can be increasingly difficult for individuals to accomplish tasks associated with each domain. For example, staying at work late to finish a project under deadline pressure may interfere with family responsibilities that an individual might otherwise have accomplished if she had not stayed late at work. Such an experience is an example of work-family conflict, which can impact an individual's perception of stress and satisfaction in the family domain.

Conclusions and Implications

The current research concludes that the Work-Family Conflict has a significant negative impact on the organizational commitment of female employees working in five different ministries. The study further found that married female employees have a high level of WFC compared to single females. The participants were split into two groups: the first group was comprised of 201 married females; the second group included 99 single females. The women ranged in age from 21 to 50, with an average age of 42 years. The findings revealed that married females show greater

work-family conflict (WFC) than single females, and WFC has a negative impact on the commitment of employees in their different workplaces.

Work-family conflict places the emphasis on the job and is primarily caused by excessive work demands and predicts negative family outcomes, whereas family-work conflict emphasizes the family and is primarily determined by family demands and predicts negative outcomes at work (Adebola 2005).

Further research could also focus on the nature of the service quality and satisfaction variables for the employees to determine whether these measures adequately increased the level of commitment to the organization. Further research is needed that looks at men's experience of work/family conflict. Additional research is also desired to look at how men's and women's experiences may differ with regard to work/family conflict.

Implication

Counselors can use the findings of the present study to assess an individual's self-efficacy beliefs with regard to managing work/family conflict. A counselor could, for example, work with a woman to identify particular areas of work and family life that increase her experience of work/family conflict. By understanding the importance of self-efficacy beliefs regarding work/family conflict, a counselor can help a client in dealing with work/family conflict, as well as identify and negotiate areas of particular concern.

The counselor can help the client explore options that might help to boost work/family conflict self-efficacy. Bandura (1986) identified four contributing factors in developing self-efficacy beliefs: (a) performance accomplishments, (b) vicarious learning, (c) verbal persuasion, and (d) physiological and affective states and reactions.

In the example of the client, who has difficulty setting limits on work hours, it may be helpful for the counselor to work with the client to identify and practice ways to balance work and family roles.

Modeling successful multiple role management strategies can also help to develop self-efficacy beliefs. Perhaps a counselor could work with a client to identify role models who are also managing work and family responsibilities. If employees feel as if the workplace climate supports a successful balance of work and family responsibilities, they may

experience a boost in their self-efficacy beliefs regarding their competing work and family responsibilities. Use of relaxation and exercise strategies may also be used to boost self-efficacy by helping to reduce the negative affective states that can accompany multiple role involvement.

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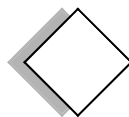
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أثر العمل والصراع الأسري على الالتزام بعمل المؤسسة: دراسة مقارنة بين المرأة المتزوجة وغير المتزوجة

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ملخص: هذا البحث يدرس تأثير العمل والأسرة والصراع على التزام الموظف في مؤسسة العمل. تقارن هذه الدراسة بين مجموعتين من الموظفين العاملات؛ المجموعة الأولى هي الموظفات غير المتزوجات، أما المجموعة الثانية فهي الموظفات المتزوجات، ويعملن في خمس وزارات حكومية، هي (وزارات: الصحة، العدل، التربية، الشؤون الاجتماعية، والكهرباء). وقد استخدمت العينة القصدية في هذه الدراسة؛ بحيث شملت 201 من الإناث المتزوجات، و99 فرداً من الإناث غير المتزوجات. وراوحت الفئة العمرية للإناث في هذه الدراسة من 31 سنة إلى 57 سنة؛ بمتوسط عمري يبلغ 34 سنة بالنسبة للعينة الكلية. كشفت نتائج الدراسة أن تأثير العمل والأسرة والصراع لدى الإناث المتزوجات أكثر بصورة عالية وكبيرة عن الإناث غير المتزوجات. كما أشارت النتائج إلى أن هناك علاقة سلبية بين تأثير العمل والأسرة والصراع وبين التزام الموظف في مؤسسة أو مواقع العمل التي يعمل من خلالها. أشارت الدراسة في النهاية إلى أنه يمكن للدراسات المستقبلية دراسة المتغيرات الخاصة بالالتزام الموظفين في مجال العمل مثل رضا الموظفين عن العمل وجودة العمل والعلاقة بين الرئيس والمؤوس في المنظمة.

المصطلحات الأساسية: صراع العمل والأسرة، الالتزام المؤسسي، المرأة المتزوجة، المرأة غير المتزوجة.

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