

“Work Life Conflict and Job Satisfaction among Teachers and Doctors – An Empirical Study”

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Abstract:

Purpose: Work Life Conflict (WLC) is considered to be an important issue in today's business world as it is directly linked to Job satisfaction. However, there is a need to explore the subject vis-à-vis teachers and Doctors. Taking in consideration the increasing cases of work life problems among teachers and Doctors. Thus, the purpose of this study is to map the phenomenon of WLB among teachers and Doctors.

Design/methodology/approach: The present study tries to examine the work life conflict and job satisfaction among doctors and university teachers in the cultural context of India. The study is conclusive, descriptive and based on single cross sectional design. Quantitative data was generated to test the research hypotheses. Medical college doctors and teachers of a Central University in India were personally contacted and 100 filled questionnaires were received. Reliability and validity were tested, Factor Analysis, test of differences (independent sample t-test and one way Anova was deployed).

Findings: The key findings of the study show that work life conflict has a negative relationship with job satisfaction among doctors and teachers and it also reveals that the respondents who have work life conflict are not satisfied with their jobs and they felt more dissatisfied when their work hinders with their family life. Teachers are found to have higher level of work life balance and job satisfaction than other doctors, but are neutral about their commitment to the job; thus satisfaction does not necessarily strongly equate with job commitment.

Managerial Implications: This study may provide insight regarding the problem that employees usually face with their work and life. Organizations should adopt family friendly policies aimed to help employee reduce their conflict and between work and life and attain job satisfaction.

Research Limitations: The study is based on a limited sample size. There is a need to carry out studies with a larger sample size to make results more generalizable.

Keywords: Work life conflict, Job Satisfaction, Teachers and Doctor

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I. INTRODUCTION

Over the past few decades, a dramatic change has occurred in the labour market and demographic profiles of employees. Families have shifted from the traditional male 'Breadwinner' role to dual-earner couples and single parent families. The traditional "job for life" has changed into an economic environment of instability and job uncertainty. Workers' perspectives and expectations have also changed towards work. New orientations towards life-long learning, personal and career development, and an increased awareness and need for a balance between work and life have affected organisations through incentivising the introduction of policies such as flexible working. As a result of these demographic, employment and organisational trends, both men and women have experienced an increase in demands from the familial, household and work domains.

Work-family conflict is considered to be an important issue in today's business world (Burke & El-Kot, 2010; Grandey, Cordeiro, & Crouter, 2005). Work life balance is also termed as work family conflict, Kahn et al. defined as "a form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role being made more difficult by virtue of participation in the family (work) role".

In recent years, there has been an increasing interest in the conflict between work and family life domains. There are some studies exploring the nature of work family conflict in the Indian context involving high technology firms, financial services, manufacturing industries, hospitality and telecommunication organisations (Aryee, Srinivas, & Tan, 2005; Poster & Prasad, 2003; Namasivayam & Zao, 2007). However,

studies dealing with work life balance in relation to job satisfaction of the female employees in the Indian context, involving service sector industries (Education, & Health Care) are rare. Therefore, the present work is an attempt to understand work life balance and its relationship with the job satisfaction of the female employees to their organisations, especially in the service sector in the Indian context

II. LITERATURE REVIEW

The increase in dual-career couples and single-parent households and the concomitant decrease in traditional, single-earner families' mean that responsibilities for work, housework, and childcare are no longer restricted to traditional gender roles. Increasingly, employees are themselves struggling to juggle the competing demands of family and work. The problems and issues encountered by employees taking part in this balancing act has prompted a burgeoning body of research and theory on the intersections of individuals' family and work lives (e.g., Kossek, Noe, and DeMarr, 1999; Perrewe and Hochwarter, 2001). One of the most studied concepts in the work–family literature is work–family conflict. Work–family conflict, also termed as work–family interference, which is a type of interrole conflict (Kahn, Wolfe, Quinn, Snoek, and Rosenthal, 1964) that occurs when the demands of work and family roles conflict. Greenhaus & Beutall (1985) identified three major types of work–family conflict. The first is time-based; time spent on role performance in one domain often precludes time spent in the other domain. The second is strain-based work–family conflict; conflict arises when strain in one role affects one's performance in another role. The last type is behaviour-based conflict, which refers to incompatibility between the behavioural patterns that are desirable in the two domains. They suggest that positive spill over involves the spread of satisfaction and stimulation at work to high levels of energy and satisfaction at home and vice versa. It has been discovered that conflicts between work and personal priorities can actually be catalysts for identifying. Work inefficiencies that might otherwise have remained hidden or intractable (Friedmann, Christensen & DeGroot, 1998). An organisational climate is a relatively new concept and refers to the extent to which the work environment is supportive with regard to employees' work and family needs (Thomas & Ganster, 1995). Organisational climate has been invariably referred to as work–family climate by researchers. It should also be mentioned that researchers have occasionally used the concept of work–family culture (Thompson *et al.*, 1999) in reference to this very same phenomenon. However, we prefer the concept of work–family climate to that of culture as in the majority of studies; a qualitative methodology has been applied. It has been stated that organisational climate is more responsive to quantitative methods (Sackmann, 2001). Studies found that an unsupportive work–family culture was directly associated with negative job-related mood (Mauno, Kinnunen & Pitulainen, 2005) and with symptoms of distress. At an individual level of analysis, the concept is called individual psychological climate.

Job Satisfaction

Job satisfaction is an internal state that is expressed by affectively and cognitively evaluating and experiencing a job with some degree of favour or disfavour. In another perspective, Spector (1997) called job satisfaction as a multidimensional variable that consisted of nine facets, namely, communication, contingent rewards, co-workers, and fringe benefits, nature of work, operating procedures, pay, promotion and supervision. Various causes of job satisfaction constitute those antecedents like self-supervisor, co-workers and subordinates.

In March and Simons' (1958) classic model of job satisfaction, they posited that job satisfaction was influenced by the compatibility of the work requirements with other roles. Given that work and family roles are the two most important life roles for most people, an incompatibility between them is likely to create tension and negative feelings. Work interfering with family roles was found to correlate significantly with job satisfaction in India (Aryee, Srinivas & Tan, 2005), Hong Kong (Chiu, 1998), China (Yang, 2005) and Singapore (Aryee, 1992). Work–family conflict has been associated with diminished satisfaction and lower levels of psychological well-being (Thomas and Ganster, 1995). A recent meta-analysis by Kossek and Ozeki (1998) has also shown the work-interfering-with-family conflict to have a stronger relationship with job satisfaction than does the family interfering-with-work conflict. One of the issues that can harm the overall organizational performance and job satisfaction of employees is employee burnout during working hours.

III. RESEARCH GAP AND OBJECTIVES

The concept of work life conflict is not new, however not much studies have been done in the context of doctors and teachers in India. Therefore a need of this study has been realised by the researcher to do a comparison in these two industries to identify which of the industry has more work life issues and which has work life balance. High demanding jobs of teachers and doctors and struggle to maintain cordial relation between work and life provided an impulse to carry out this particular study.

The Objectives of the study are as follows:-

1. To identify the dimensions of work life conflict and job satisfaction.

2. The study aims to explore the phenomenon of work life conflict among teachers and doctors and to understand the level of job satisfaction among teachers and doctors.
3. It also assess the differences in work life conflict and job satisfaction among doctors and university teachers.
4. And lastly to study the relationship between work life conflict and job satisfaction.

Research Design

The present research is conclusive, descriptive and based on single-cross sectional design. Quantitative data was generated to test the research hypothesis. In order to collect data on the dimensions of the work life conflict, a research instrument was designed. The questionnaire is adapted from the study of Aiswarya and Ramasundaram (2012). The study was conducted on doctors of Jawaharlal Nehru Medical College and Hospital (JMNC&H), AMU and teachers of Aligarh Muslim University (AMU). A research instrument designed for the purpose was personally administered to the Doctors and teachers. In all 100 completely filled questionnaires were received.

Research Constructs and Instrument

In this study, the work–family conflict is categorised into four dimensions of **time, strain, behaviour and organizational climate**. The first is **time-based**; time spent on role performance in one domain often precludes time spent in the other domain. The second is **strain-based** work–family conflict; conflict arises when strain in one role affects one’s performance in another role. The third is **behaviour-based** conflict, which refers to incompatibility between the behavioural patterns that are desirable in the two domains. The last type is organizational climate, refers to the extent to which the work environment is supportive with regard to employees’ work and family needs (Thomas & Ganster, 1995). One more factor job satisfaction is also taken into account and impact of each dimension of work life conflict is observed on job satisfaction. The instrument of job satisfaction was taken from the study of Aiswarya and Ramasundaram (2012).

Hypothesis

Category I

The hypothesis under the category I deals with the Differences among the mean scores of various study variables on the basis of significant difference between male and female on each dimension of work life conflict.

H1: There is no significant difference between male and female on the time construct of work life conflict.

H2: There is no significant difference between male and female on the strain construct of work life conflict.

H3: There is no significant difference between male and female on the behaviour construct of work life conflict.

H4: There is no significant difference between male and female on the organizational climate construct of work life conflict.

H5: There is no significant difference between male and female on job satisfaction.

Category II

The hypothesis under the category II deals with the Differences among the mean scores of various study variables on the basis of significant difference between marital status on each dimension of work life conflict.

H6: Significant difference does not exist between married and unmarried on the time dimension of work life conflict.

H7: Significant difference does not exist between married and unmarried on the strain dimension of work life conflict.

H8: Significant difference exists between married and unmarried on the behaviour dimension of work life conflict.

H9: Significant difference does not exist between married and unmarried on the organizational climate dimension of work life conflict.

H10: Significant difference does not exist between married and unmarried on job satisfaction.

Category III

The hypothesis under the category III deals with the Differences among the mean scores of various study variables on the basis of significant difference between the number of dependents equal to two or more than two on each dimension of work life conflict.

H11: significant difference does not exist between less than and equal to two and more than two number of dependents on the time dimension of work life conflict.

H12: significant difference does not exist between less than and equal to two and more than two number of dependents on the strain dimension of work life conflict.

H13: significant differences does not exist between less than and equal to two and more than two number of dependents on the behaviour dimension of work life conflict.

H14: significant difference does not exist between less than and equal to two and more than two number of dependents on the organizational culture dimension of work life conflict.

H15: Significant difference does not exist between less than and equal to two and more than two number of dependents on the job satisfaction.

CATEGORY IV

The hypothesis under the category IV deals with the Differences among the mean scores of various study variables on the basis of significant difference between the Doctors and Teachers on each dimension of work life conflict.

H16: Significant difference does not exist between doctors and teachers on the time dimension of work life conflict.

H17: Significant difference does not exist between doctors and teachers on the strain dimension of work life conflict.

H18: Significant difference does not exist between doctors and teachers on the behaviour dimension of work life conflict.

H19: Significant difference does not exist between doctors and teachers on the organizational culture dimension of work life conflict.

H20: Significant difference does not exist between doctors and teachers on the job satisfaction.

CATEGORY V

The hypothesis under the category V deals with the Differences among the mean scores of various study variables on the basis of significant difference on the basis of Age on each dimension of work life conflict.

H21: Significant difference exist on the time dimension of work life conflict with respect to different age bands.

H22: Significant difference does not exist on the Strain dimension of work life conflict with respect to different age bands.

H23: Significant difference does not exist on the Behaviour dimension of work life conflict with respect to different age bands.

H24: Significant difference does not exist on the Organizational Climate dimension of work life conflict with respect to different age bands.

H25: Significant difference does not exist on the job Satisfaction factor with respect to different age bands.

CATEGORY VI

The hypothesis under the category VI deals with the Differences among the mean scores of various study variables on the basis of significant difference on the basis of years of experience on each dimension of work life conflict.

H26: Significant difference exist on the time dimension of work life conflict with respect to difference in years of Experience.

H27: Significant difference does not exist on the Strain dimension of work life conflict with respect to difference in years of Experience

H28: Significant difference does not exist on the Behaviour dimension of work life conflict with respect to difference in years of Experience

H29: Significant difference does not exist on the Organizational Climate dimension of work life conflict with respect to difference in years of Experience

H30: Significant difference exist on the Job Satisfaction factor with respect to difference in years of Experience

ANALYSIS

Exploratory Factor Analysis (EFA) was carried out to test if each of the construct was a one-factor model. When EFA was performed, it was found that some scales were not one dimensional. EFA on some Time scale yielded two factors. It is recommended that researchers should delete items with factor loadings less than .3 (Worthington & Whittaker, 2006). Indicator and scale reliability estimates were generated. Thereafter, research hypotheses were tested by deploying Tests of Differences such as Independent Sample T-test, Anova and followed by Correlation analysis.

Factor Analysis

The KMO values of all the scales in the study were found to be acceptable. *i.e.*, all values were more than 0.5. Further, Bartlett’s Test of Sphericity was found to be significant. Therefore, data was suitable for factor analysis. The results of factor analysis indicate that all the factors are unidimensional in nature

Take in table 1

Reliability

Hair *et al.* (2009), suggested that the generally agreed upon lower limit for Cronbach alpha is 0.60. Reliability assessment of the study scales returned Cronbach alpha values that are more than the lower acceptable limit of 0.60. Cronbach alpha values given in Table suggest high reliability of each scale

Take in table 2

Tests of Difference

Independent Sample T-Tests - For the hypotheses in categories I,II,III and IV, an independent sample T-test is deployed to check for differences among demographics such as gender, marital status ,number of dependents and profession (doctor or teacher) on each dimension of work life conflict(Time Based, Behaviour based, strain based) and job satisfaction.

Take in table 3

One Way ANOVA- These tests were conducted with study variables on the basis of Age (Various age bands), Years of Experience (years of Job Experience in the organization) on each dimension of work life conflict (Time Based, Behaviour based, strain based) and job satisfaction. . Hypothesis 21 to 30 comes under this category.

Take in table 4

Correlation

Correlation is a technique for investigating the relationship between two quantitative, continuous variables, for example, age and blood pressure. Pearson's correlation coefficient (r) is a **measure of the strength of the association** between the two variables. Pearson's correlation coefficient (r) for continuous (interval level) data ranges from -1 to +1. Pearson correlation is deployed to establish correlation between each dimension of work life conflict and job satisfaction.

- Time (CT) and strain (CST) construct of work life conflict are not strongly related because Pearson correlation (r) is 0.376.
- Time (CT) and behaviour (CB) construct of work life conflict are not strongly related because Pearson correlation (r) is 0.056.
- Time (CT) and organizational climate (COC) construct of work life conflict are not strongly related because Pearson correlation (r) is -0.175.
- Time (CT) and job satisfaction (CJS) are not strongly related because Pearson correlation (r) is -0.117.
- Strain (CST) and behaviour (CB) construct of work life conflict are not strongly related because Pearson correlation (r) is -0.30.
- Strain (CST) and organizational climate (COC) construct of work life conflict are not strongly related because Pearson correlation (r) is -0.186.
- Strain (CST) and Job satisfaction (CJS) are not strongly related because Pearson correlation (r) is -0.300.
- Behaviour (CB) and Organizational climate (COC) construct of work life conflict are not strongly related because Pearson correlation (r) is- 0.169.
- Behaviour (CB) and Job satisfaction (CJS) are not strongly related because Pearson correlation (r) is 0.084.
- Organizational climate (COC) and Job satisfaction (CJS) are not strongly related because Pearson correlation (r) is 0.455.

Take in table 5

IV. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

The result of the study reveals that for all the dimensions of work life conflict and job satisfaction is not strongly related. The only significant result is that the organizational climate and job satisfaction has strong relationship to some extent. The findings show that there is significant difference in strain dimension of work life conflict male between female. This difference could be because of the Indian society where females have larger responsibility of taking care of family along with managing professional life. Females are burdened with child care responsibility to household chores also bear a great pressure of maintaining a perfect balance between work and family which ultimately results in strain. The Significance difference exist in time dimension of Work life conflict with respect to the Age of Employees working in an organization. Significance difference exist in

the time based conflict on the basis of the experience of employees in an organization as well the job satisfaction. This could be because of the fact the employees who are young and new in organization and have lot of other responsibilities as well as they work in a new environment, it takes time to settle down in any environment. When employee becomes use to, with the situations and they settle down with time they find it easier to balance both work and family.

Another finding shows that there is significant difference in behaviour dimension of work life conflict between married and unmarried professionals. The reason for this difference could be attributed to the life style of married and unmarried people. Due to higher family responsibilities married professionals show different kinds of behaviour with family and work.

The key findings of the study show that work life conflict has a negative relationship with job satisfaction among doctors and teachers. The results reveal that the respondents who have work life conflict are not satisfied with their jobs. The results were consistent with the finding of Namasivayam and Zhao (2007) that both the dimensions of Work family conflict were negatively associated with job satisfaction.

Findings of the current study also revealed that the family to work conflict is negatively correlated to job satisfaction .These results were also supported by the findings of (Abbas and Nadeem,2009) that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Respondents felt more dissatisfied when their work hinders with their family life.

V. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

1. The study was based on a specific sample size in a specific location, the results may have been more generalizable had a bigger sample been taken.
2. Respondents may not have expressed their true feelings while responding to the questionnaire and hence the study may be limited on that account.
3. Data acquisition was also a major problem because of the busy schedule of Doctors and teachers.
4. As a future course, this study could be extended to include other geographies of India, or perhaps other parts of the world.
5. In future, this can be supplemented with an in-depth interview or case study to capture qualitative or descriptive responses from participants too. And it could be made more sophisticated by analysing the result through regression analysis.
6. Findings of this research could also be studied further in conjunction with other aspects of work life conflict such as, flexibility in work schedule, spouse support, Organizational policies to further substantiate the results.

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Table 1: Total Variance Explained

Time based Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.912	63.725	63.725	1.912	63.725	63.725
2	.814	27.137	90.863			
3	.274	9.137	100.000			
Strain based Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.962	65.415	65.415	1.962	65.415	65.415
2	.822	27.389	92.804			
3	.216	7.196	100.000			
Behavior Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.251	62.568	62.568	1.251	62.568	62.568
2	.749	37.432	100.000			
Organizational Climate Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.050	68.350	68.350	2.050	68.350	68.350
2	.498	16.599	84.949			
3	.452	15.051	100.000			

Extraction method: Principal Component Analysis

Table 2: Reliability

Scale	Cranach Alpha	No. Of Items
Time based component	.71	3
Strain Based Component	.72	3
Behaviour based component	.79	2
Organisational climate	.77	3
Job satisfaction	.68	2

Table 3: T-test

Category	Construct	Demographic Factor	Value of p (Sig)	Significant Difference (p < .05) (Yes/No)	Results (Rejected/ Not rejected)
Work conflict Factors	Time Based Scale	Gender	.05	No	Not rejected
		Marital Status	.01	Yes	Rejected
		No. of dependents	.06	No	Not rejected
		Profession	.21	No	Not rejected
	Strain Based scale	Gender	.04	Yes	Rejected
		Marital Status	.24	No	Not rejected
		No. of dependents	.72	No	Not rejected
		Profession	.16	No	Not rejected
	Behavior Based	Gender	.44	No	Not Rejected
		Marital Status	.02	Yes	Rejected
		No. of dependents	.12	No	Not rejected
		Profession	.29	No	Not rejected
Organizational Climate	Gender	0.8	No	Not Rejected	
	Marital status	0.58	No	Not Rejected	
	No. of dependents	0.78	No	Not Rejected	
	Profession	0.23	No	Not Rejected	
Job Satisfaction	Job Satisfaction	Gender	0.72	No	Not Rejected
		Marital status	0.62	No	Not Rejected
		No. of dependents	0.05	No	Not Rejected
		Profession	0.003	Yes	Rejected

Table 4.1: One Way Anova of Age

Constructs		Sum of Squares	df	Mean Square	F	Sig.	Significant Difference (p < .05) (Yes/No)	Results (Rejected/ Not rejected)
CT	Between Groups	13.393	3	4.464	7.036	.000	Yes	Rejected
	Within Groups	60.912	96	.635				
	Total	74.306	99					
CST	Between Groups	1.727	3	.576	.869	.460	No	Not Rejected
	Within Groups	63.606	96	.663				
	Total	65.333	99					
CB	Between Groups	20.995	3	6.998	1.354	.262		
	Within Groups	496.333	96	5.170			No	Not Rejected
	Total	517.328	99					
COC	Between Groups	.780	3	.260	.539	.657	No	Not Rejected
	Within Groups	45.846	95	.483				
	Total	46.626	98					
CJS	Between Groups	4.695	3	1.565	2.268	.085		
	Within Groups	66.232	96	.690			No	Not Rejected
	Total	70.927	99					

(CT- Time based Conflict; CST- Strain Based Conflict; CB- Behaviour Based Conflict; COC- Organizational Climate Conflict; CJS-Job Satisfaction Conflict)

Table 4.1: One Way Anova of Years of Experience

Constructs		Sum of Squares	df	Mean Square	F	Sig.	Significant Difference (p < .05) (Yes/No)	Results (Rejected/ Not rejected)
CT	Between Groups	10.357	3	3.452	5.183	.002	Yes	Rejected
	Within Groups	63.948	96	.666				
	Total	74.306	99					
CST	Between Groups	2.339	3	.780	1.188	.318	No	Not Rejected
	Within Groups	62.995	96	.656				
	Total	65.333	99					
CB	Between Groups	9.893	3	3.298	.624	.601	No	Not Rejected
	Within Groups	507.434	96	5.286				
	Total	517.328	99					
COC	Between Groups	.584	3	.195	.402	.752		
	Within Groups	46.042	95	.485			No	Not Rejected
	Total	46.626	98					
CJS	Between Groups	6.211	3	2.070	3.071	.031	Yes	Rejected
	Within Groups	64.716	96	.674				

Total	70.927	99				
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(CT- Time based Conflict; CST- Strain Based Conflict; CB- Behaviour Based Conflict; COC- Organizational Climate Conflict; CJS-Job Satisfaction Conflict)

Table 5: Correlation

Constructs		CT	CST	CB	COC	CJS
CT	Pearson Correlation	1	.376**	.056	-.175	-.117
	Sig. (2-tailed)		.000	.577	.081	.247
	N	100	100	100	100	100
CST	Pearson Correlation	.376**	1	-.030	-.186	-.300**
	Sig. (2-tailed)	.000		.764	.064	.002
	N	100	100	100	100	100
CB	Pearson Correlation	.056	-.030	1	-.169	.084
	Sig. (2-tailed)	.577	.764		.093	.409
	N	100	100	100	100	100
COC	Pearson Correlation	-.175	-.186	-.169	1	.455**
	Sig. (2-tailed)	.081	.064	.093		.000
	N	100	100	100	100	100
CJS	Pearson Correlation	-.117	-.300**	.084	.455**	1
	Sig. (2-tailed)	.247	.002	.409	.000	
	N	100	100	100	100	100

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

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