

Impact Of Work Family Conflict, Effective Leadership And Organizational Climate On Productivity Of Female Employees With Mediating Role Of Employees' Commitment

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Abstract

Female workers constitute a significant part of workforce now a days, hence their productivity may have greater effect on businesses. The aim of this research was to study the impact of organizational climate, WFC and effective leadership on productivity of female workers with employees' commitment as mediating variables. It was an exploratory and descriptive research based on empirical and causal analysis. The population for research was female employees from commercial sector. Convenience sampling technique was used and the data was collected through a questionnaires have been used. The analysis tool used for data analysis was IBM SPSS 20 and Smart PLS 2.0. Findings of this research show that organizational climate and effective leadership have positive impact on productivity of female employees with a mediating impact of employees' commitment. However, employees' commitment did not have mediating effect on the relationship between WFC and productivity of female employees. Findings of the research also demonstrate that employees' commitment has a direct significant impact on the productivity of female employees. Recommendations based on the results of this study can be used for businesses in commercial sector having a sizable number of females among their workforce to enhance their productivity.

Keywords: *Work Family Conflict, Effective Leadership, Organizational Climate, Productivity of Female Employees, Employees' commitment*

1. Introduction

A study carried out by the International Labor Organization (2012) reveals that, over the last three decades, women have progressively emerged the qualified labor market in expressively high number. There are some organizations that proclaim availability of positions for females under compulsion of relevant laws (Ahmad & Schroeder, 2001). The organizations are also obliged to create the atmosphere that must fit for female workers to work and grow in their occupation. The structural environment should be free from any kind of discernment related to gender. The administration should also ensure that all the activities related to human resource management are appropriate for both genders to work (Bowen, 2004). Despite all safeguards, the match of the output level of women employees and their grossing efficiency is measured to be low. So, managing their output level is highly valued by the stakeholders. There are different factors that affect their output which are studied in various researches (Dodd-McCue, 2013). The working women in managerial positions find it problematic to progress in their occupations despite having passable superiority of education. The male workers of any organization achieve advanced ranks smoothly as compared to female workers (Rai, 2000). Women employees face high level of hindrance from the biases and brashness of their male team members and the culture that the organization adapts. This in turn develops sense of disengagement and lower fulfillment from their job and upsurges the level of stress produced from their employment, which reduces their output (Yap & Konrad, 2009). Considering their crucial role, the businesses are striving hard to opt and consider best human resource management practices that can persuade female workers to contribute significantly towards success of their companies (Becker & Huselid, 1998). If female workers concentrate on the constructive factors then the career advancement for them would become relatively more possible. The gratification of female employees and their pledge to their organization are also the important factors for the organizations (Aguilera & Dencker, 2004). It helps organizations to be more stable and gain the benefit over competitors of occupational world by endeavoring to reduce the cost of high turnover. Women have exceeding opportunities to advance in their career as most of the organizations lack this by not promoting women employees on higher levels (Chatman & O'Reilly, 2004).

The environment at workplace and the characteristics that the organizations possess highly influence the work attitude of female workers (Franche & Krause, 2002). When organizations provide useful support for employees and care about their crucial roles then they may give useful input in organizations. The administrations that are being helpful for their female employees and do care regarding their vital role that they play for the organization, usually have more committed female employees that are a source of better contribution for their organization (Scandura, 1992). Burke (2010) states that women who are more efficacious in their work field own masculine features. Handling the routine of female personnel is now the most crucial factor in the management of human

resource activities and the workplace conduct (Campbell, 1990). Upper management have to support women employees so that they can outshine in their job. Managing the job proficiency of female workers plays important role in any organization (Jamal, 2007).

1.1 Research Objectives

- 1.1.1.** To measure the impact of effective leadership, WFC and organizational climate on productivity of female employees.
- 1.1.2.** To measure the mediating role of employees' commitment on the impact of effective leadership, WFC and organizational climate on productivity of female employees.

2. Literature Review

Research on improving performance of female workers is very common now a days. A large number of factors have been researched in this regards to measure their impact on performance of female workers. This study is a step forward in the same direction. Leadership in the executive setting is meaningfully important to attain outcomes and the sustainability. Leadership can be stated as the procedure of influencing employees to generate the desired consequences (Jong & Hartog, 2007). Effective Leadership is defined as the power to be able to have influence on a group of different employee's values, beliefs, attitudes and behavior (Hussain & Hassan, 2016). It is highly impactful on the productivity and performance of the employees of organization. All the working members of any organization need to have effective leadership in order to get a proper direction to accomplish tasks (Andersen, 2016). Effective leadership is a great factor for the retention of female personnel (Asrarulhaq, 2012). Effective leadership makes organizational members capable of performing well, may those members be females or males (Judge, 2004). The culture of the organization is also determined by the type of leadership established at the organization and these factors influence the productivity of female employees (Yahaya & Ebrahim, 2016). Groups of advocacies of female employees claim that effective leadership can accomplish better and desired outcomes from them (Matsa, 2014). Enriching the productivity of employees is task of leaders (Rudman, 2001). Leaders guide to deal and cope with the changes an association approves. Main agenda of leaders is empowering others rather than controlling. They empower others for the advancement of the performance of the personnel (Collins, 1995). There are three types of leadership. Laissez faire leadership is the type of leadership in which the leader avoids to make the decisions meaning that the leader is reluctant to face the situations where they have to encounter problem solving. This type of leader does not provide criticism to their subordinates. Second type of leadership is transactional leadership that is a useful type of guidance because this type of leader is exceedingly looking for the achievement of goals (Bass, 1997). Third type is transformational leadership; in which the leaders encourage their followers to surpass usually expected outcomes. A transformational leader generally primes its workforces by providing them

an apparition. He is more of an alluring front-runner and stabs to stimulate individuals to conclude his apparition and allure (Hater & Bass, 1988).

Work Family Conflict (WFC) is a type of inter-role fight in which the burdens from work and household areas are jointly unsuited in some way. WFC happens in two forms. One is when family restricts in work life that is family to work struggle. The other is that in which work can restrict in family lifetime that is known as work to household conflict (Frone, Russell, & Cooper, 1992). Greenhaus & Beutell (1985) stated WFC as increased rate of meddling when one role proves to be problematic to fulfill the tasks of the other role (Frone, Russell, & Cooper, 1992). If an individual overlooks household due to his or her work then it will be a cause of problem in family and vice-versa (Netemeyer, Boles, & McMurrian, 1996). A number of researches on the topic of WFC have been conducted in Western nations (Joplin, Shaffer, Francesco, & Lau, 2003; Rehman & Waheed, 2012). WFC plays a crucial role in the life of any professional but it is precisely affecting the lifecycle of female workers. Amplified period of work, advanced necessities from companies, rapidly taking new molds and fluctuating ailment of economy and having no backing from culture and predominantly due to less connectivity with the family, female employees have to face always growing ranges of WFC. All the individuals who are working have been affected with this problem but females are more affected because they have to manage complex level of load from their home responsibilities, especially in eastern societies. In the present times it has become a greatest challenge to manage and maintain equilibrium between both the lives. WFC not only harms the ability of female workers but it particularly damages their productivity capacity which in turn is tremendously harmful for the company. Many other situational components of an organization are also linked to this type of conflict. In countries like Pakistan the outcomes of WFC where females have to discharge household responsibilities also, are much higher. There are a lot of women who quit their jobs because they are unable to balance work life and family life (Kamal, Lali, & Mehmood, 2006).

WFC considered to be a cause of other medical health problems (Kinnunen, Feldt, Geurts, & Pulkkinen, 2006) which includes anxiety and depression. Many females reported that they are unsatisfied with their life because they are unable to manage WFC (Hill, 2005). There are three types of WFC. One is time-based conflict that arises when time given to one job proves to be insufficient for another job (Higgins, Duxbury, & Irving, 1992; Staines & Pleck, 1983). Other is behavior-based conflict and the third one is strain-based conflict which is pressure when one job alludes with the other job. There is a great role of difference of gender in work-family role system and it also be a major cause of WFC for women (Pleck, 1977). Women who tend to hold different type of roles face more role conflict (Hall, 1971; Burley, 1995).

There are different ways through which commitment of employees can be observed. It may be observed by devotion of the workforce and their continuity of their efforts to meet the goal of organization (Baotham, 2010). Engagement of female employees and

their loyalty towards their work is also form of committed employees who prove to be more productive for their organization (Chang, 2013). If a family does not support women it eventually affects her career and her commitment with the organization. In the countries that are under-developed relatively high presence of employee commitment is observed among female employees rather than male employees (Alam, Talha, Sivanand, & Ahsan, 2005). It is also observed that the commitment of female employees varies according to various kinds of jobs. Hence, productivity level is also different in different level and types of jobs (Eyupoglu & Saner, 2009). Female employees show higher productivity and commitment to their organization when they feel that the culture of organization has higher level of adoptability (Taylor, Levy, Boyacigiller, & Beechler, 2008).

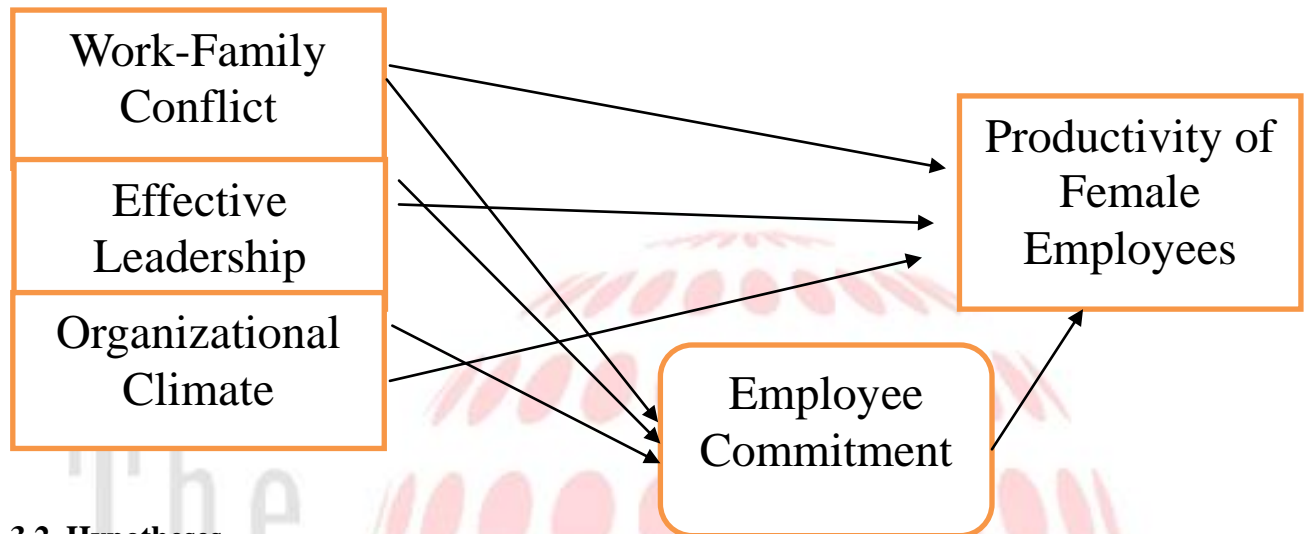
When it comes to productivity, women are still considered as inferior employees to produce desired results for the company comparing to the same position of men (Ragins & Cotton, 1991). It also reduces the range of their earning level (Rana, 2007). Commitment of female employees is an important factor for the progress of the organizations (Aguilera & Dencker, 2004).

Organizational Climate, is stated in seven ways which include structure, the responsibility, the extent to which organization is risk averse or risk taker, the extent to which the organization gives reward to its employees, the extent to which organization is easy to work with or have strict rules, the environment of the organization is healthy and friendly or not and the extent to which employees have to be dependent on upper management to take risk and make decisions (Schneider, 1975). Employees' commitment is defined as the degree of strength of the worker's identification with the goal line and morals of the association (Mowday & Porter, 1982). Employee commitment refers to attachment between employees and their organization due to their experiences. Employees committed to organization exert extra pressure for the attainment of organizational goal. When the employees feel pledged and bind with the organization they are working for, it is said to be the commitment of that employee with the organization. It motivates employees to work in a better way for that organization (Kiesler, 1971). Employees who are committed to their organization realize the broader interest of the associated organization and give their maximum output to build up the reputation and continue the success of organization (Rousseau, 1998).

Productivity of female employees is dependent variable, which is assessed in relation to the output of a feminine operative in a definite period of time (Habvala & Sinha, 2002). In modern time women employees have been a source of great advantage for different organizations. There are some positions in which women yield higher than their counterparts.

3. Research Methodology

3.1 Conceptual Framework



3.2. Hypotheses

- **H1:** Effective leadership is positively correlated with productivity of female employees.
- **H2:** Organizational climate is positively correlated with productivity of female employees.
- **H3:** WFC is negatively correlated with productivity of female employees.
- **H4:** Employee's commitment has a mediating role on relationship between Effective leadership and productivity of female employees.
- **H5:** Employee's commitment has a mediating role on relationship between Organizational climate and productivity of female employees.
- **H6:** Employee's commitment has a mediating role on relationship between WFC and productivity of female employees.

3.3. Sampling Technique

Convenience sampling was carried out for this research because of COVID-19 pandemic. The sample size consisted of 300 respondents. The instrument used in this research to collect data is questionnaire which consisted of closed ended questions and respondents were asked to report their responses by selecting from a 5-point Likert Scale (where 1= strongly disagree and 5= strongly agree). All the questions in the questionnaire are divided according to the constructs. The software used to analyze the results was SPSS

20 and Smart PLS 2.0. The study is conducted among female employees in commercial sector. These female employees are those who have been working in organizations where men and women both genders work. These types of female employees are chosen because variable that is considered to be studied is climate of the organization which can be measured where there is gender diversity in the organizations. Survey was filled from the female employees who are married as well as unmarried meaning that marital status is considered while conducting survey, these employees are of different ages as well. This study is to conclude the impact of effective leadership, organizational climate and WFC on productivity of female employees. So, only those employees were included in sample that was knowledgeable regarding these constructs that are only female employees because they better know the situation they are dealing with while working in organizations.

4. Results

4.1. Internal Consistency:

The value of composite reliability for organizational climate, productivity of female employees, employees' commitment and effective leadership are 0.8713, 0.7328, 0.8164 and 0.8204 respectively. The values for the respective constructs are higher than 0.7 hence it indicates that they have high reliability level and a valid measure for constructs. The value for WFC is 0.4582, which is also acceptable to some extent.

4.2. Convergent Validity:

Convergent validity is used to measure the level of correlation of multiple variables of the same construct that are in agreement. To establish convergent validity, the factor loading of the indicator, composite reliability (CR) and the average variance extracted (AVE) have to be considered (Hair, Hult, & Ringle, 2014). The value ranges from 0 to 1. AVE value should exceed 0.50 so that it is adequate for convergent validity (Jörg, Ringle, & Sinkovics, 2009).

The AVE values for organizational climate, productivity of female employees, employees' commitment and effective leadership are 0.4731, 0.4945, 0.4485 and 0.4623 that are approximately equal to 0.5, hence it is concluded that convergent validity is also attained in this respective construct.

4.3. Hypotheses Result

Table 1- Hypotheses Result-Correlations

Hypotheses	Independent Variable	Dependent Variable	N	Sig (2-tailed)	Pearson Correlation	Result
H1	Effective leadership	productivity of female employees	300	0.000	.617	Supported
H2	Organizational climate	productivity of female employees	300	0.000	.710	Supported
H3	WFC	productivity of female employees	300	.040	-.038	Supported

4.3.1. Interpretation

Co-relations matrix represents that the constructs have high correlation with each other that is 1 with itself in the diagonal sections. As the correlation of organizational climate is 1 with itself and same in the case of other variables. The value of correlation above than .7 is considered to have high correlation between the variables. The correlation between effective leadership and productivity of female employees is 0.617 which means there exists high correlation between these two variables. As increase in one will also cause increase in other. If the female employees are provided with adequate and effective leadership their productivity level will also increase. The correlation between organizational climate and productivity of female employees is .710, which indicates a high correlation meaning that increase in one will also cause increase in another variable as it is higher than .7. If employees' commitment increases the productivity of female employees will also increase. The correlation between WFC and productivity of female employees is -.038, which indicates that increase in one will cause a decrease in the other variable. If WFC increases the productivity of female employees will be decreased.

Table 3- Hypotheses Result- Mediation

Hypothesis	Independent	Mediating	Dependent	T-value	Result
H4	Effective Leadership	Employees' commitment	Productivity of Female Employees	29.88	Supported
H5	Organizational climate	Employees' commitment	Productivity of Female Employees	3.539	Supported

H6	WFC	Employees' commitment	Productivity of Female Employees	0.088	Not Supported
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4.3.2. Interpretation

The T value should be greater than 1.96 in order to accept the hypothesis. The T values for WFC is 0.088 hence we rejected the hypothesis that is, WFC has a negative impact on productivity of female employees with a mediating impact of employees' commitment. However, The T values for organizational climate, effective leadership, WFC and employees' commitment are 3.539, 29.881, 0.088 and 48.562 respectively. As the T values of organizational climate, effective leadership and employees' commitment are greater than 1.96 hence the hypothesis with respect to these constructs are accepted. Therefore, we can conclude that employees' commitment has mediating role on the impact of organizational climate and effective leadership productivity of female employees.

5. Discussion

The purpose of the study was to find out the influence of WFC, effective leadership and positive organizational climate on productivity of female employees and the mediating role of employees' commitment on these relationships. There is significant relationship between these constructs as female employees observe and demand to have different factors that boost their level of productivity. It has been identified that female employees consider organizational climate and effective leadership as essential factors. They prefer no WFC. The findings also indicate that when women employees are more committed, they tend to be more productive. For female employees organizational climate effective leadership and absence of WFC are effective in managing their level of productivity. Better organizational climate and effective leadership tend to increase the level of productivity of female employees. At the same time, correlation shows that when WFC increases the productivity of female employees decreases.

The mediating role of employees' commitment was tested by analyzing the hypothesis through bootstrapping in PLS and where the t-values are greater than 1.96 hence the hypothesis are accepted. Positive organizational climate and effective leadership have a positive impact on employees' commitment which leads towards increased productivity of female employees. The correlation between WFC and productivity of female employees is negative, shows inverse relationship meaning that one increases other decreases. Hence, all the respective factors, organizational climate, WFC and effective leadership impact the productivity of female employees.

5.1. Practical Implications

The findings of this research imply that upper management of organizations should give more importance to providence of effective leadership and positive organizational climate to uplift the productivity of female employees because it has been proved by this research that female employees give more importance to effective leadership and organizational climate which play a significant role to manage the level of their productivity. It is proved that if the female workers of any organization will get better and positive type of environment, they will be able to work for the organization in a better way and help to contribute in the progress of organization. In addition to organizational climate upper management should also focus on providing adequate leadership to their female employees if they want to boost their level of productivity. The research will help those organizational managers who are making efforts to manage and boost the level of productivity of their female employees.

Theoretical Implications

5.2. Future Area of Research

Other contextual cues that may be considered in future to boost the productivity of female employees are:

- ✓ Workplace competition
- ✓ Performance pressure

5.3. Limitation of the Research

The study is limited to commercial sector that has been conducted to analyze the reasons associated with the productivity of female employees as compared to their counterparts. The data have been collected from the female employees of commercial sector only. The data have not been collected from the employees of other sectors. So, we can say that this research is only confined to the employees of commercial sector. The biggest limitation that was faced while conducting the research was that the data was conducted while the pandemic of Covid-19, so the initially decided sector for collecting the data had to be changed. As it was decided to collect the data from female doctors but visiting any hospital during the pandemic was not considered to be safe so data was collected from the female employees of commercial sector. Physically visiting most of the respondents was almost impossible at that time so, most of the data was collected online that may contains some biasness. Another limitation is that research is only confined to a specific geographical location that is Lahore, as we were unable to collect data from the employees of other cities. Limited duration of few months to collect survey

questionnaires restricted the sample size. Resources were also limited to conduct the research.

6. Conclusion

The results of this research will help managers to enhance productivity of their female workers. The research had some limitations but still its results can be generalized to some extent due its sample size. The research on these lines in future will help organizations and female employees to minimize the effect of comparatively less productivity of female workforce. Female employees and managers can easily be motivated to deal with organizational features to boost the productivity of female employees.

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