

Relationship between Work Family Conflict and Emotional Intelligence Effect the Job Performance of Secondary School Teachers in Pakistan

Rubina Yaqoob Butt, Ph. D Scholar SEML, Universiti Utara Malaysia

Dr. Fauzi Hussin, Associate Professor, SEML, Universiti Utara Malaysia. E.Mail: fauzi@uum.edu.my

Abstract

The profession of teacher measurement is very deferential in all over the world. In several countries, the occupation of teaching looks like mainly admirable. Even in few countries it is extremely compensated and profitable. These are all communal lines of educator's occupation. Pakistani teachers do not get pleasure from huge societal position. The main objective of this study was to investigate the relationship between work family conflict and emotional intelligence, and their effect on job performance. The secondary school teachers from Punjab, Pakistan were the population of this study whereas, 276 respondents were selected as a sample for this study through stratified random sampling technique. The standardized questionnaire was used to collect the data from the respondents through survey method. SPSS-25 was used to analyze the data according to the set hypothesis. The findings of this study show that there was a positive and significant relationship between work family conflict and emotional intelligence. Moreover, there was a positive and significant effect of work family conflict and emotional intelligence on job performance of the secondary school teachers. The study is beneficial for the educationist to adopt the innovative techniques for the development of secondary education.

Keywords: Work Family Conflict, Emotional Intelligence, Job Performance, Secondary School Teachers

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

Introduction

Secondary school education has its enormous involvement for the progress of the nation of the states. Education is measured critical to financial expansion and communal interests in emergent states (Dagger et al., 2013; Raman et al., 2016). In brightness of convincing proof which connect extended learning structures as well as economically growth at the same time as emphasizing the significance of strategies to equalize dissimilarity within contact, administrations and contributor groups have spent substantial supporting in the direction of encourage learning inventiveness. Substantial in favor of proposals has carried through it an associated raise within responsibility furthermore plan creators desire to recognize but the finances they have place to this agendas are including affirmative collision. Parallel, here has as well been an increase inside collision assessments within the increasing globe, mostly during learning. Basim (2013) agreed the significance of learning, mainly toward results within the mainly cost-effectively take issues with populations, the quantity of interferences so as to have been executed to tackle learning in increasing people, in

addition to the enhance within related supervised collision assessments, the require meant for a methodical analysis appear understandable (United Nations, 2010). Education is dangerous to financial expansion and communal interests in developing nations. For instance, the trice happiness progress objective accepted by globe organizers during 2000 worldwide crucial learning in favor of all male and female, at the same time as the third identified for the removal of sex differences within learning. Wagstaff, Fletcher and Hanton (2012) categorizing learning alike system has some reasons. Intended for single, investment in learning are understood toward defer revisits within deficiency decrease, enhanced power results, and financial increase (Gray, 2014; Schmitt et al., 2015).

Literature Review

The breakdown of school to complete the job weight is a main reason of teacher's anxiety. The secondary school teachers are congested with usual teaching weight. For a strong enlargement of teachers' individuality, professional satisfaction is a necessary condition (Cowlshaw et al., 2010; Springer et al., 2011). Secondary education decides the method and evaluates an individual's

performance as a national and as a contributor to the financial system equally for individual and State reimbursement. Moreover, urbanized secondary education in advance has promoted from it as a connection among essential and tertiary education, as well as the supplier of quality human resources for the manual labor marketplace, mainly in the context of globalization and information foundation economies. Adeyemi (2010) described that secondary school teachers' job performance as the potential of teachers to meet suitable hard works for the enhancement of education and teaching process. Teachers are the precious possessions of learning system. Pugh (2001) argued that capable secondary school teachers are those who relate complete, bottomless and joint sets of information and services as they preparation for accomplishment. Furthermore, in order to evaluate the factors that influence secondary school teacher's job performance are ability, approach, subject proficiency, teaching method, character attitude, class room managing, training and planning's, effectiveness in presenting area under discussion school teachers. Teaching is one of a line of work that did not expanded high position in the social order. (Bono, 2005) relations with personnel, relation with scholars, relations with parents and other group of people , self-improvements, aptitude, self-assurance, teaching line, teaching expertise and a teacher inspiration and approach towards learning and teaching. An assessment of the literature proposes three main types of work-family conflict: (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict. Throughout the manufacturing revolt, the specialty of work and family were reserved. Singh, (2003); Stephens (1996) the boost in dual-career family circle, the row among house and job are appropriate gradually more indistinct, and but ,particular individuals are extra probable to skill conflicting commands between their house time and place of job (Anafarta, 2011; Lavassani, 2014).

Additionally, High income rates signify an institute should assign additional reserves to appointing and coaching fresh workers. So, executing practices to may stop these results show favorable to institutes. In bear of this opinion, affirmative managerial results have as well been connected to house-life equilibrium. For instance, low stages of WFC have been associated to work pleasure and common life contentment in meticulous (Zho, Settles, & Sheng, 2011), mutually exterior and interior factors affect the performance of secondary school teachers have

small financial and communal status. The communal position of civil personnel, engineers, advocates, doctors, even that of unqualified and semiliterate peoples are upper than secondary school teachers, chiefs, educational managers, older teachers and region level checking workforce annoy generally female teachers mutually in city and rustic areas. The cruel outlook of administrators also influences the performance of secondary school teachers. Kyriacou and Chien, (2004) the further issues is job load, that result secondary school teacher's performance. The functioning situations are also unlikable for secondary school teachers. Mohanty (2000) reported that the reasons of disappointing and deprived performance of secondary school teachers are small incomes, low confidence and low position. Furthermore, bulk of secondary school teacher facing difficulties due to nonflexible working hours and they misplaced their organize in class rooms. Secondary school teachers are displeased due to the working surroundings current in the line of work such as unprofessional conduct, learning rules, and low incomes, economic and nonfinancial reimbursement. Job performance is the potential of employee to do a variety of jobs due to his/her job necessities. (Jing, 2008) it recognized dissimilar kinds of conflict inside the work role: intra-sender; intra sender; and person-role conflict. In every form of conflict, one position of role stresses is in some intelligence mismatched with the other set of stresses. Inter role conflict is a shape of role conflict in which the sets of opposite pressures happens from contribution in dissimilar roles Ahmad and Aminah, (2008), in such issues of inter role conflict, the role stresses linked with relationship in one institute are in conflict with stresses stemming from relationship in other clusters. stresses from role senders on the work for overtime or take-home job may conflict with stresses from individual's wife to give concentration to family dealings during late afternoon hours. Moreover, Dependable with this idea, Beutell (2008) described that a female's level of work-family conflict is straightly connected to the amount of hours her partner works per week. Family role stresses that impose on ladies also may be a purpose of the number of hours that they job outer the house. For instance, Netemeyer et al (2005) established that wedded females who are working part time were extra likely to practice house connected conflicts than females who are working full time. Hall and Gordon indicated that ladies with part-time works may be increase very

slim and practice role burden not merely do they job outer the house, although they may be full-time housewives also. It may be that part-time employ (for ladies at least) does not unavoidably reduce family time demands and strength even enhance the full collection of pressures to which the individual is bare (Allen, et al., 2012; Rankin, 2013).

Unluckily, this present world of work's observable fact creates accidentally an equilibrium conflict of position and odd jobs. Work-family conflict is a shape of inter-role conflict in which role stresses from the job and family sphere of influence are mismatched in several admirations. Aminah (2008) Initially supposed to be one-dimensional, study in the region of work-family conflict has freshly paying attention on refinement the conceptualization of work-family conflict certainly, a large amount of the past study regarding work-family conflict has unsuccessful to get into deliberation the multifaceted natural history of the work family matters. This has led to a call for additional reliability in measurement, further sophisticated build enlargement of the measures, and enhanced sampling procedures (Sergio, 2015). Study on work-family conflict has paying attention on significant the idea extra openly to reproduce its multifaceted nature. The applied and sensible response has been a propagation of recommended work-place approaches addressing family requirements, the practitioner literature has paying attention on the ways institutes can handle the condition by creating supple working policies or preparations. Such flexibility is, obviously, a possible means of reducing pressure connected with work-family conflict Ling Xu (2009); Panorama and Jdaitawi (2011) These persons may even have better prospect and demands located on them because they do not have a 'official family unit with kin. The conflict could exhaust most of their brain which leads to emotionally tired state. The earlier research explains that there is an important association flanked by work-family conflict and staffs' emotional intelligence stage. Emotional intelligence is an aptitude to cultivate the emotion to absolutely affect their association with others. Work-family conflict is additional probable to affect tired mind faster as they have to center on mutually roles and worry about it in the interim. The unenthusiastic impact of their tired mind state is a rude way to perform their emotional intelligence (Brackett, 2011; Ranjbar, 2015; Strizhakova, 2012).

Sergio (2013) turn into more probable to get aggravated or infuriated by simple things. Work-family conflict also refers to a difficulty that happens due to the duty in the place of work that affects or upsets the family role. On the other hand, the foundation of role conflict can be from any one. As a result, a top level of emotionally condition is magnitude. (Blom 2011). The conflict guides to the top level of emotional tire out and inferiors the present emotional intelligence level. workers might get fewer self-control and fewer probable to be aggravated at work. Emotional intelligence and their performance stage. Park et al (2018) Emotional intelligence turn into the center of numerous significant features of social structure such as self-awareness, self-control, creativity, emotional appearance, faith, honesty, and in general capability to construct a link with others in get in touch with. Services industries wanted these abilities to activate easily. as a result, emotional intelligence level should play an essential role on workers' performance (Lee et al., 2018), hose phenomena often influence the appointing considerations or choices, raise a hesitation of role-balancing capability, and trigger a discrimination on one's job performance,

Methodology

The study was quantitative by its nature based on cross-sectional research design. The work family conflict was treated as independent variable whereas, emotional intelligence as a mediating variable while, job performance was used as a dependent variable for this study. The population of the study was comprised on secondary school teachers whereas, 276 respondents were selected as a sample selected through stratified random sampling technique by using Krejcie and Morgan Model (1970). Seven points 1. SDA to 7. SA Likert scale format was used to collect the data from the respondents through survey method by using standardized questionnaire such as; The Work family conflict questionnaire was adopted from (Netemeyer, 1996), while emotional intelligence questionnaire was adopted from (Mayer & salovey, 1997) and job performance questionnaire was adopted from (Goodman & Svyantak, 1999). The reliability of the questionnaires was checked by assessing the Cronbach's Alpha Cofficient that was acceptable according to the suggested value $>.07$ (Chin, 2010). The validity of the questionnaires was also confirmed from some experts. Moreover, SPSS-25 was used to evaluate the descriptive and inferential statistics for this research.

Hypothesis

HA1. There was a significant effect of work family conflict on job performance.

HA2. There was a significant effect of emotional intelligence on job performance.

HA3. There was a significant relationship between work family conflict and emotional intelligence.

Results

Table 1. *Descriptive Statistics*

Constructs	Mean	Std. Deviation
Work Family Conflict	5.21	.97
Emotional Intelligence	4.98	.95
Job Performance	5.13	.96

The descriptive analysis was assessed to determine the existing level of work family conflict, emotional intelligence and job performance among secondary school teachers. The findings show that

there the secondary school teachers were moderately satisfied with these variables as M= 5.21, 4.98 and 5.13 repeatedly.

Table 2. *Correlate Matrix*

Exogenous Variables	WFC	JP
Work Family Conflict	1	
Job Performance	.493(**)	1

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

The above table indicates that there was moderately correlation between the independent variable work family conflict with dependent

variable job performance (r= .493). It found that there was a positive and moderately significant relationship between these variable.

Table 3. *Correlate Matrix*

Exogenous Variables	EI	JP
Emotional Intelligence	1	
Job Performance	.468(**)	1

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

The above table indicates that there was moderately correlation between the independent variable emotional intelligence with dependent

variable job performance (r= .468). It found that there was a positive and moderately significant relationship between these variable.

Table 4. *Correlate Matrix*

Exogenous Variables	WFC	EI
Work Family Conflict	1	
Emotional Intelligence	.482(**)	1

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

The above table indicates that there was moderately correlation between the independent variables work family conflict and emotional

intelligence with (r= .482). It found that there was a positive and moderately significant relationship between these variable.

Table 5. *Multiple Regression Analysis*

Dependent Variable	Independent Variables	Std. Error	Beta	T	Sig
Job Performance	(Constant)				
	Work Family Conflict	.048	.436	9.13	.00*
	Emotional Intelligence	.037	.287	7.75	.00*

Level of Significant <.05

Multiple Regression Analysis was evaluated to assess the effect of work family conflict and emotional intelligence on job performance among secondary school teachers. The findings show that here was a moderate significant effect of these constructs on job performance with Beta value (.436, .287).

Conclusion and Discussion

It was concluded that work family conflict and emotional intelligence positively correlate between each other. Moreover, work family conflict and emotional intelligence have positive and significant effect on job performance of secondary school teachers.

Substantially, in favor of proposals has carried through it an associated raise within responsibility furthermore plan creators desire to recognize but the finances they have place to this agendas are including affirmative collision. Parallel, here has as well been an increase inside collision assessments within the increasing globe, mostly during and agreed the significance of learning, mainly toward results within the mainly cost-effectively take issues with populations, the quantity of interferences so as to have been executed to tackle learning in increasing people, in addition to the enhance within related supervised collision assessments, the require meant for a methodical analysis appear understandable. This study is beneficial for the academicians to adopt the innovative techniques and strategies for the development of secondary education. The future studies must be conducted other states of the countries with various variables that enhance the job performance of the secondary school level.

References

- Adeyemi, T. O. (2010), Principals' leadership styles and teachers' job performance in senior secondary schools in Ondo State, Nigeria. *International Journal of Educational Admnistartion and policy studies*, Vol.2(6), pp. 83-91
- Ahmad & Aminah, (2008). *Direct and Indirect Effects of Work-Family Conflict on Job Performance*, The Journal of International Management Studies, Volume 3, Number 176 2,
- Allen, T. D. (2012). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414–435.
- Aminah, A. (2008). Direct and indirect effects of work-family conflict on job performance. *The Journal of International Management Studies*, 3(2), 176-180.
- Anafarta, N. (2011). The Relationship between work-family conflict and job satisfaction: A structural equation modeling (SEM) approach. *International Journal of Business and Management*, 6 (4): 168-177.
- Basim, H. N., Begenirbas, M., & Yalcin, R. (2013). Effects of teacher personalities on emotional exhaustion: mediating role of emotional labor. *Educational Sciences: Theory & Practice*, 13(3), 1488-1496.
- Beutell, N. J., & Wittig-Berman, U. (2008). Work-family conflict and work-family synergy for generation X, baby boomers, and matures:generational differences, predictors, and satisfaction outcomes. *Journal of Managerial Psychology*, 23(5), 507-523.
- Blom V (2011) Striving for self-esteem: conceptualization and role in burn-out. Doctoral thesis, Stockholm University
- Bono, J. E., & Vey, M. A. (2005). Toward understanding emotional management
- Brackett, M. A., Rivers, S. E., & Salovey, P. (2011). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social and Personality Psychology Compass*, 5(1), 88–103.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed., Vol. 1, pp. 687–732). Palo Alto, CA: Consulting Psychologists Press.
- Cowlishaw, S., Evans, L., & McLennan, J. (2010). Work-family conflict and crossover involunteer emergency service workers. *Work & Stress*, 24(4), 342–358. doi:10.1080/02678373.2010.532947
- Dagger, T. S., Danaher, P. J., Sweeney, J. C., and McColl-Kennedy, J. R. (2013). Selective halo effects arising from improving the interpersonal skills of frontline employees. *J. Serv. Res.* 16, 488–502. doi:10.1177/1094670513481406
- Erdamar, G., & Demirel, H. (2014). Investigation of Work-family, Family-work Conflict of the Teachers. *Procedia - Social and Behavioral Sciences*, 116, 4919–4924. doi:10.1016/j.sbspro.2014.01.1050
- Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual

- performance: Do share values matter. *Journal of Vocational Behavior*, 55(2), 254-275
- Gray, D.E. (2014). *Doing research in the real world*. (3rd ed.). California: Sage.
- Jing, L. (2008). Faculty's job stress and performance in the undergraduate education assessment in China: A mixed-methods study. *Educational Research and Review*, 3(9), 294-300
- Kinnunen, U. & Mauno, S. (2014). Antecedents and outcomes of work-family conflict among employed women and men in Finland. *Human Relations*, 51 (2), 157-176.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Kyriacou, S & Chien, PY, (2004) 'Teacher Stress in Taiwanese Primary Schools', *Journal of Educational Enquiry*, vol. 5, no. 2, pp. 86-104.
- Lavassani, K. M., & Movahedi, P. (2014). Developments in theories and measures of Work-Family. *Contemporary Research on Organization Management and Administration*, 2(2), 6-19.
- Law, K. S., Wong, C. S., and Song, J. (2004). The construct and criterion validity of EI and its potential utility for management. *J. Appl. Psychol.* 89, 483-496. doi: 10.1037/00219010.89.3.483
- Lee, Y., and Chelladurai, P. (2018). Emotional intelligence, emotional labor, coach burnout, job satisfaction, and turnover intention in sport leadership. *Eur. Sport Manag. Q.* 18, 393-412. doi: 10.1080/16184742.2017.1406971
- Ling Xu (2009). 'View on Work-Family Linkage and Work-Family Conflict Model', *International Journal of Business and Management*. 12(4), 229-233
- Mayer and Salovey (1997)(Mayer, J.D. and Salovey, P. (1997), "What is emotional intelligence?", in Salovey, P. and Meyer, J.P and N.J Allen, (1991) A three-component conceptualization of organizational commitment. *Hum. Resour. Manag. Rev.*, 1:61-89
- Mohanty, J. , (2000) *Current Trends in Higher Education*. New Dehli: Deep and Deep Publications
- Morris, B. (1997). Is your family wrecking your career? *Fortune*, 135(5), 70-76, 80, 86, 90.
- Morris, J. A., and Feldman, D. C. (1997). Managing emotions in the workplace. *J. Manag. Issues* 9, 257-274.
- Netemeyer, R. G., Boles, J. S., &McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410
- Netemeyer, R.G., Maxham, J.G. & Pullig, C. (2005). Conflicts in the work-family interface: Links to job stress, customer service employee performance, and customer purchase intent. *Journal of Marketing*, 69, 130-143.
- Panorama, M., Jdaitawi, M.T.(2011). Relationship between Emotional Intelligence and Work-Family Conflict of University Staff in Indonesia, *Proceeding of the International Conference on Social Science, Economics and Art*, 272-277
- Park, K.-H. (2018). The effects of emotional labor on job satisfaction of hotel employees: analyzing moderating effects of emotional intelligence. *Korean J. Stress Res.* 26, 166-172. doi: 10.17547/kjsr.2018.26.3.166
- Peretemode VF (1996). Education Administrations Applied Concepts and Theoretical Perspective. *Lagos, Joja. Edu. Res.*, pp. 36-50.
- Pugh, S. D. (2001). Service with a smile: emotional contagion in the service encounter. *Academy of Management Journal*, 44: 1018-27..
- Raman, P., Sambasivan, M., and Kumar, N. (2016). Counterproductive work behavior among frontline government employees: role of personality, emotional intelligence, affectivity, emotional labor, and emotional exhaustion. *Rev. Psicol. Trab. Organ.* 32, 25-37. doi: 10.1016/j.rpto.2015.11.002
- Ranjbar, H. (2015). Emotional intelligence training: a necessity for nursing education curriculum. *Nurse Educ. Today*. 35:1053. doi: 10.1016/j.nedt.2015. 08.028
- Rankin, B. (2013). Emotional intelligence: enhancing values based practice and compassionate care in nursing. *J. Adv. Nurs.* 69, 2717-2725. doi: 10.1111/jan.12161 *Relations*, 61(1), 31-50. doi:10.1111/j.1741-3729.2011.00680.x

- Schmitt, A., Den Hartog, D. N., & Belschak, F. D. (2015). Is outcome responsibility at work emotionally exhausting? Investigating employee proactivity as a moderator. *Journal Of Occupational Health Psychology, 20*(4), 491–500. doi:10.1037/a0039011
- Sergio, R.P. & Marcano, E.R. (2013). Emotional Intelligence and Demographic Profile Variables as Predictors of Job Performance Among Bank Managers in the Middle East. *International Journal of Arts & Sciences*. Retrieved January 20, 2015, from <http://universitypublications.net/ijas/0602/html/H3V416.xml>
- Sergio, R.P., Dungca, A.L., & Ormita, L.A.G. (2015). The Demographic Variables and Emotional Intelligence a Correlates of Work Values: A Cross-Cultural Examination towards Organizational Change. *Journal of Economics, Business and Management, 3*(4), 167-175.
- Singh Dalip (2003). *Emotional Intelligence at Work: A Professional Guide*. New Delhi: Sage Publications. Sylvester R 1995. *A celebration of Neurons: An Educators Guide to the Human Brain*. Alexandria, VA: Association for Supervision and Curriculum Development
- Springer, G. (2011). A Study of Job Motivation, Satisfaction, and Performance among Bank Employees. *Journal of Global Business Issues, 29*-42.
- Stephens, G. K., & Sommer, S. M. (1996). The measurement of work to family conflict. *Educational and Psychological Measurement, 56*, 475–486
- Strizhakova, Y., Tsarenko, Y., and Ruth, J. A. (2012). “I’m mad and I can’t get that service failure off my mind” coping and rumination as mediators of anger effects on customer intentions. *J. Serv. Res. 15*, 414–429. doi: 10.1177/1094670512443999.
- Wagstaff, C. R., Fletcher, D., and Hanton, S. (2012). Exploring emotion abilities and regulation strategies in sport organizations. *Sport Exerc. Perform. Psychol. 1*, 268–282. doi: 10.1037/a0028814
- Zhao, J., Settles, B. H., & Sheng, X. (2011). Family-to-work conflict: Gender, equity and workplace policies. *Journal of Comparative Family Studies, 42*(5), 723-738.