

Mediating Effect of Career Development in the Relationship between Work Family Conflict and Employee Performance: The Case of Married Women Employees in Bangladesh

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Abstract

The aim of this research is to ascertain how career progression mediates the link between work and family related conflict and performance across married women employees in Bangladesh. The research includes 200 married working women who were chosen using a judgmental sample procedure. The data gathered during the study procedure was analyzed using the SPSS 24 and Amos programs. As a result of the research, it has been determined that family -work conflict has favorable and substantial effects on career development and employee performance, career development has positive effects on employee performance. In addition, it was concluded that there is a full mediation effect of career development on the effect of work-family conflict on employee performance.

Keywords: *Work- family conflict, Employee Performance, Mediating effect.*

Introduction

Women's educational achievements, along with economic constraints, encourage a huge number of womenfolk to enter the jobbazaar, producing a shift in the global labor market structure. Work and family are two of the most important parts of a person's life. Both have their own distinct characteristics that have quantitative effects on the performance of employee conduct in the workplace (Huang et al., 2004). These two components are highly involved and may lead to problems between work as well as family related responsibilities. Due to restricted time and energy, a person who is heavily involved in work may struggle to fulfill his position in the family, and vice versa (Boyar et al, 2003).

In reality, there is a growing trend for women to perform multiple roles in the home, known as dual-career households, as a result of the growing number of working women who must balance work as well as family responsibilities concurrently, requiring them to properly split duties in order to prevent disputes (Ahmad, 2008a). In the twenty-first century, there is a significant transition in women's position outside the house as career women. It represents a change in the conventional perception of women's position in the community, particularly in Bangladesh, where women were historically restricted to domestic duties. Even today's trends demonstrate that organizations and designs endure demographic transitions, including the increase in women, homes with single parents, double-career households, and elderly people (Darcy, McCarthy, Hill, & Grady, 2012). Because of the growing genderless job structures, married or working mothers are now active labor force members in Bangladesh's industrial context. Care giving for elderly parents, baby children, or close relatives with special needs, conflicts with spouses or household

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members, social connection maintenance, and even routine household maintenance duties can all interfere with women who are married as well as performance on the work (Leaptrott & Mcdonald, 2011). So, a typical working mother or career woman has conflicting role demands both at work and at home. She is supposed to be dedicated, creative, ambitious, straightforward and non-sentimental in her professional life and to act in a "businesslike" approach at home, as well as lovely, sensitive, considerate, flexible, soft and indifferent, and homely (Misra, 1998).

According to Ajala (2016), employees with two families encounter work as well as family related conflict and a lack of work and family balance, resulting in worse employment satisfaction, job performance, and overall life quality. Time spent at work has been found to cause conflict between employees' job and family responsibilities. Aminah (2008)

Individuals are less inclined to remain loyal when they think their job duties conflict with their family roles (Olsen, 2004). Predilections with family issues may lead to greater absenteeism and a loss of attention, which can lead to more blunders, injuries, and/or costly mistakes.

Financial institutions, such as banks, are quickly expanding across the city as the economy expands and develops, absorbing a huge number of workers, both men and women. As a result, while the quickly rising economy may have influenced how women are perceived in the workplace, women's roles as moms, spouses, and employees are more likely to be fraught with family-work conflicts (WFCs), which may have detrimental effects on their family and workplace achievements (Chernyak-Hai & Tziner, 2016). Likewise, there is a clash between job and family life also impacts organizational outcomes due to employee satisfaction, greater employee turnover and absenteeism, worse performance, higher levels of stress, and the desire to quit the business (Rose, Hunt, & Ayers, 2007).

As a result, research on women, families, and employees is becoming increasingly fascinating to examine (Madsen & Hammond, 2005). The study issue thus is how conflicts between work and family impact the performance of married women in Bangladesh and how the mediation role of career development. The majority of scholars are currently interested in this issue. Because married women now have to deal with dual responsibilities. They perform both their duties in the family and their work. Women, on the other hand, are no longer sacrificing their careers for the sake of their families. This is due to changes in the environment and the trend towards earnings. Women nowadays are more self-assured than they were previously.

Literature Review

Work-Family Conflict and Employee Performance

When someone does his work, they may be pushed simultaneously by one or two separate forces. This is called a conflict of roles. A conflict between job and family is one example of a role conflict (Cinamon & Rich, 2002). Work-family conflict occurs when a person is subjected to unrealistic employee needs and chronic stress at profession, making it much more difficult for him to accomplish his duties in the home, and likewise. This circumstance might have a negative

influence on the persons involved, as well as the organization. According to Karatepe and Tekinkus (2006), the WFC has a significant detrimental impact on employee performance and satisfaction. Weariness, dismissed family and professional welfare, and disillusionment in work and family are some of the other dysfunctional effects of role disorder (Cinamon & Richb, 2002).

Certain factors are required in order to understand the performance of employees in a company. Variables connected to work, such as role stress and work / non-work conflict, have an impact on performance (Babin& Boles, 1998). According to Bernardin and Rusell (1993), there are various elements for measuring performance including quality, quantities, timeliness, cost-effectiveness and connections between individuals. Employee performance is defined by numerous factors including number, quality, accuracy, attendance, cooperation, and loyalty (Mathis and Jackson 2002). This learning is associated with the findings of the research Asbari (2019), Asbari (2020), and Purwanto (2020). Work unhappiness, low pay (Ajala, 2007), job protection, job involvement, and employee engagement have all been identified as factors influencing employee performance (Ajala, 2009; 2012). Nonetheless, performance on the job has been explored as an example key the ramifications of work - life conflict in research by Netemeyer, Maxham, and Pullig (2007), Karatepe and Sokmen (2006), Frone, Russell, and Cooper (1997). They discovered a significant inverse link between family-work conflict and work performance. Netemeyer et al. (2005) observed that work-family conflict had both impacts on managerial evaluations of employee performance. The conflict between family and work has a significantly unfavorability with Karatepe and Sokmen's performance (2006).

Work-family conflict is connected to numerous aspects of family structure, including reliant care requirements, notably disabled children, aged care or adults, and last life stage persons. Employees who are responsible for dependent care had greater levels of work-family conflict, (Duxbury and Higgins, 2003). Conflict between work and the family is also related to children's presence in families (Carnicer, Sanchez, Perez, & Jimenez, 2004). The conflicts between employees with children under the age of 3 are larger than those with young people under the age of 3 years (Aminah, 2008). Working women with younger children, according to Lu et al. (2009), suffer greater work-to-family conflict than those with older children. According to Levinson et al. (1996), there are two sorts of married women: conventional housewives and professional women. Employee performance can be influenced by the presence of a work-family, since it has a detrimental impact on employee performance. Work-family conflict has a substantial detrimental impact on employee performance, according to studies by Asfahyadin et al. (2017), Pradila (2018), Widayanti et al. (2017) and Hendra et al. (2019) . As a result, the study's first hypothesis is as follows:

H1: *WFC has a significant and negative effect on the performance of married woman employees.*

Relationship between Work-Family Conflict and Career Development

Female workers' attitudes or conduct in multiple roles or occupations and families might impact the career development behavior of employees. Conflict between work and family has a particularly detrimental impact on career advancement. Work as well as Family Conflict, according to Nurak et al (2018), has a minor impact on women's professional advancement. Work-Family

Conflict of women employees influences their career growth, according to Normaida (2018), who claims that the higher the Work-Family Conflict experienced by these employees, greater difficult it is for the employee to advance in the career. Career growth, in general, is an employee behavior, whereas Work-Family Conflict is an employee attitude. Work and family related life do not always mix well, which causes conflict (Demerouti, & Dollard, 2008), (Somech&Drach-Zahavy, 2007;Bakker;Houston&Waumsley, 2003).Organizational and home life role conflict occurs when there is a conflict between the two life domains. For employers, role conflict leads to disappointment, dissatisfaction, and strained relationships with female employees, as well as lower job performance requirements and disregard for company objectives (Allen et al., 2000). Because society is not isolated from businesses, the negative or adverse influences of role related conflict will have an impact on society as a whole, with poorer performance standards, worse quality of products and services, and an increase in interpersonal conflict being the obvious outcomes. As a result, governments are increasingly recognizing the significance of assisting women who supposed to balance official work and home responsibilities (Evandrou et al, 2002). Conventional labor and work that became trailblazers of women/female was the subject of the research, given their increasing engagement in the workplace and working outside of the home (Fitzgerald&Osipow1996).it is harder and more demanding that a working married woman to progress her profession because of family commitment (Dizaho, & Abdullah, Kadarko, 2016). When the family and work domains are reconciled, the tension will be resolved, allowing the married woman to succeed in her profession (Ugwu, 2019).Therefore the hypothesize,

H2: *WFC has a significant and negative significant effect on the career development of married woman employees*

Employee Performance and Career Development

Work related performance for employees is determined by the conformity with their own attitudes and conduct about their work of the corporate criteria, objectives and aim (Ansaripour et al., 2017).Employees are considered treasures that required to any type of operations system, in accordance with its strategy based on resources (Rachmaliya & Efendy, 2017).The person in issue is undoubtedly capable of producing optimal performance in order to promote organizational performance optimization. Employee performance may be described as an employee's ability to complete their obligations and responsibilities successfully (Rachmaliya & Efendy, 2017). Employee professional know-how may be seen as a compilation of employees' achievements (Muhdar, MahliaMuis, RiaMardiana Yusuf, 2015).Rosenberg (2018) defines career development as "a sequence or series of job positions held by an individual throughout the course of his or her lifetime." It refers to a wide range of employment, both paid and unpaid, that one may engage in during the course of one's life. Employees' labor also contributes to organizational success through career development. However, the work of female workers is exceedingly challenging compared with males, especially married women (Kadarko et al., 2016).Working mothers are also less equipped to cope with some changes. In theory, career development is a formal and long-term activity aimed at developing and enriching human resources by aligning employee needs with their jobs, such as personality, skills, self-needs, and social requirements (Kadarko et al., 2016).

H3: Performance has a substantial influence on the career development of nuptial woman personnel.

H4: Career development acts as a mediating effect on the relation between work related and family related conflict and employee performance

Table 01: Research Design

Sampling Design		
Target Population	Elements	Married Women Employees of Banks in Bangladesh.
	Sampling Unit	Married Women Employees
	Extent	One government and one private Banks in Bangladesh.
	Time	2021

Nature of the study: Descriptive Research

Sampling Technique: Judgmental Sampling.

Scaling technique: 5 point Likert Scale, which is a part of Non Comparative Scaling Technique

Data Used: Primary and secondary

Sample Size: 200

Research Model

The study's conceptual approach, in which career development acts as a mediator, predicting work and family related conflict as well as employee performance will be talked about, can be seen in Figure1.

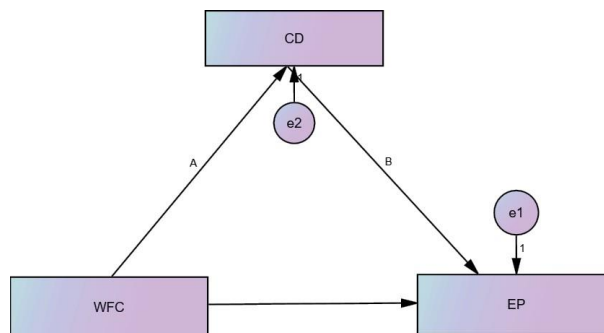


Figure 1: MyResearch model to be tried

Methods

Working Group

The study or research working group is made up sum of 200 participants, who were married or conjugal women employees working in Sonali and Janata banks in Chattogram districts throughout the 2020- 2021 academic year. Judgmental sampling was employed in the study because it is simple to implement, fast, and inexpensive (Böke, 2009).

Data Collection Tools

The primary and secondary data were split into two main groups for this investigation. Data was collected using a variety of methods, including surveys and secondary data from numerous publications, books, and other sources. The questionnaire has been updated by the researcher utilizing the electronic network of Sloan family researcher (Work, 2008) and the Supriyan to and Maharani Work - to - family questionnaire (2013).The surveys cover double roles, time-related or depends conflicts, tension-related or depends based disputes, and behavior-related or depends based conflicts. In addition, the questions were divided into six categories. To assess performance, researchers utilized the performance indicators developed by Gomes (2003) and Moeheronio (2009), which include five questions concerning job quality, task presence and completion, work compactness, and timeliness. Sunyoto's six questions were used to operationalize it (2012). Education, training and accomplishment reward were included in the surveys; work failure, job advancement and job rotation were sanctioned. However, the 3 questions from WFC, 3 questions on the Career Development and 2 Employee Performance questions detected variables had loadings below .50 was removed from the computation in order to gain validity.The overall analysis of items 9 has been evaluated. All surveys are based on data from self-perception. The scale uses a 5-point Likert scale, which is the most often used scale, (Strongly Agree = 5; Strongly Disagree = 1). Like a result of the reliability analysis, Cronbach's Alpha reliability was determined to be.847, 824, and.834 sequentially.

Analysis of Data

The three postulated models were tested against the conceptual framework (Figure 1) in this study. This entails checking the models for path-specific effects, whether direct or indirect. The amount of statistical power required to identify the significance of the mediating effect was calculated using the bootstrapping approach for indirect effects.

Findings

The research used together Baron and Kenny's traditional as well as current methodologies to analyze the mediation effect. The mediator variable (M), according to Baron, R.M. & Kenny, D.A. (1986), must fulfill four essential characteristics in order to be deemed one. These

1) The dependent variable (Y) must be affected by the independent variable (X).

- 2) The argument (X) must have an impact on the mediator variable (M).
- 3) In a regression analysis, when X and M are joined, M should have a weighty impact on Y.
- 4) Here if there is no any important and significant link between X as well as Y, the entire mediation effect becomes partial mediation if the relationship between X and Y decreases.

Even if Baron's and Kennel's sequential measurements are not used, when indirect impact (a.b) is significant, contemporaneous mediation should be used. A bootstrap analysis is advocated in a modern method. Bias should be controlled in Bootstrap analysis, and a (0) value should never be used in an enhanced confidence interval. It will be regarded noteworthy and the mediating impact will be acknowledged if the mediation effect or indirect effect (a.b) in the 95% confidence interval (CI) does not contain the value (0).

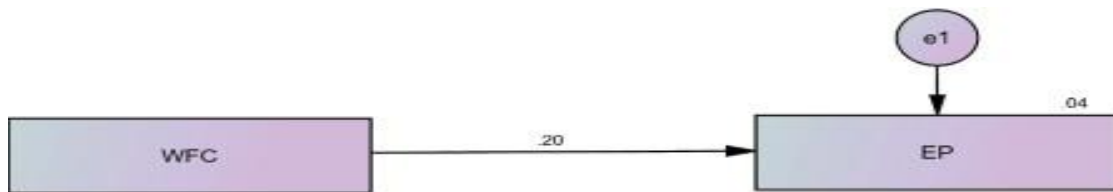


Figure 2: Simple effect model

The effect of work-family conflict upon employee job performance is highly substantial, according to the coefficient of regression. ($\beta = .20$; $p < .001$). According to Baron and Keny, the influence of the independent variable means X on the dependent variable means Y is evaluated initially in a mediation research (1986). If the result or findings are substantial or influential, the independent and intermediate factors are analyzed jointly in the next step, as is their effect on the dependent variables. If it the effect of the independent variable on the dependent variables has vanished or is lessened, the variable in the model is considered the intermediate variable (Gürbüz, 2019). In this case, work satisfaction was introduced to the study as a mediating variable.

Figure 3: Mediation effect road diagram

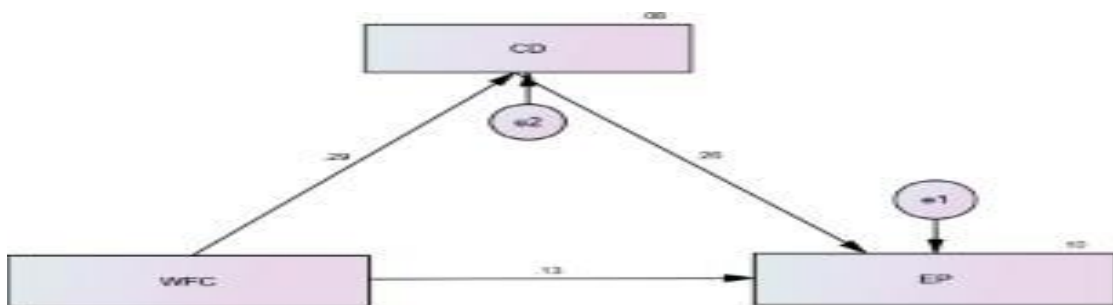


Table 2: Coefficients for Mediation Effect

Path		Standardize β	P
work family conflict	Employee performance	.13	.001
work family conflict	Career Development	.29	.05
Career Development	Employee performance	.26	.001

Whenever the standardized regression coefficients are examined in the table, the path coefficient between work family conflict as well as employee performance is revealed to be high ($=.20$), before the mediator variable (career growth) is entered, but the effect is still significant ($=.13$). The relevance of this route has worsened, according to the findings of the study. Additionally, a substantial and high link exists between career development and work as well as family related conflict ($b = .29$; $p, .05$) and employee performance ($b = .26$; $p, .001$). Following Baron and Kenny's steady model, career development had a complete mediating impact on the connection between conflict with the workplace family and employee performance. Table 3 shows the values associated with the degree of effect discovered as a findings or outcome of the current method to Bootstrap analysis.

Table 3: Impact Values

	Direct Impact	Indirect Impact	Total Impact	p	%95 (BCA CI)	Intermediary Effect Type
WFC-CD-EP	.126	.076	.202	.001	.117- .025	FullMediation

The mediating impact of career development on the link between family and work related conflict and employee job or career performance is understood when the variables in Table 3 are analyzed where direct as well as indirect effects or influence are discussed or find out. Work-family conflict has a direct influence on worker performance (0.126), and the indirect effect of work-family conflict on employee satisfaction via employee satisfaction suggests that it has a complete mediation effect (0.076). The Bootstrap confidence interval is used to determine the significance of this impact. Both the lower and higher limits of the bootstrap confidence interval must be below or above zero (Büyükeşe & Da, 2018). The mediating impact of career development is significant ($p = .001$), as shown by the values in Table 3, and the upper as well as lower level values of the 95 % confidence range do not close the value (0). The H4 hypothesis that career development has a mediating effect on the relationship between work-family conflict and employee performance is accepted based on these findings. The mediatory impact of career development in the link between conflict between the family work and the performance of employees indicates the career development level that explains employee performance.

Results and Discussion

The research was conducted with a sum or entire of 200 participants, who were conjugal or married women workers working in Sonali and Janata banks in Chattogram's districts, and

collected data on the link between their work as well as family conflict levels and their employee or job performance, as well as the mediating influence of career progression. A little impact of family problems on work performance was accounted for through the women. This was a result of a cultural foundation that places a greater premium on family than on financial rewards from employment. Working mothers' family-work conflict is slightly more prominent than work-family conflict, according to this research. This conclusion contradicted the findings of Somech, & Drach-Zahavy, 2007; Burke & Greenglass, 2001; Frone, Houston & Waumsley, 2003; Russell, & Cooper, 1997; that work and family related conflict was more prevalent than family related work conflict among employees. Furthermore, the conclusion of Waumsley and Houston (2004) was challenged by that of 7% of workers with work conflicts and 45% of employees with family and personal problems. This data also backs up Gutek, Searle, and Klepa's (1991) conclusion that WFC outperforms FWC among psychologists and senior executives. Because the present research cultural setting, where family concerns take precedence over economic issues, differs from the cultural context, where economic reasons for the family's survival take precedence, this conclusion does not agree with the previous study. Working women who took on multiple duties experienced both types of conflicts at home and work. This study supported Misra's (1998) conclusion that balancing work and family life is challenging for female employees. Hypotheses 1 and 2 were rejected as research hypotheses in this situation.

Following that, the mediating role of career growth in the link between work as well as family related conflict and employee or job performance was explored. According to the data, career advancement has a complete mediation influence on the association between work as well as family related conflict and job or employee performance. While work as well as family related conflict has a strong direct influence on job or employee performance, it has a minor indirect impact on employee satisfaction. This conclusion can be understood to mean that employee performance is strongly dependent on career advancement, while employee happiness is based on work-family conflict levels. Hypotheses 3 and 4 have been accepted in this situation.

Effect on employee performance of Work-Family Conflict:

Respondents have a good (high) performance based on the data analysis. Despite their dual roles, the responders are capable of doing their tasks correctly. It suggests that, despite having to balance the roles of wife, mother, and career woman at such an early age, responders are expected to be productive and perform well. They may also take the initiative and accept responsibility for the responsibilities delegated to them by their superiors, operate within the process and timeline, collaborate with one another's. Along with, a very tiny or small proportion of participates or respondents skillful performance issues as a result of their inability to take initiative and accept responsibility for activities assigned by their superior, implying that they had more trouble adhering to procedures and timetables. According to the results, there is no substantial adverse influence on workers' performance on the conflict between work and family (Zubeda & Ramgoon, 2006; Patel, Cynthia, Govender, Vasanthee, Paruk,). According to Cinamon et al. (2002), children's number, the time spent at home and work and the absence of assistance from wives and family are the reasons for conflicts between working and family alike. Women

with only one child experienced less difficulty at work with their families; however, having more children may result in greater difficulties (Mahpul & Abdullah, 2011).

Effect on career development of family-work conflict

In terms of career development, the findings reveal that the majority of respondents have had career development opportunities. The benefits acquired by people who have developed a career in banks include gaining motivation to strong performance and advancement to high-level jobs, work rotation and training possibilities. This demonstrates that, despite the presence of significant work-family conflict, career development remains high.

Effect of Employee Performance on Career Development

According to the findings of this research, the average married women employee has a high level of performance and career advancement opportunities. Existing studies using by Bhuian et al. (2005) and Netemeyer et al. (1996) supported the study's findings. According to Ahmad (2008), there is still no statistically significant relationship between family related and work related conflict. Since, the factors which influence career development have already become recognized by prior studies.

Effect of family work conflicts on performance through performance

Employee performance is a vital factor in developing one's career. This implies that, despite work-family difficulties, women may advance in their careers. This study confirms prior studies that looked more closely at the role of career growth on performance, for example, which showed that career development directly affects employee performance. In theory, career development is a formal and long-term activity aimed at developing and enriching human resources by aligning employee needs with their jobs, such as personality, skills, self-needs, and social requirements (Kadarko et al., 2016).

Conclusion

Following this study, a substantial relationship between work as well as family related conflict and employee or job performance has been observed, along with full mediation with career progression among married women employees. Women are now highly self-assured in their abilities, and these abilities contribute to future career advancement. Work families still exist in society, but they cannot stifle the progress of married women. This occurs because the majority of the respondents are young mothers who are well-versed in dealing with the workplace and family. Government should unveil a new policy that will assist employers of married women. Day care, leave facilities, a flexible working hour, a variety of training programs, and a mental health evaluation are just a few examples.

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