

IMPACT OF WORK FAMILY CONFLICT ON BURNOUT AND WORKPLACE DEVIANT BEHAVIOR: MEDIATING ROLE OF STRESS

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ABSTRACT

The current study was aimed at finding the effect of Work Family Conflict (WFC) on Burnout and Workplace Deviant behavior of employees, through the mechanism of Job Stress at banks in Pakistan. Data were collected through questionnaire from both private and public sector banks of Pakistan, with the sample size of 250. The hierarchical regression analyses were run in order to test the hypotheses. The findings suggested that work family conflict has a significant and positive effect on both burnout and workplace deviant behavior, whereas, stress partially mediates the relationship of work family conflict with burnout, as well as with workplace deviant behavior. Results have been discussed in the light of past studies and implications for managers and researchers have also been suggested.

INTRODUCTION

People spend large amount of time at their work place. It is not only the time but they also spend their energy in their work. In turn, their professional life grants them structure and purpose to their lives (Jahoda, 1982). Increasing working hours have blurred the borders of home and work in the modern era, consequently affecting each other. Work-family conflict (WFC) is becoming a common trend of new times in many countries and cultural contexts (Aycan, 2005). This research has been conducted in back ground of workplace conflict, stress and their result appearing in form of workplace deviance and burnout. Substantial changes, not only on demographic composition but also in roles and expectations of men and women have led to attempt to understand the factors leading to work family conflict. Literature on Work-family conflict focused on the negative psychological effects, which juggle work and family roles. The issue of work-family conflict emerged in the 1980s, when women started participating in workforce to a larger extent (Tsai, 2008). Despite extensive applied and a lot of scholarly interest, the understanding of work-family conflict is still narrowly explained. Work family conflict occurs when work responsibilities exceed family responsibilities (Wallace, 2005). Work-life conflict entails the situations in which the demands and responsibilities of paid work and non-work roles are contrary in some respect (Byron, 2005). There is a need to pay attention to the interface of work and family roles which could result in conflict and the negative consequences arising from the conflict (Ahmad

et al., 2011).

The occurrence of deviant behavior which includes fraud, theft, withholding effort, aggressive behavior, and sexual harassment in the workplace is a big challenge for organizations (Alzola, 2008). Work family conflict results in job burnout (Karatepe & Uludag, 2008). The challenging work environment creates an imbalance in terms of job, personal life and professional life. This imbalance influences the attachment of people to their work. The imbalance can be a reason of stress. There is a lot of research which states that Work life conflict is related to psychological outcomes, one of which is stress (Dragano et al., 2008). Various studies from Asia claim for the work-family conflict perspective and describe negative effects of WFC on Asian women. In one study from Hong Kong, it was observed that married female professionals reported intense levels of WFC and cited multiple roles, insufficient time, and lack of support from husbands as reason of their stress (Lo, Stone, & Ng, 2003). However, because the demographics of the work force and families are changing, dual-earner families are becoming common, and more women are entering the workforce, researchers have been forced to reconceptualize work-family conflict research to cater to this rapidly changing world (Frone, Russell, & Cooper, 1992).

In the current situation, the need for new research to be conducted in work-family conflict is apparent. It is necessary for organizations to understand the reasons and consequences of the WFC that exist across time in order to help employees prevent and handle the distress that is caused by clash of work and family demands.

Employees in many public organizations are increasingly recognizing that work is interfering with their personal lives. Work-life balance is a broad concept that describes prioritizing between career on one hand, and family, pleasure and leisure on the other hand. Employees are unable to cope with this bi directional conflict and complaints, which are raising every-day (Idemobi, Ellis, Akam & Uche, 2012).

Employee families will gain from this new perspective by understanding the consequences of work-family conflict, as understanding the problem is the first step in helping families to take steps to eradicate negative family-related effects of work-family conflict. Finally, organizations also gain an understanding of the consequences of work family conflict as managers will be better able to offer solutions by preventing organizational outcomes of work-family conflict. Studying burnout is particularly crucial for employees within the banking sector as it is an essential service and many of its occupational groups play important roles in lives of people. Bankers are particularly susceptible to work conflicting with family and vice versa because of their responsibilities in the organization. Conflicting demands of both clients and the bank they represent may lead to a variety of role stresses (Netemeyer, Brashear-Alejandro & Boles 2004). An increased emphasis on long term relationship between customer care representatives /relation office and clients/customers has added additional burden on work and family boundaries.

Employees in banks are forced, encouraged as well as compensated to form long-term relationships with their customers/clients, they experience increased time-demands and a need to be available to the customer at all times (Beverland & Micheal, 2001). As a result, employees feel distressed, tired and not willing to go to their work. As a result, some more severe consequences may come up as a result of this unfavorable relationship, for example, the impairment of mental and physical health or the worsen relationship with family members (Maslach & Jackson, 1981).

LITERATURE REVIEW

Work Family Conflict and Stress

Work-family conflict is generally defined as a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible because participation in one role is made more difficult by virtue of participation in the other (Greenhaus & Beutell, 1985). Work-family conflict can be conceptualized as comprising two forms: time-based and strain-based (Edwards & Rothbard, 2000).

Work-family conflict is also believed to be one of the common sources of work stress (Demerouti, Nachreiner, Bakker & Schaufeli, 2001; Frone, Russell, & Cooper, 1992; Solomon, 1994). For instance, Grunfeld, Zitzelsberger, Coristine, Whelan, Aspelund and Evans (2004), in a rare study of job stress among cancer workers, argue that a major source of work stress is work-family conflict coupled with heavy workload demands.

Bedeian et al. (1988) found that there is a relationship between work-family conflict and job stress. According to Netemeyer et al. (2004), job stress is defined as anxiety or general nervousness associated with the job that has an impact upon one's emotional and physical well-being. Similarly, as per literature, WFC is found to be positively related with stress (Major, Klein & Ehrhart, 2002; Judge & Colquitt, 2004; Anderson, Coffey & Byerly, 2002). In another study conducted by Allen et al. (2000) on work-family conflict it was found that work-family conflict is significantly related to job/work stress and negative feelings at work. In view of above discussion, following hypothesis is formulated:

Hypothesis 1. There is a positive relationship between work family conflict and stress.

Works-Family Conflict and Burnout

Burnout is prolonged psychological response to chronic interpersonal and emotional stressors found on the job that is indicated by feelings of emotional exhaustion, depersonalization and lack of accomplishment (Maslach, Schefeli & Leiter, 2001). Burnout has two critical dimensions: emotional exhaustion and disengagement; which means feelings of being overextended and exhausted by the emotional demands of work and an inability to identify and engage with the job (Demerouti et al., 2001).

An important outcome of work-family conflict is burnout (Bakker, Killmer, Siegrist, Wilmar & Schaufeli, 2000; Jassen, Scahufeli, & Houkes, 1999; Jenkins & Elliott, 2004). Burnout is defined by Maslach (1993) as a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur among employees. Work-family conflict has a positive relationship with job burnout and is often associated with a higher tendency to leave the organization (Frone et al., 1992; Maslach, 1993; Lee & Ashforth, 1996). Work family conflict is the strongest predictor of burnout (Shirom et al, 2005). The growing incidence and prevalence of the burnout has certain costs on the family or the health of individuals (José et al., 2010). In a research, findings confirmed the direct relationships between burnout and several of the areas of work life

(Leiter & Maslach, 2009).

Hakanen et al. (2008) also found that the increase in burnout negatively affects the harmony in families. The impact of burnout was expected to be negative on work-family balance as burnout intimidates the work-family harmony. In another study conducted by Bakker et al. (2005), it was found that married couples transfer their burnout to each other. That is to say, the experienced burnout even affects the partner of an individual. In view of above discussion, following hypothesis is formulated:

Hypothesis 2. There is a positive relationship between work family conflict and burnout.

Work Family Conflict and Workplace Deviant Behavior

Workplace deviance occurs when an employee voluntarily pursues a course of action that threatens the well-being of the individual or the organization. Examples include stealing, hostile behavior towards coworkers, and withholding effort. Stealing and withholding effort are categorized as organizational deviance, whereas hostile and rude behavior towards coworkers is categorized as interpersonal deviance (Robinson & Bennett, 1995). Dictionary definitions of deviant behavior refer to actions that deviate from norm or from accepted societal standards. A deviant is a person whose attitude or behavior clashes from normal or accepted social or moral standards.

Deviant behavior of employees has accounted for a terrific amount of revenue loss to organization and even more permanent damage to a workplace environment. Due to the expenses involved, it is clear that the deviant behavior problems are of great apprehension to organizations. This problem must be addressed and solved by organizations if they are to survive (Appelbaum, Deguire & Lay, 2005). Victims of workplace deviant behavior include employees as well as employers and act can be a workplace deviant if it breaches the major rules of organizational life (Bennett & Robinson, 2000)

Work-family conflict results in impaired working attitude and also can influence overall productivity. Employees who are targets of workplace deviance are more likely to leave, suffers from stress-related problems, low productivity and morale (O'Leary-Kelley, Griffin & Glew, 1996). Now, studies have begun focusing on the interwoven domains of the individual, family, and employer that truly influence the work family conflict variable and the organization. The concern is that the difficulties found in juggling family and work responsibilities can negatively affect

the employee's performance. Deviance is a major problem for employees and their employers. Deviance reduces employee effectiveness, which has negative effects on organizational functioning. In view of above discussion, following hypothesis is formulated:

Hypothesis 3. There is a positive relationship between work family conflict and workplace deviant behavior.

Stress and Burnout

Stress results from an imbalance between demands and resources (Lazarus & Folkmans, 1984). Stress is a process of behavioral, emotional, mental, and physical reactions caused by prolonged, increasing, or new pressures that are significantly greater than the availability of coping strategies (Durham, 1992). Stress in the workplace occurs when individuals (a) are confronted with the threat of loss of resources, (b) lose their resources or (c) invest resources and do not harvest what they have expected in return (Hobfoll, 2001). Extensive exposure to stress can lead to physical causes as well as the psychological or mental causes such as burnout (Cooper et al., 2001). Burnout is described as a specific form of stress which is commonly experienced by professionals employed in professions that require a great deal of interpersonal contact (Cordes & Dougherty, 1993).

Stress is viewed as an individual's reaction to the characteristics of the work environment that appear threatening (Jamal, 1985). In the past, effect of stress on burnout was not deemed as important, however now a day, more and more organizations are realizing the impact of these conditions on employee health (Faragher et al., 2004). Burnout is defined as extreme cause of stress (Cooper et al, 2001; Maslach et al. 2001; Shirom et al, 2005). Research in burnout has also consistently found that job-related stress predicts employee burnout (Aryee, 1993). Schaufeli (2003) states that burnout is the chronic form of stress that exceeds the limits of person's ability to cope it and as a result lead to burnout.

In a study examining the effects of job-related stress and social support on burnout in teachers, findings suggested that teachers who experienced higher levels of job stress reported more emotional exhaustion and depersonalization than those experiencing low levels of job stress (Russell et al., 1987). Hock (1988) also found the same relationship between stress and burnout. Burnout may be one of the many possible responses to stress at work place (Muldary, 1983). Burnout occurs in response to extended stress at work place and it is common among those who are unable to cope

with demands and pressure on their energy, time, and resources and those who require frequent contact with people (Azeem, 2010). In view of above discussion, following hypothesis is formulated:

Hypothesis 4. There is a positive relationship between stress and burnout.

Stress and Workplace Deviant Behavior

A dictionary definition of stress is “a condition, either mentally or emotionally upsetting, that occurs in response to mostly negative external influences that may affect physical health, usually characterized by an increase in heart rate, hypertension, muscular tension, irritability, and even depression” (The American Heritage Dictionary 2000). Studies on workplace deviant behavior received little attention among scholars in the past (Vardi & Weitz, 2004). Work stressors can trigger anger, anxiety, and other emotions that under some circumstances might lead to violence (Spector & Fox, 2005) that is deviance at work.

According to Driscoll (2003), it is accepted that prolonged stress has considerable impact upon mental and physical health and can influence individuals lives, their wellbeing and can result in poor work performance. Job stress has been recognized as a significant occupational hazard, which can result in poor psychological well-being, and poor work performance (Sauter & Murphy, 1995). Employee deviance is an emotional response to the experience of frustrating job stressors (Chen & Spector, 1992). It is important for organizations to identify the causes of stress at workplace to facilitate individuals to find appropriate ways to deal with these stressors before it results in destructive actions and deviant behaviors. In view of above discussion, following hypothesis is formulated:

Hypothesis 5. There is a positive relationship between stress and workplace deviant behavior.

Mediating Role of Stress

Maslach et al. (2001) argued that job related stress is a direct antecedent of job burnout. It is argued that excessive time pressures and demands may not only negatively affect banker’s general well-being, but may also affect their ability to balance work and family. Some other researchers have examined the antecedents of burnout and have found that both work-family conflict and job stress directly predict burnout (e.g. Aryee, 1993; Netemeyer et al., 1996; Russell, Altmaier & Velzen, 1987; Taris, Peeters, Le Blanc, Schreurs & Schaufeli, 2001).

The conflict between work and family life can be the source of stress (Frone et al., 1992) and stress itself influences the psychological and physical outcomes resulting in burnout. The individual will bring that burnout to home too thus disturbing his relations with partner, children, parents and friends too. As Freudenberger (1974) identified burnout as a state of fatigue or frustration brought about by devotion to a cause, way of life or relationship that failed to produce expected reward. So it is assumed further that if an employee is facing work family conflict, it would lead to stress and stress would result in burnout at workplace.

Hypothesis 6. Stress mediates the relationship between work family conflict and burnout.

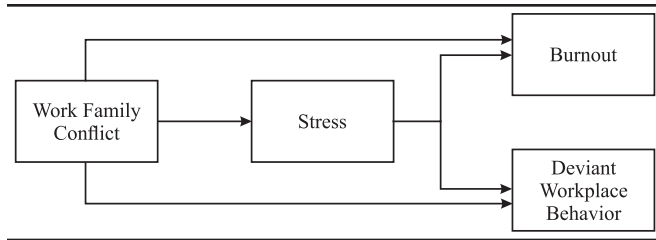
The blurred line between work and family may also prop up interpersonal conflict among family members, which often results in high levels of stress and negative emotions as well as destructive behaviors (Kellermanns & Eddleston, 2004). Destructive behavior is a phenomenon of deviant work place behavior. Job-related stress is everywhere. No one in the workforce is completely unaffected, regardless of their job title, daily tasks, or work setting. Today, the workplace has turned more stressful than ever, because of higher demand from a lesser workforce.

Employees who are targets of workplace deviance are more likely to quit, have stress-related problems, decreased productivity, low morale, lost work time (O’Leary-Kelley, Griffin, & Glew, 1996) and interpersonal workplace deviance, such employees are more likely to suffer from stress-related problems and show a relatively decreased productivity, lost work time and a relatively high turnover rate (Henle et al., 2005).

Employees who are high on work family conflict may experience more stress and get less support from their partner. As a result they may develop negative attitude towards their colleagues too and to their work as well and become less capable of dealing with problems at work. As a result, they may be unable to deal with their clients pleasantly, manifesting more negative attitude towards their work, as well as towards colleagues and clients, thus engaging in workplace deviant behavior. So it is assumed further that if an employee is facing work family conflict, it would lead to stress and stress would result in deviant workplace behavior.

Hypothesis 7. Stress mediates the relationship between work family conflict and workplace deviant behavior.

**FRAMEWORK
FIGURE 1**



RESEARCH METHODOLOGY

The current study is of descriptive nature, aimed at investigating the causal relationship between the study variables. It was a field survey with no interference and non contrived environment. Time horizon of the study was cross sectional. Unit of analysis was individual. The responses for all variables were taken on 5-point likert-scale with anchors ranging from 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree 5= strongly agree. The total number of questionnaires distributed was 300 and responses were 250 making response rate of 83%. Selected sample guaranteed that all the managerial levels i.e. officers, assistant managers, managers and regional managers, customer sales representative, etc. are appropriately represented in the survey, in proportion to the percentage of each group in each organization. The population for the study consisted of all employees working in corporate and public sector banks in Pakistan.

Instrumentation

For job stress, Job Stress Questionnaire (JSQ; American Institute of Stress, 2009) was used in order to collect data. It contained 10 items with alpha coefficient of .79. In order to collect data for workplace deviant behavior, The Workplace Deviance

Scale developed by Bennett & Robinson (2000) was adapted. It contained 19 items with alpha coefficient of .81. Work- Family conflict data were collected using Work Family Conflict Test questionnaire (Netemeyer et al, 1996), containing 5 items with alpha coefficient of .79. Similarly, Maslach Burn out Inventory-General Survey (MBI-GS Schaufeli et al, 1996) was used for data collection of burnout construct. The questionnaire contained 16 items with alpha coefficient of .75.

RESULTS

Means, standard deviations and correlations among the study variables are shown in Table 1.

TABLE 1

Means, Standard Deviations, Correlations, and Reliabilities

	Mean	SD	WFC	Stress	BO	WPDB
WFC	4.19	.54	(.79)			
Stress	3.8	.62	.727**	(.79)		
BO	3.37	.41	.739**	.677**	(.75)	
WPDB	4.15	.76	.570**	.522**	.600**	(.81)

* Correlation is significant at the 0.05 level (2-tailed).

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

The reliabilities have been reported in parenthesis along the diagonal in the table. Correlation analysis was conducted to measure relationship among the variables. Reliability of the scale of work family conflict was reported to be 0.79, for job stress questionnaire it was 0.79, for burnout inventory Cronbach’s alpha was 0.75 and for work place deviance scale it was reported to be 0.81. Reliabilities of all the variables were above the conventional standards. Mean value for work family conflict was reported to be 4.19 (S.D. = 0.54), for stress mean value was 3.8 (S.D. = 0.62), for burnout mean value was 3.37 (S.D. = 0.41), whereas, the mean value of workplace deviance was found to be 4.15 (S.D. = 0.76).

**TABLE 2
Multiple Regression Analysis**

Predictors	Stress			Burnout			WPDB		
	β	R ²	ΔR ²	β	R ²	ΔR ²	β	R ²	ΔR ²
Direct									
WFC	.727***	.529***	-	.739***	.547***	-	.570***	.325***	
Indirect effect									
Step 1									
Stress				.677***	.456***	.130***	.522***	.270***	.077***
Step 2									
WFC				.525***	.585***	-	.403***	.344***	-

*p < .05

**p < .01

***p < .001

Correlation among stress and work family conflict was found to be .727** ($p < .01$) showing a strong positive relationship among these two. Correlation among work family conflict and burnout was found to be 0.739** ($p < .01$), which depicts a significant positive relationship among these two. Work family conflict is positively related to work place deviant behavior 0.570** ($p < .01$). Similarly, stress and burnout were found to be significantly correlated as per the table at 0.677** ($p < .01$), as well as stress and workplace deviant behavior, which showed significant positive correlation at 0.522** ($p < .01$). Ultimately, correlation among burnout and workplace deviant behavior was recorded at 0.600** ($p < .01$) revealing a very strong positive relationship between these two variables.

Regression Analysis

Regression analysis was performed using Baron and Kenny (1986) method.

Condition one described by Baron and Kenny (1986) was satisfied when initial variable, i.e. work family conflict was regressed with outcome variables, burnout and workplace deviant behavior. Work family conflict was entered as independent variable and burnout was entered as dependent variable. The result was significant at $\beta = 0.739$ ($p < 0.001$). Second outcome variable was entered as dependent variable and work family conflict was entered again as independent variable. The results were significant at $\beta = 0.570$ ($p < 0.001$) confirming that work family conflict positively predicts burnout and workplace deviant behavior; therefore, providing support for the hypothesis two.

Second condition of Baron and Kenny (1986) was satisfied when initial variable (WFC) was regressed with mediating variable stress. Work family conflict was entered as independent variable and stress was entered as dependent variable. The result was significant at $\beta = 0.727$ ($p < 0.001$) confirming that stress is positively predicted by work family conflict, thus leading to the acceptance of hypothesis one.

Third condition was satisfied when mediating variable was regressed with outcome variables. Stress was entered as independent variable, whereas burnout was entered as dependent variable. The result was significant at $\beta = 0.677$ ($p < 0.001$), confirming that stress positively predicts burnout, lending support for hypothesis four. Similarly, stress was again entered as independent variable and workplace deviant behavior as dependent variable. The result was significant again between stress and workplace deviant behavior ($\beta = 0.522$, $p < 0.001$) confirming that stress positively predict workplace deviant behavior, leading to the

acceptance of hypothesis five.

Condition four described by Baron and Kenny (1986) verifies the mediation of variables. First stress was controlled; work family conflict was entered as independent variable and burnout as dependent variable. Result was significant yet again, ($\beta = 0.525$, $p < 0.001$, $R^2 = .585$, $\Delta R^2 = .130$), earlier the value of R^2 was .456 of burnout by stress, which with mediation of stress raised and change in R^2 is reported 13 percent, thus showing that stress mediated and intensified this relation more by 13 percent. It gave a significant value exploring the fact that stress partially mediates the relation between work family conflict and burnout, thus finding support for hypothesis six as well. Ultimately, work family conflict was entered as independent variable and workplace deviant behavior as dependent variable and the result showed $\beta = 0.403$ ($p < 0.001$, $R^2 = 0.344$, $\Delta R^2 = 0.077$, earlier without mediation of stress, the value of R^2 was 0.270 of workplace deviance by stress, which with mediation of stress and addition of work family conflict raised to 0.344, therefore, concluding that stress partially mediates the relationship between work family conflict and workplace deviant behavior, resulting in acceptance of hypothesis seven.

DISCUSSION & CONCLUSION

The present study investigated the influence which the stress has on work family conflict among bank employees and it was proposed that burnout and deviant work place behavior can be the outcomes of stress along with the work family conflict. Developed questionnaires were administered for assessing the level of work family conflict and stress and their outcomes.

Findings suggested that there is a significant relationship among variables of stress and work family conflict. Thus indicating that work family conflict is positively related to stress thus affirming H1 of this study. These results confirm the findings of a study conducted by Lee, Um, & Kim, (2004), which also stated that stress usually results due to work family conflict. In another research by Solomon, (1994) it was stated that work-family conflict is a common cause of stress at work, by the virtue of more diverse workforce, Pakistan is becoming more diverse, where more females are joining work and entering into professional lives. Secondly more of the families in Pakistan suggest banking and teaching are more preferable for females. That is also the reason that work family conflict is increasing. When employees are stressed at work because of job requirements, strict deadlines, time pressure or pressure from supervisor, when they are back to their home and off from work environment, they bring that stress to their home in bad

mood swings and consequently they take it out on their spouse or children resulting in increased work family conflict.

The second hypothesis was the work family conflict will positively predict burnout and this hypothesis was supported because the results revealed that there was significant impact, which work family conflict had on burnout among employees. These findings are consistent with the previous studies. Burnout is considered as one of the most common effects of the work family conflict (Bakker et al., 2008; Aryee, 1993). In a study conducted by Lingard (2004), family variables were found to be the reasons of burnout. Employees become tensed because of some issue or conflict with their spouse or because of not giving adequate time at home or their families and because of augmented requirements and responsibilities at work would accordingly experience burnout. Third hypothesis was that work family conflict will positively predict deviant work place behavior. Results show that work family conflict is one of the factors which predict deviance at work. Muddled boundary line flanked by job and family may also crutch up interpersonal conflict among family members resulting in destructive behaviors at work (Kellermanns & Eddleston, 2007). There are obviously many other factors which can be the cause of workplace deviance however findings of this study give direction to a new dimension that one of them is work family conflict. Fourth hypothesis was that stress will positively predict burnout. As burnout results in response to chronic interpersonal or emotional stress found at job. Previous studies on burnout states that burnout develops from extended stress. According to previous researches one key reason contributing to burnout is stress (Taris, et al., 2001; Shirom et al., 2000; Maslach et al., 2001), thus supporting hypothesis five.

Fifth hypothesis was that stress predicts deviant work place behavior. Concern about growing negative deviant behavior is increasing because of its unfavorable and damaging impact upon organizations and colleagues at work place. As it is understood that stress related to work can have many detrimental effects upon employees and also on organization. Employee can become distressed or upset and irritated because of experiencing stress at workplace which may lead to deviant workplace behavior. This argument is consistent with previous researches which supports that stress is related to aggression, hostility or interpersonal conflict. According to Cooper et al, (2001) it is accepted that lingering stress has extensive impact upon mental and physical health and can manipulate individuals lives, their well-being and can result in poor work performance. Sixth hypothesis was that stress will mediate the relationship that exists between work family conflict and burnout. Results show that stress partially mediates this relationship.

There is a partial co relation. Many scholars observed the background and antecedents related to burnout and argued that work family conflict and job stress can be the reasons of burnout (Aryee, 1993). Long working hours at work are nerve-racking for employees resulting in form of stress which hinders their capability to accommodate work and family requirements, resulting in form of work family conflict. Moreover, work family conflict consequently would interrelate with so many psychological and physical problems such as depression, and burnout. Thus, it is stated that stress is partially mediating the relationship that exists between WFC and burnout.

Last hypothesis was that stress will mediate the relationship that exists between work family conflict and work place deviant behavior. Results show that stress is mediating the relationship among work family conflict and workplace deviant behavior. Hence, lending support for the hypothesis seven. Results show that issues of work family conflict are domain specific, meaning that work family conflict is interrelated to stress, while stress is linked to its outcomes resulting in burnout and deviance.

Implications for Managers

It may appear from the given model that this study is only applicable for bank employees; however, findings of this paper suggest that managers from all organizations should consider its findings. Employers should become increasingly aware of cost implications associated with overworked and burned out employees. There are various factors associated with stressed and deviant individuals like absenteeism, poor productivity and low morale etc. Organizations should have facilitation and coaching centers and coaching experts/psychologist who can provide assistance to those suffering from stress and consequently become victim of work family conflict and burnout. Managers should also provide supportive workplace culture to reduce stress and deviance at work. Managers should implement family friendly policies and flexible time conflict to reduce work family conflict. Organizations should provide day care facilities for their female staff to control work family conflict and consequently its various outcomes which are stress, burnout and deviant behavior at work too. For organizations to succeed they should understand the needs of workers with family responsibilities and indeed changes in legislation need to be made accordingly.

Limitations

Although, the objective of the study has been achieved, like any other research, this study also has

certain limitation. Current study is not a longitudinal one rather it is a cross sectional study that illustrates a stagnant representation of the said issue at one point in time, while actuality is vibrant. Individual behavior keeps on changing. Impact of stress should be, if possible, measured with some time difference and at different situations. It is recognized that attempt to study impact of stress on work family conflict and its outcomes is still only a partial solution of the problem. In this study, only work-family conflict is considered. Another important point needs to be mentioned is that a bigger sample of workers would have permitted for more precise domino effect and improved generalization.

Directions for Future Research

In present study issue of work family conflict is taken that how job interferes with family life, in future research family work conflict should also be added as another variable that how family responsibilities interfere with professional life. Moreover this study needs to be conducted with some demographic factors such as how many kids one has, how mature their kids are and career of spouse. Further, a comparison of male and females on work family conflict can also be done regarding how these both genders are different in this domain and what are the factors which cause any gender to become target of burnout at work and whether gender plays any role in becoming more deviant at work or not. Future research is needed in different types of organizations to study the relationship that exists between supportive workplace, work family conflict as well as their consequences.

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