

## The Impact of Mediating Role of Job Security between Work-Family Conflict and Employee Welfare Service

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### Abstract

The purpose of this study is to check the impact of work-family conflict and how it can be control. Data is analyses through Statistical Package for the Social Sciences (SPSS) version 21. The respondents of this research are employees in banking sectors located in Faisalabad. The sample size is two hundred out of which 180 is considered. The hypothesis generated for the study was tested at 0.05. Data is analyzed through descriptive and inferential tests on the responses gathered. The results of this study showed that there is a insignificant relationship between work-family conflict and Employee welfare service. Work-family conflict has negative relation with employee welfare service. The results also signifies that job security partially mediate the relationship between work-family conflict and employee welfare service. This research also presents conclusion, recommendations, and implications for future research.

**Keywords:** Work-family conflict, employee welfare service, job security.

**Introduction To Study****Background information**

The greater part of work-family research appear to have been conducted in Western countries, above all U.S.A, U.K, Canada and Scandinavian countries with related socio-cultural structures (Spector 2009). In Asian, (Arthur James Todd 1933) point welfare is "Anything" done for the ease and enhancement intellectual and social of the employees over and above the take-home pay paid, which is not compulsory for the industry. Work-family conflict has been comparatively examined across some countries in numerous studies (Hill et al, 2004; Simon et al, 2004; Aycan, 2008; Spector 2009). However, work-family research in rising countries is quite scant (Joplin et al, 2003) and there is no proof that findings of these countries can generalize to culturally unlike contexts, such as Muslim or growing countries (Spector et al., 2009). Therefore, researchers have called for studies on work-family crossing point in the under-researched contexts (Wharton and Blair-Loy, 2006). The social organization of employment has altered such that the occupation ladders and job security provided to white-collar and unionized blue-collar workers in the middle of the 20th century have given way to precarious employment, fostered by pointed global conflicts, technological advances, and the irregular workforce (Kalleberg, 2009).

The study of Khalid & Irshad (2010) exposed that employees of public sector organizations are more satisfied with job security as compared to their Private sector organizations. The traditional section of the Pakistani society attempts to maintain women out of the labor market (Arifeen 2008) and the societal manner towards the concept of women's employment is the most universal reason for the unwillingness in hiring women (Khan, 1989; Asghar et al., 2009; Samih, 2009). The male and female do not have significant dissimilarities in their practice of Work- Family issues due to their gender variation (Nasurdin, Ahmad, & Zainal, 2013). the majority of the working mothers have suffered a lot to balance the inequity of work and family responsibilities and they feel huge tension in maintaining the equilibrium as compared to no working mothers (Sultana, 2012). In this study, how resolve work family conflict and secure the perceive their job to be employees in banking sectors, and can be achieved and improved is an important issue in the field of human resource management and has received insignificant consideration from employers, workers, government, academic researchers, and the popular media.

**Significance Of The Study**

Stressor attacks in banking sectors, poor professional care, dishonorable and unsuitable, unproductively and conflict, gossip about everyone all the time, refuse to help the technicians, lack of trust, but work-family conflict is more often prevails in the banks and have an important and insignificant effect on employees' welfare. Knowing the concepts of family conflict and employee's welfare services and their relation with banking sectors in Pakistan . This research is going to unveil such factors which are considered to be insignificant in eliminating family conflict especially in banking sectors.

**Purpose Of The Study**

In this context, this study is to establish the effect employee welfare service in banking sectors for resolve the family conflict. Also, this study has great importance especially for banking organizations. It gives direction to executives to enhance the level of job satisfaction and organizational trust of employees by preventing family conflict at workplace. In doing so, it probed job security of excellent care for its stakeholders. It also appraised the value of

understanding beneficial discussions in Organization by explored assessments of any relational and impactful undercurrents of conflict in organization.

### **Litratue Review**

Work–family conflict is a type of inter role conflict that occurs when engaging in one task makes it more difficult to connect in another role (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Based on theoretical basis showing that a need of workplace social support is most likely to impact work-to-family conflict in the way of the work role interfering with the family role (Frone, Russell, & Cooper, 1992), we focused this meta-analysis on studies measuring associations between workplace social support and work-to-family conflict. However, what is not understandable is whether valuing and seeking job security reflects early life course experiences and orientations, or is totally a product of events in adulthood. Because of its significance, job security has concerned a great deal of research interest in recent years. Previous studies are presented Bhuian and Islam (1996) examined the size to which emigrant employees in Saudia Arabia are fulfilled with the security of their jobs. They found that expatriate employees in Saudia Arabia do not strongly express that they are satisfied with their job security. In the past, two-parent households typically supplied a male to the workforce and a female caregiver to the home. Today, the number of habitual two-parent households has decreased. Extended families are often too geographically discrete to help with child and elder-care and the costs of preparing children for professional achievement. As a outcome, employees’ family-related financial, temporal and social burdens have better radically (Greenblatt, 2002). The last decades have seen theatrical changes in family life, including increases in dual-earner households and single-parent families as well as superior numbers of employed adults who are also caring for elderly or unwell relatives (Neal & Hammer, 2007),that mean many employees are at the same time juggling paid work and unpaid family work. Work–family conflicts are a universal source of stress and have been linked to employees’ health and family working, as well as labor market decisions and fertility decisions (Gornick & Meyers, 2003). Pressure has the implications for the individual as well as the organization and it can no longer be measured merely as the individual manager’s trouble (Menon and Akhilesh, 2007). It is now commonly accepted that prolonged or intense pressure can have a insignificant impact on an individual’s mental and physical health. When difficult to balance work and family task, many workers experience conflict between these two roles (Day and Chamberlain, 2006). Work – family conflict has been clear as a mutual compatibility between the demands of the work role and demand of the family task. Juggling work and family responsibilities is a common experience for many employees. Although engaging in both work and family roles can have positive effects for individuals, but if workers are not capable to balance the responsibilities associated with both roles, the potential for conflicts between roles increases (Frone, Russell and Cooper, 2010).

### **Job security**

Employer-provided job security can be defined as the “relative guarantee owned by an employee, that he/she is secured against damages that would effect from the defeat of his/her job” (IRIR, 1994, translated in Gelinias, 2005) the definition absolutely recognizes that job security not only increases financial well-being, but psychological (De Witte, 1999) and physical (Ferrie et al., 1998) well-being as well. Consequently, the number of variables that could be relevant for the valuation of job security is almost limitless. These developments are

significant given that the expectation that work will be full time and continuous remains salient (Moen & Roehling, 2004), and public policies (e.g., health insurance, retirement plans) are rooted in this assumption. In addition, job security has been found to be related to workers' health and well-being (Burgard, Brand, & House, 2009; Ferrie, Shipley, Newman, Stansfeld, & Marmot, 2005; Ferrie, Shipley, Stansfeld, Davey Smith, & Marmot, 2003; Lau & Knardahl, 2008; Rugulies, Aust, Burr, & Bültmann, 2008), as well as their job attitudes and safety outcomes (De Cuyper & De Witte, 2007; Probst & Brubaker, 2001; Staufenbiel & König, 2010; Theodossiou & Vasileiou, 2007). Scholars have argued that perhaps men value stable employment more than women, given their default "bread-winner" status (Charles & James, 2003). Racial minorities might also value job security more, given supposed difficulty in the labor market owing to racial unfairness (Wilson, McNulty Eitle, & Bishin, 2006). The assessment of job security might also differ across life/career stages, given different implications of job loss during the life course (Mendenhall, Kalil, Spindel, & Hart, 2008). Predictors of job security include phenomena at similar levels of analysis: at the macro-level of the welfare position, including differences in security nets in the event of being without a job (Burchell, 2009; Sjöberg, 2010); at the macro-level of the organization, including organizational support, communication, and impending organizational change (Lee & Peccei, 2007; Vander Elst, Baillien, De Cuyper, & De Witte, 2010); and at the micro-level of workers, including qualities characteristics and employability (Green, 2011; Na'swall, Sverke, & Hellgren, 2005). From a longitudinal position, labor energy experience, and in particular having been unemployed, could influence future prospect and equivalent perception of job security (Kelan, 2008; Smith, 2002). Importantly, the labor force as a whole has trended toward less apparent job security (Fullerton & Wallace, 2007), as a work feature has increased (Kalleberg & Marsden, 2013). Kalleberg and Marsden (2013) report that highly educated people are fewer likely than the less knowledgeable to rank job security ahead of income. They note that the greatly educated perhaps view high-paying and secure jobs as non problematic and therefore prioritize other job values, such as advancement opportunities, achievement or arrangement flexibility. Bhuian and Islam (1996) argue that if expatriates are satisfied with job security and pay, they will work hard to accomplish organizational goals. An problem of large concern to most managers in the UAE in recent years is how to attain a reasonable level of satisfaction with job security for their employees. Meltz (1989) defines job security largely as "an individual remains employed with the same organization with no decrease of superiority, pay, pension human rights, etc." Similarly, Herzberg (1968) defines job security as the degree to which an organization provides steady employment for employees. The importance of job security stems from the fact that it is critical for influencing work-related outcomes. For instance, job security is an vital determinant of employee health (Kuhnert et al., 1989); for the physical and psychological welfare of employees (Burke, 1991; Jacobson, 1987, 1991; Kuhnert and Palmer, 1991) for employee income (Arnold and Feldman, 1982). Hertzberg's' two-factor theory support to this study, involves what are known as the hygiene factors and includes the work and organizational environment. These hygiene factors include: the organization, its policies and its administration, The kind of supervision (leadership and management, including perceptions) which people obtain while on the job, Working situation (including ergonomics), Interpersonal family members, Salary, Status, and also Job security. The issue of job security has been given huge significance in Middle East because all of the routine and results that any organization attains are immediately resulted from many factors, such as the job security of the employee. There are many studies that have highlighted how job security can pressure other important aspects of an organization

and its employees. Researchers hold up that job security results in superior mental and health of the employees (Burke, 1991; Kuhnert and Palmer, 1991); it helps to elevate the overall job presentation and value of input of employees (Kuhnert et al., 1989); it also helps inspire the employees to work towards higher revenues (Arnold and Feldman, 1982). The largest impact that job security has is that it allows an organization to uphold a superior and experienced workforce and develop faithfulness amongst them (Bhuiyan and Islam, 1996; Iverson and Roy, 1994); job security also helps form the fundamental aspects and temperaments surrounded by the organization (Abegglen, 1958; Bhuiyan and Islam, 1996; Morris et al., 1993); and job security also increases the overall fulfillment and satisfaction that employees feel when working in an organization (Burke, 1991; Davy et al., 1991; Lim, 1996; and Vinokur -Kaplan et al., 1994).

The studies that have intense on the phenomenon of job security and its bang on the job satisfaction levels have also at the same time listening carefully on the connection of job security with the overall output or act of employees (Birnbaum and Somers, 1993; Dart, 1988; Igbaria, 1991; Meyer et al., 1989; Shore and Martin, 1989). The results have been attractive as the majority studies verify that high job security has a more positive impact on the whole job pleasure especially within the Middle East. Bhuiyan and Islam (1996) conducted a study which confirmed the more than statement and done that the majority of the foreign employees in the Middle East, especially Saudi Arabia, were not happy with the job security they were offered. They also established that the relation between job security and job happiness was very strong and that the foreign workers registered low work satisfaction levels whenever they registered disappointment with the job safety policies of the business.

### **Employee Welfare Service**

It is more and more recognized that concern for worker welfare and events taken to get better the general health of the labor force can have a choice of pay offs for the organization. Employee assistance programs (EAPs) in particular have been recommended to decrease the cost of medical cover and ill pay cut working costs, lower non-attendance and income and produces corresponding reductions in staffing and guidance costs [1-5]. Welfare dealings may also be provided by the government, trade unions And non-government agencies in adding up to the employer. "International Employee Organization hard work to make life worth living for workers" According To the Oxford dictionary "Welfare is basically an attitude of mind on the element of organization influencing the technique by which management actions Are undertake. Proud e.s defines the benefit work as voluntary hard work on the part of employers to get better the obtainable industrial scheme the condition of employment in their own factories.

Binoyjoseph, josephinjodey (2009), studies in the article points out that, the formation of welfare states rests on a community security basics. Government, employers, job unions have complete a bundle to encourage the betterment of workers environment.

\* David, A Decenzo (2001) and Stephen P. Robbins in their book, "Personnel / Human Resource Management explained the different benefits and services provided by the companies to their workers. According to them, the lawfully required benefits and services take in social safety premiums, being without a job compensation, workers compensation and condition disability programs. They felt that the price of the voluntary benefits obtainable appears to be rising.

\* Michael (2001) in his book, "Human Resource Management and Human Relations" said that the terms of intra-mural and extra-mural welfare services help in humanizing the value of

work life of employee's thereby good human affairs will build up among different cadres of employees.

\*Punekar, Deodhar and Sankaran (2004) in their book, "Labor Welfare, employment Unionism and Industrial Relations" acknowledged that labor welfare is anything done for the console and development, scholar and social well creature of the workers over and above the wages paid which is not a essential of the industry.

\*Aswathappa (2010) in his book, "Human Resource Management" discussed the different types of benefits and services provided to employee's in conditions of payment for time not worked, insurance benefits, compensation benefits, retirement fund plans etc. He also discussed the ways to administer the benefits and services in a superior way.

### Theoretical Framework



Figure: 1

### Research Question

Following above theoretical framework these questions can be raised.

**RQ1-**What is the relationship between work-family conflict and employee welfare service in banking sectors of Pakistan?

**RQ2-**What is the relationship between work-family conflict and job security in banking sectors of Pakistan?

**RQ3-** How family conflict is relating with employees in banking sectors of Pakistan?

**RQ4-** How we can assume that welfare represent individual withdrawal from satisfying working conditions in banking sectors of Pakistan?

### Objective Of Research

The following are the research objective by understanding research questions.

- To explore the employee welfare service in banking sectors.
- To work-out the life-time conflict of employees.
- Work performance of employee during the different life period.
- To secure the job of employee in banking sectors.

### Hypothesis

Keeping in view the research objective the following hypothesis can be made.

Hypothesis 1: Work-family conflict does not significantly affect on employee welfare service.

Hypothesis 2: Work family conflict insignificant relationship with job security.

Hypothesis 3: Job security significant impact on employee welfare service.

Hypothesis 4: The relationship between work-family conflict and employee welfare program is mediating by job security.

### Methodologically

Sample for this study is collected through in-depth questionnaire and analyze through using SPSS collected from banking sectors. The unit of analysis of this study is employees working in banking sectors in Faisalabad city. For data collection, survey based questionnaires are distribute among respondents of different banks located in Faisalabad. Before the questionnaire delivered to all respondents, it is explained to the respondents, so that respondents fill in the questionnaire easily and comfortably. The survey is tried to gauge how the resolve work-family conflict and provide to employee's welfare service and they agreed that this phenomenon exist in the organizations

Table-1

Cronbach's  $\alpha$ 

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
.744	.778

### DESCRIPTIVE STATISTICS:

Table-2. Demographics results.

Variable	Scale	Frequency	percentage
Age	20-25	88	47.8
	26-30	66	38
	31-35	23	12.5
	36 or above	3	1.6
Gender	Male	98	54.4
	Female	82	45.6
Qualification	Graduation	15	8.2
	Master	157	87.5
	Mphil	7	3.9
	Phd	1	0.6
Department	operation/customer service dept.	11	6.1
	treasury dept.	43	23.9
	HRD dept.	100	55.6
	IT dept.	25	13.9
	Others	1	0.6

Table 1 show that reliability coefficients cronbach alpha of all variable 0.744 ; Table 2 present's gender, age, qualification, department, distribution of the sample. The sample consisted of 98 (54.4%) males and 82 (45.6%) females showing an approximately equal gender distribution. The vast majority of respondents were between 20–25 years old (88 respondents, 47.8%). Sixty six respondents (38%) were 26–30 years old and twenty three respondents (12.5%) were 31-35 years old and three respondents (1.6%) were 36 or above year old. (15 respondent,8.2 %) of the respondents were graduation qualification, (157 respondent,87.5) Master,(7 respondent,3.9%) Mphil, and(1 respondent,0.6%) PhD, department wise employees (11 respondent, 6.1%) respondent were from operation/customer service department,(43 respondent 23.9 %) were from treasury

department, (100 respondents, 55.6%) were from HRD Department, (25 respondents, 13.9%) were from IT department, and (1 respondent, 0.6% were from others departments.

**Scales And Measures**

5-items Job security scale (Weiss, Davis, England and Lofquit 1967), 7-item work-family conflict (Neal and Hammer 2002), 23-items employee welfare service (Monica khudabadi 2011) has been adopted in this study.

**Correlation**

Table: 3

Mean, Standard deviations, Correlation of variables,

	variables	M	Std. Deviation	1	2	3
1	WFC	2.4436	0.36006	—		
2	EWS	2.32	0.36592	.309**	—	
3	JS	2.5189	0.6213	.646**	.281**	—

\*\* p < .01 \* p < .05

Table 3 presents descriptive statistics of the data. This table reports means and standard deviations of variables; and Pearson correlation coefficients involving the variable pairs. The reliability values explain that the inside regularity of all the variables is high-quality as all the cronbach alpha values are superior than 0.70 (Nunnaly, 1978).

**Research Model**

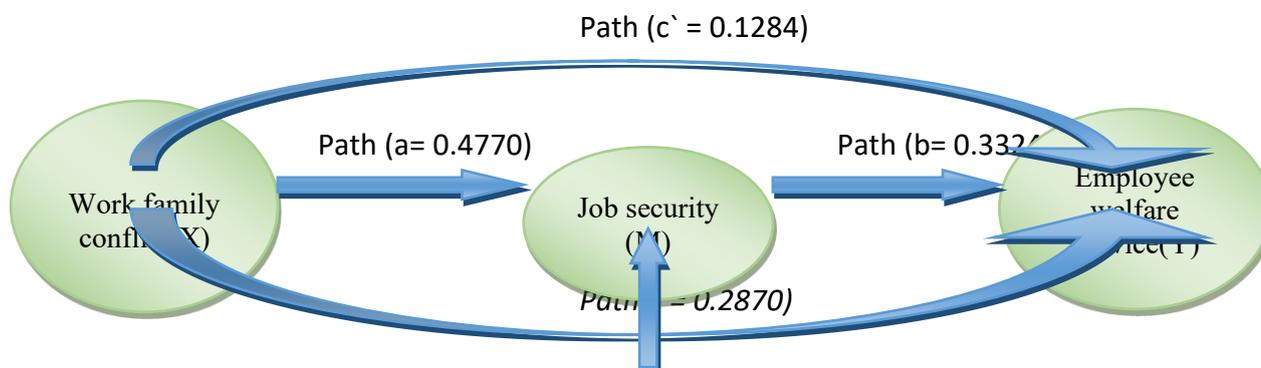


Figure: 2

**Regression**

Table 4:  
Regression (Predictor: work family conflict)  
Employee welfare service

Variables	Model 1	Model 2
Predictor		
Work-family conflict	.1284(0.547)	0.2870(0.663)
Mediator		
Job security	0.3324(.0322)	0.477(.1221)
overall R	0.2809	0.6595
Overall R2	0.789	0.4351
Overall Model F	15.2504	68.1622
$\Delta R^2$		0.0953

\*\* p &lt; .01

\* p &lt; .05

Dependent variable: Perceived organizational performance

Entries are standardized coefficients, and values in parentheses are standard errors.

In figure 2 Path (C = 0.1284) present direct effect of independent variable on the dependent variable and effect Path (a = 0.4770) work-family conflict(X) with job security (M) and effect Path (b = 0.3324) job security (M) with employee welfare service(Y) shows that the indirect effect. As well as in research model Overall the total effect of this variables are shown that the Path (C = 0.2870). We used hierarchical linear regression for parameter assessment. In the first step, independent variable (work-family conflict) is regress on dependent variable (employee welfare service). In the second step, independent and mediating variable (job security) is regress on the dependent variable. Table 4 presents regression results for the effect of Work-family conflict rewards on Employee welfare service. The effect of work-family conflict on perceived employee welfare service is significant ( $\beta = .12$ ,  $p < .01$ ). Delta R2 is .09 showing a rise in R square with inclusion of mediating variable in the regression. Moreover, the co-efficient of mediating variable in step 2 is significant showing that mediating effect is present. we used Sobel test to establish the significance of indirect effect (table 5). Sobel test establishes the significance of indirect effect (0.1586,  $p < .01$ ). Bootstrap results show that indirect effect is significant at .05 levels. Thus, hypothesis 3 and hypothesis 4 are supported.

Table 5: Sobel Test  
Indirect Effect and Significance Using Normal Distribution

	Value	SE	LL95CI	UL95CI	Z Sig(two)
Effect	0.1586	0.436	0.0776	0.2546	3.6374 0.0003

#### Bootstrap Results for Indirect Effect

	Value	SE	LL99CI	LL95CI	UL99CI	UL95CI
Effect	0.1586	0.431	0.0608	0.0775	0.283	0.2473

Dependent: Employee welfare service; Independent: Work-family conflict, Mediating: Job security

#### Recommendation

Workers are demanding for the suspend expenditure at least 2 months' income for their survival. Services for women should develop in form of maternity, crèche benefits. As per the survey, temporary employees are highly disappointed with the employee welfare events providing to them, so it is recommended that minimum welfare services like children education, medical benefits should be provide to them according to their command. This study shows that work schedules are a main factor when analyzing time based work-family conflict, mostly among dual-earner couples with young children. Employment not only means a period of time away from the family, but its timing and requirements (e.g., rush or not) vary. Each of these means diverse demands and resources in combining work and family. Among dual-earner couples, the location of household work for the duration of a day or a week has an understandable effect on the everyday of life of the families that is not wholly negative. Whether schedules are self-selected (a choice) or a not is an important issue meriting further study.

#### Implications Of The Study

Managers could deal with the causative factors of work-family conflict in the ways such that by making understandable procedures and policies, rules and regulations effective communication plans and information infrastructures and good governance, direction and response, to decrease the conflict and increase the job security in banking industry. Managers should reexamine there hiring and selection procedures, selection criteria should include checking personality characteristics that could add buffering effect in dealing with a stressor at workplace. Findings from this research have important implications for personnel management. Employee welfare service which is seen as job satisfaction should be checked and controlled since it can lead to more serious conflicts. To achieve this, welfare policy should be put in place by banking sectors to check and control employee family conflict.

#### Limitations And Future Research

This study also has its limitations. The cross-sectional character of this study precludes strong claims of connecting effects. The study should be simulated using a larger representative sample of employees to further validate the research. A longitudinal study to observe changes over time would also be important to have full of meaning study on this topic. Limitations of the study are time and resource constraints. For read-through the association there is need of time to see the mediating impact of job security for the reason that job security is a worldly phenomenon. Longitudinal studies can be conducted to be

familiar with the true course of action of measured relationships. Limited geographical location is also a limitation for the analysis. It makes general liability of the findings less affirmative.

### **Conclusion**

The conclusive to our study suggestively stay concurrent to the actuality that an unhealthy working environment is a considerable contributor towards an individual's intent to leave current job. Given the consideration that there are multiple contributors to unhealthy environment, the study proves to the imperative aspects of work-family conflict and job security. In relation to the detrimental work setting and consequent quitting of job, thus, it is highly suggested that the employee get exposed to enriched work settings. This will prove to be the retention of currently employed individuals; moreover an encouraging trend to the subjected profession will get initiated. Conclusion of the study show that effect of welfare service tools on employees is related to their perception of job security in terms of future of their employment. This end result also supports earlier researches signifying that people working in the public service have a extra positive approach towards job security and thus in this sector job security factor stays in the background when compared to other welfare service factors. The study also explores the relative performance of services sector and its contribution in the economic growth, trade and employment generation. The study of Employees welfare schemes and its impact on employee's efficiency at banking industry of Pakistan is satisfactory. As per the study it is observed that the banking Industry units are providing various facilities to the employees as per the rules and regulation of state and Pakistan Government. The management required to provide good facilities for both permanent and temporary employees in such way that employees become satisfied about employee welfare facilities. It increases productivity as well as quality and quantity. Therefore there is necessity of making some provision for improving the welfare facility through that employees will become happy, employees performance level become increase. It leads to improve favorable effects of profitability and products of the organization. At last it can be conclude that the employee welfare facilities provided by the company to employees are satisfied and it is commendable, but still of scope is there for further improvement. So that efficiency, effectiveness and productivity can be enhanced to accomplish the organizational goals.

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