

THE IMPACT OF ROLE VARIABLES IN WORK-FAMILY CONFLICT AMONG MERCHANTISERS OF KNITTING INDUSTRIES IN TIRUPUR DISTRICT

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ABSTRACT

India is known for the family system fortified with human values that are absolutely different from many countries on issues related to work environment and the impact of the same in the family system. After globalization this difference has narrowed down that the HR professionals do face the challenge of coping the work related issues with family routines. Hence this research gap is identified by the researcher, and knitting industries which are the back bone of the south India's economy was selected for the study. The research started with the main objective to find out the extent of the work-family conflict among merchandisers and the impact of the role variables, (Work Role Conflict, Work Time Demands, Work Role Ambiguity, Family Role Conflict, Family Time Demands, and Family Role Ambiguity) on the Family Conflict were considered for study. This descriptive study handled with 605 samples and the tools used for analysis are percentage analysis, Z-Test, ANOVA, Correlation analysis and path analysis. The outcome of the study concludes that Work-Family Conflict of merchandisers are influenced more by Work and Family Role Variables that decrease the job satisfaction and harmony of the family of merchandisers.

INTRODUCTION

The study is about Work-Family Conflict among Merchandisers of Tirupur Knitting Industries. Changing work place climate due to globalization not only at MNC's but also at Indian companies made employees to be meticulous with targets towards all over the global markets. Since globalization, the buzz word from employers is 'target within the time'. Competitive markets and demanded quality from consumers made employees to run behind their product and business. Like the two sides of a coin, man has two domains as Work and Family in life. Both are equally significant to man. In India significant parts of our ethnicity is our family system. In the recent times as we see the twin-strike couples sharing family burdens in livelihood make a fretful situation with time demands, stress, role conflict etc., at Work and Family ends up with Work-Family Conflict. In India these days the phenomenon is common to all the businesses. As part of

this *raison-d'être*, Tirupur garment industry has taken for the current study; and respondents be Merchandisers who essentially contribute as the backbone of the garment exports.

THE GARMENT INDUSTRY IN INDIA

In India one of the traditional and thriving businesses is textile and garment industry which had a remarkable stand out, especially after abolition of the global quota system. Today India has it reach in exporting garments to more than 100 countries including US, Europe, Latin America, Middle East etc., more than ever in the last year garment export India had nearly \$5000 million and about 1200 million pieces with an embark. The countries like China, Korea, Pakistan, Bangladesh, Malaysia, and Sri-Lanka which rouse up nowadays as the major competitors of India. In Indian total textile exports, 41% holds up from Readymade Garments.

Tirupur is a key trade hub of India, which gained universal recognition as the leading source of Hosiery, Knitted Garments, Casual Wear and Sportswear. In last three decades Tirupur has emerged as the knitwear capital of the country. Exports from Tirupur, paved way for employment to over five lakh people, which crossed Rs.12, 000 Crores in the market last year.

WORK – FAMILY ISSUES OF MERCHANDISERS

The merchandiser along with his pressurized work role, and also being a family man has to take over family role. Married merchandisers, whose wives are also working, definitely will find it difficult to run a satisfied life with all the demands being fulfilled in each role, i.e., as a merchandiser and also as a family man (son of elders, husband of a wife and also the father of his children).

STATEMENT OF THE PROBLEM

Researches in Social Studies depict the consequences of work and work related aspects and the same in the family domain. Thus, work, family, and work-family (inter role) conflict are three measures of role conflict, measured at an individual's level. An employee's reciprocal nature of the work-family conflict is emphasizing the effects of work interfering with family and family interfering with work. Work-family conflict has found unpleasant atmosphere spilled over from family to work and vice versa, but pleasant frame of mind had few spillover effects.

Garment Industry is also facing the larger demands of foreign buyers. After Globalization this industry endures too many problems to sustain the competitiveness with China, Bangladesh etc., The extended working hours, compulsory overtime, committed deliveries by the firms; shorter manufacturing cycles, Contingency in outsourcing etc., increased the stress level of the employees at their job and lead to job dissatisfaction and family conflicts which ultimately end up with higher attrition rates and low morale.

In this context, it would be more relevant to make an attempt to study the level of Work-Family Conflict which may help the industries to concentrate on merchandisers work style, to provide high level of

job satisfaction, and reduce the problems related to them in the working environment which may help them to handle their family roles and responsibilities successfully without much stress.

To identify the level of work-family conflict among merchandisers in Tirupur Garment Industries, the following questions are raised by the investigator.

1. Whether merchandisers of Tirupur hosiery and garment industries are affected by work-family conflict?
2. Is the merchandisers are successful in balancing their work and family roles in life?
3. How their individual profiles influence the work-family conflict?
4. Whether taken variables influencing work family Issues.

The variables of the constituted model have five groups, namely, Role Variables are Work Role Conflict, Work Time Demands, Work Role ambiguity, Family Role Conflict, Family Time Demands, and Family Role Ambiguity, and Work-Family Conflict.

The details of the work, work variables, family and family variables, which are taken for the study from the model, are given below:

WORK AND WORK VARIABLES

Work is the involvement of physical and mental power to achieve a purpose in exchange for a psychological or material reward (compensation). Work role conflict is simultaneous occurrence of two (or more) sets of role pressures such that compliance with one would make the compliance more difficult when compared with the other responsibilities in the work. Work role ambiguity is the ambiguity on the job that occurs due to lack of clear role expectations, requirements, methods, and information in situational experiences.

FAMILY AND FAMILY VARIABLES

Family is the most important primary group in society. Family is a more or less durable association of husband and wife with or without child, or of a man or women alone, with children. Family role conflict is the difference between the family members to accomplish the family roles by each other. Family role ambiguity is the role of family members in fulfilling the responsibilities.

OBJECTIVES OF THE STUDY

The study approached the problem from the viewpoint of merchandisers to attain the Work-Family Conflict. Main objective is to identify the different variables of work, family and its influence on work family conflict

1. To find out the extent of Work-Family Conflict existing among merchandisers in garment industries Tirupur.
2. To identify the influence of personal profile of merchandisers on various variables of Work-Family Conflict.
3. To analyze the effect of selected work and family variables on work family conflict of merchandisers of garment industries, Tirupur.

Hypotheses Of The Study

1. There is no significant correlation between Work Family Conflict (WFC) and taken Work Role Variables, i.e. $\rho=0$. (Work Role Conflict, Work Time Demands, Work Role Ambiguity)
2. There is no significant association between Work Family Conflict (WFC) and taken Family Role Variables. (Family Role Conflict, Family Time Demands, Family Role Ambiguity)

RESEARCH METHODOLOGY

The methodology used for the study is descriptive research design in nature. Questionnaire was framed.

The Variables Which Were Identified as Relevant to Merchandisers

1. **Work Role Conflict:** Taking work to home, away from personal interest, preoccupation of work, spending most of the time at work, interfere of work in family responsibilities and role, stress at work.
2. **Work Time Demands:** Working beyond work timings, overtime, working on holidays, avoiding leave to be taken because of work, difficulty in spending time to family, work targets.
3. **Work Role Ambiguity:** Role definitions, over role, confusions to attain a particular task, description of the job, priority of the job, job overlapping with colleagues, bypassing to report.
4. **Family Role Conflict:** Quality time with family, responsibility, demands of family, stress, ability to adjust work and family, playing a needed role with children, spouse, and with elders.
5. **Family Time Demands:** Presenting self for the family, travel and trips of job, stress of time, shortage of time for family responsibilities, spending more time at family.
6. **Family Role Ambiguity:** Clarity of family members, demand from spouse, over role, in absence the tasks will be pending, autonomy, confusions of role, expected others for the task.
7. **Work Family Conflict:** Family/friends dissatisfaction, work interferes family, stress/tiredness, personal demands, family interferes work.

Study Area

The study was conducted in Tirupur District, because more than 50 percent of India's garment exports are contributed by Tirupur which is providing popular brands to world market.

Period Of Data Collection

The data was collected from merchandisers of Tirupur garment industries during the period February 2011 – November 2011.

Universe

The universe of the study comprises of the garment export units in Tirupur district, who are the member companies of TEA. There are 686 exports companies which are registered under Tirupur Exporters Association.

Sampling Design

Around 20-23 merchandisers were selected from each of 30 major companies to have a 605 sample respondents for the study using Convenient Sampling. Furthermore some employers and senior merchandisers were also interviewed to supplement the findings.

Tools of Analysis

The data collected have been organized, classified and analyzed using a wide range of appropriate statistical tools like 'Z' – Test, ANOVA, Correlation Analysis, Path Analysis and other relevant ones to attain the objective of the study.

PERSONAL PROFILE

1. Majority of the respondents (merchandisers) belonged to 25- 30 years of age group. Majority of the respondents are male merchandisers.
2. Graduates are majority in taken merchandisers.
3. Around 60 percent of the respondents are having 6-10 years of work experience as merchandisers.
4. Around 80 percent of the respondents are earning more than Rs 20,000 per month.
5. Around 80 percent of the respondents were living as nuclear family system, which are having 2-4 members in the family.

OBJECTIVE - 1**Finding the Level of Work-Family Conflict Existing Among Merchandisers**

In the first step, the researcher attempted to convert the scores into the percentage value for the corresponding factors and analyzed to what extent the respondents weighed those factors in assessing their work family conflict.

Table1. - Percentage Analysis for Work-Family Conflict

Criteria	Mean	Std. Deviation	Total Score	Observed Score	Percentage
Pre occupied with Work	3.8959	0.30568	2420	2363	97.64
Work Interferes Family	3.3488	0.53582	2420	2026	83.72
Tiredness at Work	3.2595	0.60113	2420	1972	81.49
High Personal Demands	2.8017	0.48861	2420	1695	70.04
Time Taking Personal Life Commitments	2.5041	0.57434	2420	1515	62.6
Family Interferes Work	3.0479	0.79694	2420	1844	76.2
Average			14520	11415	78.62

From the percentage score of the WFC statements (Table 5.7), it is inferred that merchandising is the target based on time bound nature of work. The merchandisers are identified as highly preoccupied with work (97.64%). They have to follow the buyers with the current status of ordered goods, and out-sourced tasks etc. This nature of work involved family commitments (83.72%) at high level. Since time and responsibility is more involved in this merchandising, they are unable to concentrate on their family affairs. It is inferred that the merchandiser cannot serve two masters at a time namely the work and the family and they become exhausted (81.49%). Being a family man, he has more responsibilities at home with more personal demands (70.04%). Indefinitely sometimes they could not avoid personal commitments (62.60%) which lead the family interruption during the busy schedule of work (76.20%). At the outset, the inter role commitments

of work and family of merchandisers are high which also indicated that the extent of work-family conflict is high (78.62%) among merchandisers of Tirupur knitting industries.

The Following Are The Summary Of The Findings Of The Study On The Application Of Z-Test, Anova Performed For Objective -2 Z-Test

1. Female merchandisers are identified with more Family Time Demands than male merchandisers.
2. In the other work and family variables, like Work Role Conflict, Work Time Demands, Work Role Ambiguity, Family variables, Family Role Ambiguity and the male and female merchandisers have on an average same opinion.
3. Merchandisers working in partnership firm have greater Work Family Conflict than Private Limited Company employees.
4. The other Work Variables Work Role Ambiguity and the Family Variables as Family Role Conflict and Family Role Ambiguity from Partnership firms and Private Limited Company have on an average the same opinion.

ANOVA

1. Merchandisers are varied with their educational qualification, Length of Service, Monthly Income, Number of members in the family, Family income, Experience in Present Job but everyone experienced Work Family Conflict.

OBJECTIVE - 3

Effect of selected Work and Family Variables on Work Family Conflict of Merchandisers.

CORRELATION ANALYSIS

Table 2. - Correlation Values for Perceived Work Family Conflict, Work Role Variables and Family Role Variables

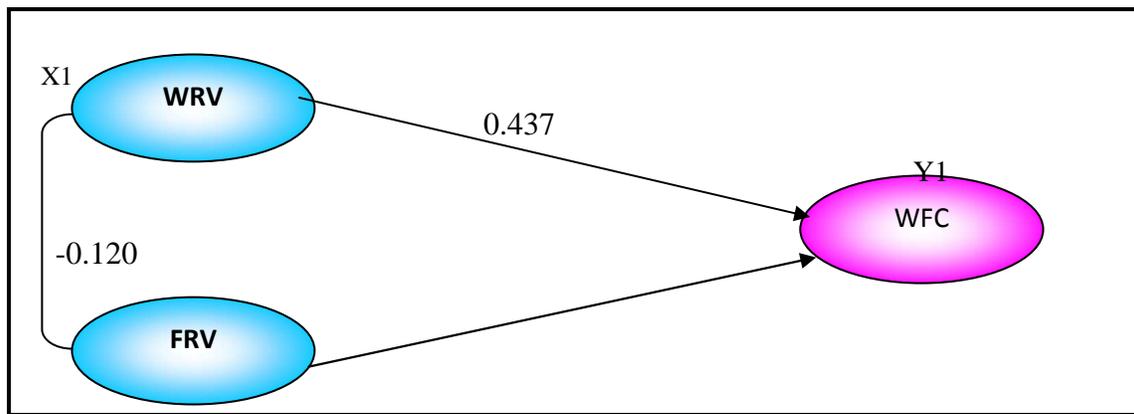
Variables		Work Family	Work	Family
		Conflict	Dimension	Dimension
Work Family Conflict	Pearson Correlation	1	.437**	.705**
	Sig. (2-tailed)		0	0
	N	605	605	605

Work Dimension	Pearson Correlation	.437**	1	-0.008
	Sig. (2-tailed)	0		0.836
	N	605	605	605
Family Dimension	Pearson Correlation	.705**	-0.008	1
	Sig. (2-tailed)	0	0.836	
	N	605	605	605

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

$$WFC = 0.531 (WRV) + 0.768 (FRV)$$

This equation shows that both the Work Role Variables and Family Role Variables increase the Work Family Conflict. Family Role Variables are higher than Work Role Variables. Work Role Variables are Work Role Conflict (WRC), Work Time Demands (WTD) and Work Role Ambiguity (WRA). Family Role Variables are Family Role Conflict (FRC), Work Time Demands (WTD), and Work Role Ambiguity (WRA). Every human being has two significant sides in life. He needs money to survive in life with good monetary support. And he needs a family to have emotional and psychological support. Both are equally essential to concentrate and control. It is obvious both will have inter-role imbalance and spillover.



X2

0.705

Chart.1- Path Diagram - Perceived Work Family Conflict, Work Role Variables and Family Role Variables

WRV – Work Role Variables

FRV – Family Role Variables

WFC- Work Family Conflict

SUGGESTIONS

Generate Awareness of Work-Family Conflict

Work-Family Conflict is high among merchandisers. But their awareness in this regard is too poor. They name it as stress, tension, lack of time, misunderstanding of family members etc. No one is aware of the exact problem. Generating awareness towards Work Family Conflict may help them to handle it.

Implementation of HR policies

Many social support measures like transportation and communication facilities are provided. But the other aspects of HRM like leave facilities and support from superiors are more in papers than in reality. Implementing these leave facilities especially, with the support of superiors who can understand the family circumstances and help them in providing leave when they are in need can reduce the Work-Family Conflict among merchandisers.

Merchandisers - Robots

Merchandisers do not have any stipulated work timings. They have to race against the shipment timings. As a result they work continuously for a couple or more days to achieve the target which keeps them out of touch with their families and this in turn increases Work-Family Conflict.

Role

‘ROLE’ - which means position, responsibility, job, task, character etc., is the tight spot of a human being and is not an exception to merchandisers. HR department of the knitting industries should focus on the psychological problems regarding the role of merchandisers. By doing this they can reduce role and inter role problems. They may arrange for counseling by experts.

Awareness of Time Management

There should be a proper balance between time for work and family. Contingencies should be expected in advance and time must be scheduled to meet those emergencies. They can inculcate the art of time management by mentor through some programs.

CONCLUSION

The obtainable facts all the way through study with literature review on hands, it can be reckoned that Work-Family Conflict is a well known social and psychological phenomenon. Work-Family conflict is

widely witnessed in western nations, and nowadays its ogle falls on India. In Indian economy knitting industry has its own connotation and merchandisers are positioned in center as the business dealers of the knitting industries whose style of work is totally poles apart from others.

Work-Family Conflict of merchandisers is influenced more by Work and Family Role Variables. Work-Family Conflict may decrease the job satisfaction and family satisfaction. If respondents' job satisfaction increases, then their family satisfaction may also increases. The causes of work-family conflict are identified as the various problems underwent by merchandisers in both the domains. In different research studies on work-family conflict elucidate the out come of work-family conflict, which impinge on the health of employees, family system and satisfaction level in job and family. In various instance it may affect the organization also.

Human Resources Management in knitting industry focuses various issues on labour practices and policies. Now this in turn focuses on individual's healthy life in-contour to family. Indeed, one impetus for companies to proffer at workplace are family-supportive programmes (e.g., flextime, child care assistance, etc.), and for employed parents to devise such programmes, which has been a gauge to reduce the prevalence of these conflict. Results show that if work-family conflict reduces job and family contentment of the merchandisers increases.

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