CHAPTER V

JOB-FAMILY INTERFACE

- Job-involvement and Job-satisfaction
- Job-involvement and Marital-satisfaction
- Family-involvement and Marital-satisfaction
- Family-involvement and Job-satisfaction
- Family-involvement and Job-involvement
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JOB-FAMILY INTERFACE

One of the comprehensive purposes of the objectives in this investigation is to explain job-family interface from the perspective of psychological identification. The conception that guided job-family interface is illustrated in Fig. 2.

In this model and study, job- and family-involvement are independent variables and job- and marital-satisfaction are dependent variables. As shown in the Fig. 2, it is assumed that job- and family-involvement have positive reciprocal relationship and they have individual and combined influence on job- and marital-satisfaction.

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Figure 2: Conceptual model of job-family interface.
(Solid lines represent the direction of hypothesized relations and broken lines signify the direction of combined influence).
The rationale for these relationships is based on the reasoning that the degree of psychological identification with job or family is a function of the perceived potential of job or family context for satisfying the individual's job or family needs (Kanungo, 1988). Family and job life are inseparable domains of each adult. Job's expected rewards are resources to satisfy major needs of family and individual's expectations. The magnitude of satisfaction reinforces the role-competency to balance the performance of multiple roles which, consequently, induces a tendency to become fully engaged in performance of each role in one's total role system and to approach every typical role and role partner with an attitude of attentiveness and care. Similar observation has been by Marks and McDermid, 1996.

In outlining job-family interface, the data of job-involvement, family-involvement, job-satisfaction and marital-satisfaction were subjected to correlation and multiple regression analysis: A) Correlation analysis was carried out to identify the nature of relationship between: (1) job-involvement and job-satisfaction, (2) job-involvement and marital-satisfaction, (3) family-involvement and marital-satisfaction, (4) family-involvement and job-satisfaction, and (5) job-involvement and family-involvement. (B) Multiple regression analysis was computed to identify individual and combined influence of job- and family-involvement on job- and marital-satisfaction.

The results of Table-1 reveal the following general findings concerning job-family interface:

1. **Job-involvement and job-satisfaction**

The literature on men and mental health focuses heavily on the job role. Several streams of literature, both theoretical and empirical, treat the job-role as central to men's psychological well-being (Erikson, 1980 and Levinson, 1978). Men perform job roles to fulfill the needs of job-context and to meet their personal needs and expectations. In job role performance process, men receive rewards. If these rewards have the potentialities to meet the needs and expectations, it helps to generate wider perception of the potentiality of
Table-1: Means, SDs, Coefficient of Correlation and Reliability Coefficients of Involvement and Satisfaction for major variables of the study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>S.D</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job-involvement</td>
<td>102.50</td>
<td>13.56</td>
<td>(0.84)</td>
<td>0.2173***</td>
<td>0.4963****</td>
<td>0.2035**</td>
</tr>
<tr>
<td>2. Family-involvement</td>
<td>45.16</td>
<td>6.75</td>
<td>(0.89)</td>
<td></td>
<td>0.0358Ns</td>
<td>0.3519***</td>
</tr>
<tr>
<td>3. Job-Satisfaction</td>
<td>74.27</td>
<td>11.84</td>
<td></td>
<td></td>
<td>(0.88)</td>
<td></td>
</tr>
<tr>
<td>4. Marital-Satisfaction</td>
<td>193.70</td>
<td>21.63</td>
<td></td>
<td></td>
<td></td>
<td>(0.90)</td>
</tr>
</tbody>
</table>

Note: Numbers in the diagonal are internal consistency reliability estimates

** Significant at 0.01
*** Significant at 0.005
**** Significant at 0.001
NS Not significant
the job which, in turn, encourages active participation in job roles with emotional attachment and favourable feeling towards job. Hence, it is hypothesized that there is significant positive relationship between job-involvement and job-satisfaction.

The results given in Table-1 indicate that job-involvement and job-satisfaction are interrelated. The coefficient of correlation is 0.4963, which is significant at 0.001 percent level of confidence. This suggests positive reciprocal relationship.

Several researchers have identified positive correlation between job-involvement and job-satisfaction. Kumar and Achamamba (1993) have found that job-involvement and job-satisfaction are significantly and positively related to each other. Similarly, Happali and Mallappa (1989) have studied industrial male supervisors and observed significant positive relationship between job-involvement and job-satisfaction. They have suggested that high job-involved persons have positive job-attitudes, whereas the low job-involved persons have more negative attitudes toward job.

Several investigators, Sharma and Sharma, (1978); Shanthamani, (1982); Mishra, (1987), Singh and Pestonjee, (1990); Dhar and Jain, (1992); have found significant positive relationship between job-involvement and job-satisfaction. These studies support the view that as the job-involvement increases the individual tends to develop more favourable attitudes toward job. In the present study, the coefficient of correlation between job-involvement and job-satisfaction reveals that as the magnitude of psychological identification with job increases, job-satisfaction also increases.

2. **Job-involvement and marital-satisfaction:**

Most of the adults have job and family life, in which, they have to play the roles of worker, spouse and parent effectively. Job is the source to fulfil some of the major needs and expectations of married life. Kanungo (1979) has explained that the degree of job-involvement is the function of perceived potential of job context to meet one's salient needs,
whether they are intrinsic or extrinsic. Men’s family needs are salient needs. Therefore it is true to the core that if employees and their spouses entertain the concept that the job has potentialities to meet the needs of married life, then, this conceptualization encourages men’s psychological identification with job and creates more emotional attachment between husband and wife. Therefore it is assumed that job-involvement and marital-satisfaction have significant positive relationship.

In the present study, the coefficient of correlation between job-involvement and marital-satisfaction as given in Table-1 indicates that job-involvement and marital-satisfaction are highly interrelated. The coefficient of correlation between job involvement and marital-satisfaction is 0.2035 which is significant at 0.01 level. This means that job-involvement and marital-satisfaction have significant positive relationship.

A few studies have attempted to identify the relationship between job-involvement and marital-satisfaction. Komarovsky (1962) studied white protestant “Blue collar” couples and concluded that those with low income were less likely to be happily married than the others. She has argued that the failure on the part of the husband as a provider disturbs the reciprocities inherent in conjugal roles on the one hand, while, on the other, the absence of future prospects also deprives the couple of a sustained common interest. Pittman and Orthner (1989) found that marital-satisfaction was negatively related to job-commitment along the direct path, but indirect path revealed positive relationship between marital-satisfaction and job-commitment.

The present study offers a refinement over the earlier studies of job-involvement and marital-satisfaction from the perspective of attitude. On the basis of findings of this study it can be concluded that job potentials are the resources for married life, and marital life is a positive reinforcer for effective job role enactment. Hence job-involvement and marital-satisfaction are significantly and positively interrelated.
3. **Family-involvement and marital-satisfaction:**

Men initiate family life to fulfil the basic physiological and psychological needs. These needs are fulfilled by effective role enactment as a provider, house-keeper as well as in the matters of childcare, child-socialization, sexual and therapeutic life, recreation and kinship. If spouses have sufficient resources to fulfil the expected roles and needs in married life, correspondingly each spouse develops psychological identification and favourable attitude towards married life. Therefore, it is hypothesized that there is significant positive relationship between family-involvement and marital-satisfaction.

The result of correlation between family-involvement and marital-satisfaction in Table-1 reveals that the coefficient of correlation is 0.3519 which is significant at 0.005 per cent level of confidence. This means that as the magnitude of the psychological identification with family increases, correspondingly their marital-satisfaction enhances.

4. **Family-involvement and job-satisfaction:**

One important question which has received relatively very little research attention pertains to how each spouse’s job affects his or her partner’s satisfaction with family-roles and how their family-involvement affects job-satisfaction. The potential influence of families on work-attitudes has been suggested in a few studies. For example, Orthner (1980) found that spouse-support was the most important predicator of career commitment among married men in military service. It is apparent that there is more potential reciprocity between job and family roles than has been reported in the literature to-date. Neither family nor work is a closed system. Changes in one should influence the other and it can be argued that the organisation undergoing the greatest change in society is the family, not the corporation (Orthner and Pittman, 1986). The family is the reliever of stress and strain accrued in job-context. Familial emotional attachment imbibes the spouses with a sense of rejuvenation for role-enactment and excellence in job-life. Hence it is hypothesized that there is significant positive relationship between family-involvement and job-satisfaction.
The result of interrelation between family-involvement and job-satisfaction given in Table-1 shows that the coefficient of correlation is 0.0358 which is not significant. Even then, it means that there is positive relationship between family-involvement and job-satisfaction. The trend of coefficient of correlation-value, however tenuous it may be, needs to be noted.

5. Family-involvement and job-involvement:

Men perform, primarily, family and job roles. The behavioural shifts or shares in job and family domains have generated considerable debate and research. Most of the research studies on multiple roles have reported that the interaction between job- and family roles is a social problem (Greenhaus, 1989) or as asymmetrical boundaries (Pleck, 1977) or interfering resources (Frone et al., 1992) or additive source for work/family conflict (Voydanoff, 1988). This research conceptualization has overlooked the individual level of psychological process which integrates family and job domains and contributes meaning to individual's life.

In performing multiple roles of job and family, it is inevitable for individuals to experience conflicts, stress and strain but role-balancing competency brings desirable outcome. Role-balancing is the tendency to become fully engaged in the performance of every role in one's total role-systems to approach every typical role and role-partner with an attitude of attentiveness and care (Marks and MacDermid, 1996). Hence it is hypothesized that there is significant positive relationship between family-involvement and job-involvement.

The result of interrelation between family-involvement and job-involvement given in Table-1 shows that coefficient of correlation is 0.2173 which is significant at 0.005 per cent level of confidence. This clearly means that there is significant positive relationship between family-involvement and job-involvement.

This result supports the Marxian theory (Marx and Engels, 1939) and theory of role-balance (Marks and MacDermid, 1996). This result connotes that psychological
Table 2. Combined influence of Job- and Family-involvement on Job-satisfaction and Marital-satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>Regression Co-efficient</th>
<th>Standard error</th>
<th>Student's T-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job-satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>34.409</td>
<td>5.0677</td>
<td>6.79</td>
</tr>
<tr>
<td>Family-involvement</td>
<td>-0.1342</td>
<td>0.0835</td>
<td>-1.61NS</td>
</tr>
<tr>
<td>Job-involvement</td>
<td>0.4481</td>
<td>0.0416</td>
<td>10.79****</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>R²-value : 0.2520;</td>
<td></td>
<td>F-value : 58.45****</td>
</tr>
<tr>
<td>2. Marital-satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>125.11</td>
<td>9.9148</td>
<td>12.62</td>
</tr>
<tr>
<td>Family-involvement</td>
<td>1.0349</td>
<td>0.1633</td>
<td>6.34****</td>
</tr>
<tr>
<td>Job-involvement</td>
<td>0.2128</td>
<td>0.0813</td>
<td>2.62**</td>
</tr>
<tr>
<td></td>
<td>R²-value : 0.1408;</td>
<td></td>
<td>F-value : 28.44****</td>
</tr>
</tbody>
</table>

** Significant at 0.01
**** Significant at 0.001
NS Not significant
identification imbibes enormous resources for role-balancing tendency to become engaged in family and job roles with enactment-capacity to dissolve conflicts stress and depression in performing multiple roles.

6. Job-family involvement and satisfaction:

At this point the conceptual strategy is to analyse the combined influence of job-involvement and family-involvement on job-satisfaction and marital-satisfaction.

It is hypothesized that there is significant combined influence of job-involvement and family-involvement on job- and marital-satisfaction.

These hypotheses are postulated on the reasoning that the teachers have psychological identification with job and family life. They perform family and job roles more or less competitively with available resources by balancing the roles to fulfil the needs and expectations of job and family life. Job and family life are essential contributors for their development, success and satisfaction.

The results presented in Table-2 reveal that job- and family-involvement jointly contribute significantly towards variation in job-satisfaction. Their ‘F’-value obtained from multiple regression analysis is 58.45 which is significant at 0.001 per cent level of confidence. It means that job-involvement and family-involvement interactionally exert significant influence on job-satisfaction of college teachers. The coefficient of determination ($R^2$) is 0.2520 which reveals that 25.20 per cent of variation in job-satisfaction is explained by the interaction of job- and family-involvement. And between job-involvement and family-involvement, Table-2 t-values reveal that job-involvement is significant contributor for job satisfaction, but family-involvement is not significant contributor. Even then, family-involvement is also contributor for job-satisfaction. Hence it can be argued that increase in psychological identification with job and family has additive interactional effect on job-satisfaction.
Similarly, the combined influence of job-involvement and family-involvement on marital-satisfaction is identified by multiple regression analysis. The results are presented in Table-2. The obtained F-value is 28.44 which is significant at 0.001 per cent level of confidence. It means that job- and family-involvement jointly contribute significantly towards variation in marital-satisfaction of college teachers. The coefficient of determination ($R^2$) is 0.1408, which reveals that 14.1 per cent of variation in marital-satisfaction is explained by the interaction of job- and family-involvement. The t-value results reveal that job-involvement and family-involvement are significant contributors for marital-satisfaction.

Figure-3. Summary of job and family interface
(Solid lines represent correlations and broken lines represent combined influence F-value)
Summary of Model:

Figure-3 reveals correlation and combined influence of job-family interface model. The results yielded the evidence of significant reciprocal relationship between involvement and satisfaction. These results suggest that psychological identification with job and family are positively related to satisfaction in job and married life. The interesting result is that job-involvement and family-involvement are positively related to each other and they have additive interactional influence on job- and marital-satisfaction.