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Article

## Effect of role conflict and dissatisfaction on employee's performance: mediating role of imbalanced life

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**Abstract:** Imbalanced life is dilemma of this time and everyone is facing work life imbalance. The objective of this study is to explore the effect of role conflict and employee's dissatisfaction on the employee's performance with the mediation of imbalanced life. if imbalanced life is not tackled seriously it starts effecting employee's mental health and performance. However, for current study data is collected form the teachers of university, college and schools located in Rawalpindi and Islamabad. Results shows that role conflict and dissatisfaction effect employees' performance and imbalance life mediate between them. Practically the present study is helpful for employed people to understand the consequences of role conflict and dissatisfaction on the employee's performance by keeping in mind the effect of imbalanced life. It is useful for policymaker to make polices regarding imbalanced life for the betterment of organization and manpower because manpower is the real asset of any organization. Moreover, organization performance is based on the employee's performance and if employees do not have balanced life they could not perform well.

**Key words:** 1; Imbalanced life 2; dissatisfaction 3; role conflict 4; employee's performance.

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## 1. Introduction

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Work life balance concept was introduced in 1970 in UK and in USA in 1986, it was emerging topic at that time and the problem is increasing with the passage of time. Work life conflict or imbalance occurred in individual's life because they have limited time and they have various roles that should be performed by them. Therefore, employees feel difficulties in maintaining work and life and they dissatisfied ultimately imbalanced life affect their performance.

Everyone has different roles and activities that they to perform in their life. However, all of us have roles like wife, husband, mother, father, children etc. and all of us trying to manage our resources as well as our roles. However, when employees are unable to manage their resources and roles that it leads to imbalanced life. Moreover, imbalanced life has adverse impact on the employees mental and physical health. World survey shows that 70 percent of employees in USA complaining about imbalance in their life and 81 percent people around the globe are complaining about the imbalance in their life. Employees said that their mental and physical health is affected by the imbalanced life, moreover, they also complain that imbalance have impact on their job performance.

## Background of the Study

Work life imbalance is closed to the “spillover theory”, “compensation theory”, “resource drain theory”, and “inter role conflict theory”. Most of the time spillover theory has been used in the work family framework theory Zedeck and Mosier (1990). Resource drain theory stated available resources in the form of time, money, energy and attention are limited and employees must use these limited resources in both domain work and life Morris and Madsen, (2007). For instance, the more time and attention employee give to his work, the less time left for family. Inter role conflict theory refers conflicting situation occur when employees are unable to meet the demand of one domain because of another domain demand. Work roles interfere the family role Greenhuas and Beutell, (1985). For instance, meeting the demand of work makes it difficult to meet the demand of family. (Bataineh, 2019) conducted study in

Jordan and stated that work life balance is closely related to the happiness and job performance. Employees who are happy they perform better at workplace as compared to those who are not happy.

### **Role Conflict**

(Arshad, Shahidan, Ibrahim Siam, & Alshuaibi, 2020) stated that excessive work and role conflicts are two main factors leads to the work stress, therefore it is important to tackle these issues. Macionis et al. (2010, 129) states, "Role conflict is a conflict among the roles corresponding to two or more statuses". Tang et al. (2010, 872) Defined role conflicts and its effect as "Role conflict can have many different effects on the work-life of an individual as well as their family-life. People who are suffering from role conflict also suffered greatly in their work performance, mainly in the form of lack of motivation. Those with role conflict did not do more than the bare minimum requirements at work. There was also a decline in the ability to assign tasks. Having multiple roles will often lead to job dissatisfaction".

Clarke (2000) found that role conflict has adverse impact on employees therefore, employees should try to reduce conflicts in their roles. However, individual should always try to satisfy their roles at home and work and reduce conflict. Greenhaus et al. (2003) also investigated the work life balance and they found that employees should always try to satisfy their roles begin family member and being part of organization. Frone (2003) and Carlson et al. (2006) said that dual roles are very difficult, and it is difficult for individuals to maintain the balance being employee and family member. Moreover, Further bagger et al. (2008) is agreed with the Frone (2003) and Carlson et al. (2006) that it is difficult to maintain balance between roles. Kinnunen and Mauno (2008) found that it is difficult for individual to maintain balance and when employees are giving more time to one role than another one of negatively affected. Mohsan, Nawaz, Khan, Shaukat, & Aslam, (2011) suggested that employees are integral part of the organization and they are real asset. Therefore, employees should be balanced and committed toward organization for the betterment of the organization performance.

## **Dissatisfaction**

Allen, Herst, Bruck and Sutton, (2000); Lockwood, (2003); Vlems, (2005) discussed the consequences of work life imbalance and stated work life imbalance constitutes dissatisfaction, violence, divorce, absenteeism and lower turnover. Moreover, Mordi and Ojo, (2011) discussed work life imbalance or work life conflict brings dissatisfaction among employees, reduced productivity and increased health cost. Hobson, Delunas and Kesic (2001) discussed organizational consequences and it include lower productivity, dissatisfaction, reducing organizational commitment and loyalty. According to Brooks (2008) when employees spend most of their time at their work, they have less time for family resulting in dissatisfaction. Scholars Cropanzano & Wright, (1999); Cropanzano, James & Konovsky,(1993); Judge, Thoresen, Bono & Patton,( 2001); Lucas & Diener, (2003); Wright & Cropanzano, (2000, 2004) expressed their views as employee's perception of satisfaction and dissatisfaction effect work performance. Saari & Judge (2004) said that organization success is based on the employees because they are backbone of any organization. Dissatisfied workers are threat for any organization. According to Anafarta (2011) dissatisfaction among employees leads to work life conflict. Dissatisfaction and work life conflicts reduce employee's performance. employees are dissatisfied when gap between expected and actual organization reaction increase. Moreover, dissatisfaction has adverse effect on the employee's commitment and loyalty.

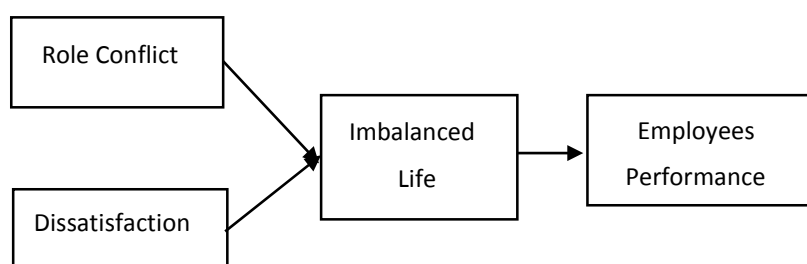
## **Imbalanced Life**

Dex and Smith (2002) stated work life balance got special attention in HRM and it European, Scandinavian countries and UK used work life balance as employment strategy. Green (2001) and Taylor (2001) rendered work life imbalance occur due to excessive work and increase in shifts due to impulsive problems. Moreover, Bird & Rieker (2008) also endorsed the previous work done by researcher who said that there is positive correlation between balanced life and roles and responsibilities. It is also observed that when employees focused on one role other roles are neglected so they should maintain balance. Bergman and Gardiner, (2007) individual should know that work and life are different activities, and it should be kept

separate. Therefore, individual who tangled work and life roles they faced imbalances in life. Therefore, work and life should be kept separate whereas, Milliken and Dunn- Jensen (2005) disclosed that work and life cannot be separated, and it is always tangled with each other.

### **Employees Performances**

Glinsky et al. (2001) said that work and life should be balance because it is very important for employees as well as employer. Employees plays key role in organization and when they do not have balanced work and life their physical and mental health is affected.



Therefore, imbalanced life caused to stress, low productivity, sleep disorder and it has adverse effect on employee's performance. "Performance is behavior exhibited or something done by the employee" (Campbell, 1990). Performance is outcomes of efforts exerted by employees toward organization with balancing both domains of life. Its individuals work achievement getting after exerting his efforts, time, skills and attentions Hillriegel, Jackson and Slocum (1999). Viswesveran and Ones (2000) discussed is as outcomes of employees' effort with effective time management.

### **2. Materials and Methods**

Boyar et al. (2003) and Netemeyer et al. (2005) found that imbalanced in work and family divert employee's attention and they could not concentrate on their work therefore, their ability to perform effectively and efficiently at workplace is reduced.

In the light of the literature, following hypothesis are developed

H1: There is a statistically significant positive or negative correlation between role conflict and employee's performance.

H2: There is a statistically significant positive or negative correlation between dissatisfaction and employee's performance.

H3: imbalanced life mediates between Role Conflicts, dissatisfaction, and employee's

performance.

### **Research Objective**

The main objective of the research is to investigate the causes of imbalanced life and how imbalanced life effect employee's performance. Moreover, it is also needing to investigate role conflict and dissatisfaction in employee's effect employee's performance.

### **Research Design**

Current study is descriptive and causal, the unit of analysis of the study is Teachers employed in educational institutions. In this study, respondents taken are only employed as Teachers comprising of both male and female of colleges, schools and universities of Islamabad and Rawalpindi.

Population of the study is Teachers working in colleges, universities and schools operating in Rawalpindi and Islamabad. This research study collect data from the male and female teachers of educational institution of the Rawalpindi and Islamabad. gathered data is comprised of 47.6 % university teachers, 35.2% respondents are from school and remaining 17.2% from colleges out of 100%. 145 respondents are females, and their contribution rate are 58% whereas remaining 105 respondents are males and their contribution rate is 42%.

Questionnaire composed offive-point Likert scale i.e. 1; strongly agree, 2; agree, 3; Neutral, 4; disagree, 5; strongly disagree. For imbalance life and employee's performance questionnaire by (A. Annink, 2011) and for role conflict and dissatisfaction instrument by (G. Sarah,2010) is used.

### **3. Results**

Data has analyzed by using registered "Statistical Package for the Social Sciences (SPSS 1)"and regression analysis is conducted to investigate the effect of role conflict and dissatisfaction on employee's performance with the mediation of imbalanced life. 145 respondents are females, and their contribution rate are 58% whereas remaining 105 respondents are males and their contribution rate is 42%. result shows 26% Teachers are working 4-6 hours daily. 36% Teachers are working 6-8 hours, 26% working 8-10 hours, 8% working 10-15 hours and 4% Teachers are working more than 15 hours a day. (42%)

respondents are single whereas (57%) respondent is married and (1%) are separated.

State of dissatisfaction contributing 41% to dependent variable employee's performance hence, it is proved that employee's performance is affected by state of dissatisfaction. It is somewhat like the Lockwood (2003) who had found that imbalanced life is the result of state of dissatisfaction. Whereas Role conflict contributing 45% to dependent variable employee's performance. Hence based on significance  $P\text{-value} < 0.05$  it is accepted that there is a relationship of role conflict with employee's performance, and it is proving that employee's performance is affected by role conflict. It is like the past studies of Churchill et al., (1974), Singh et al., (1994, 1996), Kanai (2002); Eby et al. (2005); Hunschild (2007) and Gatrell (2006) role conflict is a main reason of imbalanced life. It is also observed that role conflict and dissatisfaction is also caused to imbalanced life and ultimately it has adverse effect on the employee's performance.

### **Conclusion**

The objective of this study is to investigate the consequences of role conflict and states of dissatisfaction. The present study is Significant for employed people to maintain work life balance for the betterment of their families and to have better health. Role conflict and dissatisfaction leads to imbalance life and ultimately employee's performance is adversely affected. This study is geographically limited to Rawalpindi and Islamabad, in future its study can be carried out in other areas. In future study can be conducted in Other sectors like banking sector, government sector, private sector etc. Same study can be conducted by using multiple sources e.g. family members and spouse to get the diverse outcomes of the study and imbalance life effect on families also.

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