



## Analyzing The Impact of Flex Time and Work Family Conflict on Employee Performance: The Study of Non-Government Organizations, Pakistan

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### ABSTRACT

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This research adopts quantitative design and survey as the method of data collection. Questionnaire has been adopted as the instrument of survey. Convenient sampling technique for collecting the required data from employees of NGOs were used. This sampling allows the researchers to select the sample from the areas of target respondents where they are easily available for responding. circulating the questionnaire among 225 targeted employees of different NGOs in Pakistan, response was collected and logged in SPSS for interpretation. Statistical results show that work life conflict in employees is significantly affecting the job performance improvements in employees of NGOs. On the other hand, it has been noted that the organization offers flexible times affecting the performances of employees in a positive way. These results justify the on job multi tasks of employees as well as the house hold responsibilities, when these responsibilities at work and house mix up it cause the conflicting situation, this situation is mainly seen to be occurred as the work role increases and job disturbs the house life but these results have been justified in accordance with role theory, as multirole performers may positively increase their performances. This study specially highlighted the flex timing in employee schedules as an efficient technique to increase the performance levels. This study has come up with appropriate recommendations and directions for future research also.

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## 1.0 Introduction

In present working environment, organizations are facing intensive competition to enhance organizational performances through employee's commitments. Such computational environment demands to consider the working styles of human capital diversity by attracting and retaining competent employees. Organizational managements are liable to handle the employee issues that create conflict and lead the individuals towards dis-satisfied conditions (McLean and Collins, 2011). In order to remain in competition different organizations, adopt changed strategies for burnishing the employee talents and to keep them satisfied and motivated (Beauregard and Henry, 2009). Active and smart organizational managements are actively seeking the new ways for cost reduction, reduced conflicts and offering flexible working conditions. These tactical approaches have seen as significantly linked with employee performance in the organizations (Mwebi and Kadaga, 2015).

NGO sector has experienced the higher level of employee stress, pressurized work environments and conflicting situation in employees to performance the challenging task on job and at homes. These issues have resulted the reduced productivity level of employees and raised the level of employee turn overs (Kamau et al., 2013). In order to handle these issues, organizations have focused to implement the work life balance initiatives for workforce. Among those corrective measures, flexible working arrangements and conflict resolving tools though employee motivation have seen to be employed by many organizations that have resulted the changed results and varied performance levels of employees. This study seeks the solution of evaluating the association of flex time and work life conflict on the performance level of employees in non-government organizations.

Non-Governmental Organizations (NGOs) refers to the term of Voluntary Organizations (VOs) that is the symbol for all those organizations working for the welfare of general people, specified societies and professional cooperatives. The term voluntary indicate towards the willing action of the acting person or group. Voluntary Organizations present services freely without expecting any material or profit gain (Mustaghis, 2005). Research on Non-profit Sector in Pakistan keeps significant importance in the structure of national institutes. It has highlighted that these organizations do not associate profits with managers, die rectors and other members of the organizations. These organizations aims to attract the voluntary participation of individual time and moony, these organizations do not require strict legal recommendation to participate in social and welfare works for beneficiaries (Aisha et al., 2002).

The welfare/voluntary organizations are generally termed as NGO sector, a subdivision of civil representation in the country. It has been seen in last few years that the number of NGO's in Pakistan has increased significantly. There are several types of NGOs differentiated by the factors that have led to genesis, and importantly their impact on the process of democratization and socio-economic transformation (Naheed and Zafar, 1999). The main reason of increased growth of NGOs is increased awareness of NGOs role, not only in Pakistan but also in other Asian countries for bringing socio economic support for poor and deprived individuals of nations. The reason of the survival of these organizations is the incapacity of state and private organizations to deliver

support facilities and support to the poor and poorest divisions of society.

This research highlighted the impact of flex time and WFC on the performances of employees in non-governmental organizations. The results of this study will assist the senior management of NGOs working in the country to understand the reality of conflicts and the influences for flex time. The general practitioners may also get support from the findings of this research that what factors should be focused for enhancing the employee performances. By adding significant body of knowledge, this study will indicate future directions and research directions for incoming research on other influential factors towards employee performances.

## **2.0 Literature Review**

### **2.1 Importance of Work in Life**

Work is subjected to the important part of man's life that results as very benefits for him (Henry, 2004): (a) it supports persons to shelter their individuality, (b) provides the possibility to public association that exercises part time works, (c) increases personal relations, (d) helps in increasing busy hours, (e) provides cause for man's survival (f) provides possibility to position and have return against work. According to views of Edwards and Rothbard (2000), work is the act for those returns are taken for survival of life. Ryan and Deci (2001) explained the theme of work to include sentiment of be in the right place, societal obligations, and personal betterment, that are accepted for having good life.

### **2.2 Family as an Important Element**

Family is important element for life, and is collection of individuals (e.g., ancestor, buddies, and teenagers) living to survive in society (Edwards and Rothbard, 2000). Home is a place for comforted life environment (Kelly and Kelly, 1994), and family provides the persons of emotions of happiness.

### **2.3 Work Family Conflict**

Work-family conflict refers where demand for work and action of working is dissimilar in nature (Greenhaus and Beutell, 1985) work family conflict lies where there is excessive demand for meeting the diverse challenges in a same time. Work - family conflict has been referred as "a type of inter role struggle where the responsibilities of work and family are imbalanced and inappropriate (Fernando, 2011).

### **2.4 Flexible Work Arrangements**

Flexible work arrangements are termed as an alternate to the standard working times (Rau and Hyland, 2002). The flexibility arrangements comprise; flexitime, absenteeism autonomy, short work weeks, easy schedule, online working from distance, extra holidays days, reduced schedule of meetings (easy timing of meeting), flexible off days and keeping with the schedule (Agnes et al., 2016).

### **2.5 Gauging Job performance**

On outcome level it is the output level of individual "all actions and efforts put for duty by a worker" (Jex 2002 p. 88). That is rather unclear depiction. A substantial for many employees" behavior represented on duty is not explained in the special directions. All the additional frequently, job performance allows to how an individual performs. In the start assessors were to

support about the work performance. Then they found that the direction of measuring the performance was not the straight method. Currently it is frequent that job performance includes a complicated set of elements comprises a portion of duty, workers themselves and the nature's territory (Milkovich et al., 1991).

## **2.6 Work Stressors and Employee Performances in NGO's**

It is the stress caused by multi aspects of an individual's job that have been referred as pressurized situations on workplaces (Centers for Disease Control and Prevention, 2012).

Khalid and Amber (2013) conducted the research in Pakistan by targeting NGO sector. The results of this research indicate that there is significant association of work role ambiguity, work overload and the performance of employees. In strict working hours, role conflict may not have any association with individual performances. Researchers have highlighted that there are three most important stressors, conflict and role ambiguity lowers the performance of employee. Rizwan (2014) evaluated the factors related to employee job outcomes in NGO sector, Pakistan. Results of this research has presented that goal setting as well as curiosity keep significant impact of the performance of employees, working in NGOs. This research presented that 71% of employees are in such situations that if their goals are easily attainable, these individuals need very little efforts to perform well than those individuals which are very difficult to achieve and some sort of outstanding efforts. 53% of the participants reported to perform for individual development rather than organizational goal achievements. 61% value curiosity, as a factor essential to increase job performance.

Abdullah et al. (2014) conducted explorative study to investigate the issues of working women in NGO sector, Sukkur. Researchers have tried to highlight the important problems of women working for long hours from morning to evening. Most of the participants have not enough time to taking care and serving their children and families. Therefore, research recommends that management should employ such employee friendly policies. The role of government not only acknowledges the strict roles but also required to assess the difficulties and problems of employees for their welfares.

The overall macro-political setting shows a significant role in determining government's approach toward non-profit sector. It has seen that government strategy towards the non-profit sector has reduced stability. In the last decade or so, it has assessed that there is a positive shift in government's approach mainly toward those NPOs which are involved in social service delivery. Some issues identified as crucial for the growth of non-profit sector include legal status of non-profit organizations, monetary sustainability, lack of professionalism, responsibility within the non-profit sector, and conceptual/administrative outbreaks on non-profit administrations (Aisha and Asif, 2003).

## **2.7 Association of WFC and Job Performance**

Different researchers has assessed the relationship of WFC and job performance and presented the results that there is significant negative association of WFC and job performance of employees (Carlson et al., 2010). In general, there are two main variables (work-life-conflict, job burden) that keep the significant impact on the job performance of employees (Ashfaq et al.,

2013).Yannis et al., (2012) considered the consequence of life occurrence of workers on job performance, presented active effects of non-working factors connected to job satisfaction as well as forceful interface among work and life groups. By assessing the employee's role in Korean hotel industry, Choy and Kim (2013) evaluated that job satisfaction and performance of employees can be enhanced by facilitating the worker through family-work facilitations, additionally it has been highlighted in this study that satisfaction of job enhances the performances of job.

FWC inspires wedded and employed women to have advanced purposes to exit their job considerably. In the perspective of job performance, conflicting situations have related special effects. Family-work improvement can be agreed as how involvement in one role is made calmer by, or assistances from improved performance (Shockley & Singla, 2011).With the availability of job related resources (i.e., decreasing job stresses, or inspiring personal growth, learning, and growth) can present the better performances in employee perspective (Akkermans, Schaufeli, Brenninkmeijer, & Blonk, 2013).By conducting the research on German based company, (Noheet al., 2014) has indicated that work family conflict negatively affect the performance of employees.

Due to the presence of work family conflict and the long work hours come up with increased stress among employees. Many employees are facing job stress due to not be able for managing the demands of work and family. It has been highlighted that work place stress results the decreased performance of job (Alam, 2010).Dar et al. (2011) have assessed the direct relationship of stress level with the employee productivity. It has been highlighted that, stress, in the start boosts the employee performance but after an interval stress leads the individual towards distress position (Dar et al., 2011).The linked associations between work family clashes have been evaluated as the increase in burnout level, intention to quiet and higher absenteeism by facing regular mental fatigue, stressing situation that ultimately lowers the level of employee performances in an organization (Dar et al., 2011).It has been claimed that insistently high joblessness rates, growing living costs, marital suffering, and maternal stress may harm the constancy of family life initiating concerns that affect with work (Anafarta, 2010).

By conducting the research on teachers of Pakistani universities, Raheem et al. (2014) pointed out that teacher's life and job stress lowers the level of performances in respective institutions. Work life balance relate the workers in terms of their stress situations and its resultant results in terms of ill-health (both physical and mental), dropping the production of servants (Rajni, 2015). The resulted studies presented that working mothers with better work-family conflict and especially family expenses reported significantly less parental satisfaction. It makes sense that forgoing family time would negatively upset parental satisfaction. That a significant relationship was expressed for family losses and not work losses may specify that it is sacrificing family time for their occupations which may direct to low maternal satisfaction. Certainly, scholars found that parents often assessed work as conflicting additional with family than family conflicting with work (Gareis, Barnett, Ertel & Berkman, 2009). In a study on employee stress management, it has been indicated that job stress may result as (a) decreased output (b) increased costs (c) and lowering the overall performances of organization (Hoobler, & Scheuer, 2012).Confirmation of stress management indicates evidently that organizational leaders expend billions of dollars on lost time

each year and experience increased health charges and lost efficiency due to stress (Nasr, 2012).

Morteza et al. (2016) has evaluated the positive and negative spill over in the presence of work family conflict, researchers has indicated that strain-based conflict keeps the negative spill over impact from one domain of work to another. This negative impact defects the performance of employees in health sector. This research has explained that employees of health care exhibited the acceptance of more and more responsibilities cause the mental and physical difficulties. Fourthly, strain-based conflict has been refered as one of the most risky styles of WFC and FWC, and thoughtful struggles must be made to stop its incidence by using suitable interferences.

Agnes (2016) has presented the results against employee spill over that work mainly conflict keeps no significant effect on the organizational performances of banks in Kenya. This research has supported positive spill over among employees where there has no negative effect presented and no interaction between conflicting situation and organizational performances has been found against the response of banking employees.

Elizabeth (2015) has assessed the work family conflicts in prospective outcomes of employee performances. Researcher stated that by reducing the spill over adverse effects performances can be enhanced. Researcher has suggested few techniques such as flexible timing, job sharing, friendly culture for families etc. can efficiently reduce the adverse effects of negative spill over and leading the work towards health and balance lives of employees.

Lilian et al. (2015) have results the positive aspects of spill over, researchers concluded that high performances lead an organization to create the greater opportunities for those individuals inside the organization who have lower performances. Hence the prime responsibility lies on the managers to upkeep the level of individual performances by maintaining the supportive practices for employee. This can be done by assisting them arranging their work tasks and life events. When this is attained, worker is inspired to concentrate on their service professionally and efficiently.

Kithae and Dinah (2016) established the results in 'Kenya' that prolonged work hours, extra time, weekend working, unscheduled working conditions, taking office work at home n not enjoying the leaves, inflexible tie spans of job, creates negative spill over which decreases the employee performances in an organization. These situations highlight that there are several work life balances that keeps positive and negative impact on the life of employee on job as well as at family roles. Zamanifar et al. (2016) found that the work- house spill over indicates towards the propensity of bringing the problems of work to home by closing the work. This effect shifts the job anger towards the family members. More simply, the negative stream bring up to the difficulties and clashes which are forced on the staff, involve him, and make it problematic for him to have operative and acceptable contribution in family life.

Qadoos et al. (2015) results the evaluation in Pakistan, Stress rises where there is huge work and outstrip from capability of the employee. Existence of job related stress may have negative or positive influences on the workers and on the business itself. Positive stress is required in the Pakistani setting for the improvement of employee's enactment because instructional leadership is continually play a important role on the worker's presentation. The executives in Pakistan uphold the convinced level of stress on the workers in order to raise the competence and

efficiency of workforces. Negative properties can be uselessness, unhappiness, and lack of self-esteem, lowered productivity of employees, lesser the motivational level, and low willpower at work with reduced job satisfaction.

Researchers have sorted out the work interference against positive and negative spill overs of employee's life at work and at home. Researcher has explained that working conditions interfere in other aspects of one's life such as changed working conditions, unavailability of senior's support and non-responsive organization. The negative effect takes its route when in conflicting situation trying to obtain reward in one domain forces to forget the other domain. Researcher has explained the pattern of effective performance by the organizations that those organization which strive for better performances focus on reducing the overload of working, managing work-family interferences and positive spill overs in employee perspectives. Based on the findings of researcher, it has been seen that work-family conflict has no significant effect on the organizational performances of organizations in Kenya. Moreover it has been describes that there is no specific interaction between work-family with the organizational performances (Agnes, 2016).

## **2.8 Association of Flexitime and Employees Performance**

Rivalry of intensive competition among organizations obliges to consider assorted qualities of worker's needs, work life values, social impacts in the ranges where the organizations work and in addition the differences of working connections with a specific end goal to pull in, hold and completely draw in the representative. The same number of associations deals with the difficulties of drawing in and holding the best ability and holding the best ability combined with the developing issues of work life clashes, it is essential that chiefs utilize an assortment of human asset practices to achieve authoritative objectives (McLean & Collins, 2011).

Mungania (2016) has concluded that implementing the flex time arrangements in the organizations offer the employee with the opportunities for performing well in the organizations and overall performances growths of the organizations has been seen as increased. Moheet (2016) has referred the friability as an effective strategically tool that is highly assisted with the persuasion of organizational objectives. It offers the employee, employer and organizational stakeholder with the numerous benefits to adjust their self for performing well. This study specially highlighted the fallibility in employee schedules as an efficient technique to increase the performance levels. Moreover, it has been suggested in this study the management should focus on offering the suitable culture for flexibility to gain increased outcomes of human capital.

Fatima Shujat (2015) resulted that different factors such as employee rewards, recognition and flexible timing keeps the employee satisfied and satisfied employee contribute positively for perusing the organizational goals in an effective way. Altindag and Siller (2014) have explained that offering the employee with flex time working schedules assist them for achieving the work life balance and putting their best efforts with full of devotion in the organizations. This study results the positive association of flexible work practices and organization loyalty that lead the organizations towards successful productivities and work life balances of employees.

For some representatives today both male and female lives are turning out to be more

overwhelmed by a large group of family and other individual obligations and interests notwithstanding requests of the working environment (Grantol-Vallore and Donaldson, 2001). There is along these lines an apparent irregularity between the requests of current lives and individuals' capacities to satisfactorily adapt to them and this may prompt to an ordeal of stress (World of Work Report, 2011). In a general public loaded with clashing duties and responsibilities, flexible work course of action has turned into a transcendent issue in the working environment. Three main considerations add to the enthusiasm for and significance of genuine thought of flexible work game plan: worldwide rivalry, reestablished enthusiasm for individual lives, family values and a maturing workforce. Concerns have dependably been raised with respect to approach and civil arguments on flexible work arrangement from points of view of the nature of working life when weighed against the more extensive family matters. However the test has been the manner by which representatives would embrace great flexible work course of action practices and the associations to receive arrangements to handle clashes that result from the interface of family or social weights and work stretch.

Ivanauskaite (2015) research revealed that job enrichment for work-family-conflict mediates between flex time and employee commitment. In other result it partially mediates between flex time and organizational performances. Hence, flex time offers the opportunity for employees in the organizations to take assistance for handing their issues related to WFC that results ass increased performance levels in their jobs.

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### **3.0 Methodology**

Research was mainly categorized into three basic designs, i.e., quantitative, qualitative, and mixed method (Ponterotto et al., 2013). This research adopted a quantitative design that effectively



identified the targeted population, method of data collection, and analysis techniques. This research selected a questionnaire-based survey for collecting data from the targeted population, where collected responses were recorded in statistical software SPSS for analyzing the association of independent variables with dependent variables. In this study, the collected responses were logged in SPSS to analyze the quantitative results of the survey. In SPSS, pilot testing was carried out to verify the internal consistency of the data. After verifying the reliability of the tool processed for this study, data underwent other tests in SPSS. The results gained from the analysis were interpreted and compared with past studies.

This section of the thesis report presented the detailed analysis for this study where reliability of the research instrument, frequency distribution of demographics, correlation analysis for research variables, and regression analysis were processed and presented in tables and graphs. All the results obtained were discussed for increased understanding.

## 4.0 Findings and Results

### 4.1 Reliability Test

**Table 1**

S. No	Variable Name	No of Items	Cronbach's Alpha
1	Work Family Conflict	6	.935
2	Flexitime Arrangements	6	.812
3	Employee Performance	6	.866

Reliability test is used to test the internal consistency of survey instrument. This test has been processed against each variable scale in questionnaire. Results showed that, in work family conflict scale that keep 6 questions and the result of cronbach's Alpha value .935, this is the above value of the Cronbach's alpha standard value .700 and conforms its reliability. In the 2<sup>nd</sup> scale or variable of this survey, flexitime arrangements keeps 6 questions in Cronbach's alpha scale and has the value of reliability is .812, which is clearly reliable value. In third variable that also keeps 6 questions named employee performance (dependent variable), Cronbach's alpha declared the .866 reliable values.

### 4.2 Sampling adequacy test

**Table 4.3**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.740
Bartlett's Test of Sphericity	Approx. Chi-Square	333.166
	Df	3
	Sig.	.000

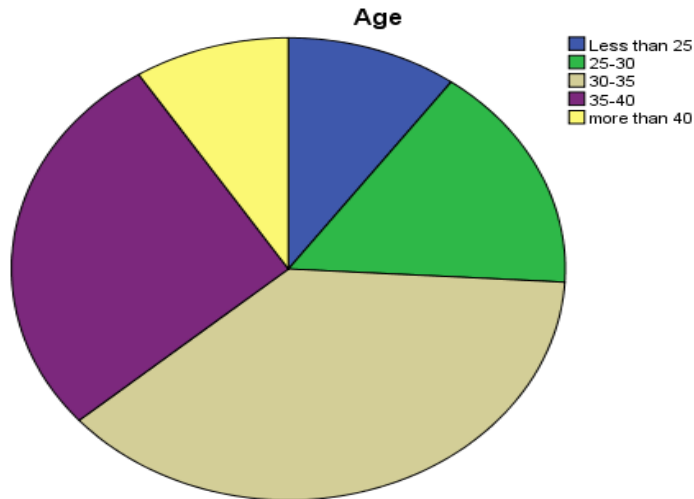
In SPSS, KMO and Bartlett's test has been administered for knowing the adequacy of sampling of collected response from the survey. The results of this test showed that there is level of significance 0.00 that shows significant results. The sampling adequacy value has found as .814; this result is perceived as significantly acceptable because it lies above as .600 i.e. standardized value of acceptance for being the adequate sample. Hence the results of this test showed consistency against the adequacy of sampling for conducted survey.

### 4.3 Frequency Distribution of Demographics

**Table 4.3**

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	22	10.0	10.0	10.0
	25-30	35	15.9	15.9	25.9
	30-35	83	37.7	37.7	63.6
	35-40	60	27.3	27.3	90.9
	more than 40	20	9.1	9.1	100.0
	Total	220	100.0	100.0	

The different age groups participant's male or female targeted in this survey from the employee performance point of view. Five main age groups of the employees selected against the responses of the survey. The age of respondents are less than 25 years, 25-30 years, 30-35 years, 35-40 years, more than 40 years. In frequency distribution table present the responses gathered from male or female. Participants of this survey are 220 there are less than 25 years male or female members, their frequency of answer in words 22, they show 10 % participation. The male or females between 25-30 years, their frequency of answer in words 35, they show their participation 15.9 % in the survey. The next age respondents is 30-35 years, their frequency of answer in words 83, and their participation towards the survey is 38%. The senior employees of gender 35-40 years, their frequency of answer in words 60, and their participation is 27% in the survey. Participants of more than 40 are the most senior and their frequency of answer in words 20, their participation is 9 %. The age group of 33-35 has obtained highest response of the frequency. Individuals of different age groups represent the different levels of their perception for the impact of WFC and Flextime towards employee performances.



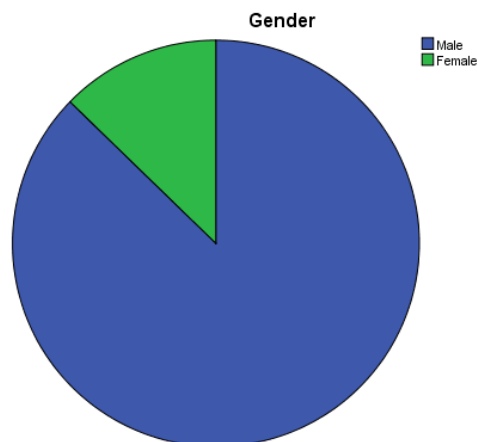
### Gender of Respondents

**Table 4.3.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	192	87.3	87.3	87.3
	Female	28	12.7	12.7	100.0
Total		220	100.0	100.0	

In the table of gender participation, the total participant of this survey is 220 members; there are 192 male and their participation in the survey 87 %. Female's response frequency of 28 and female's participation toward survey 12%. Overall the responses of both genders were mixed and show the best expression of professional judgment and through this they become aware of the influential factors affecting the employee performance in the organizations.

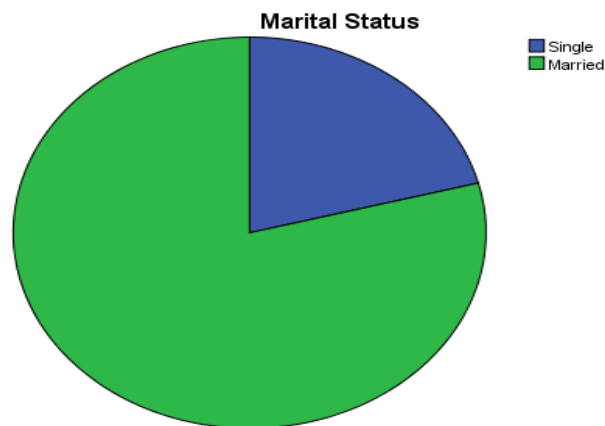
### 4.3.2 Marital Status of Respondents



**Table 4.3.3 Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	46	20.9	20.9	20.9
	Married	174	79.1	79.1	100.0
	Total	220	100.0	100.0	

In this survey, respondents have asked about their marital status. Survey response showed that out of 220 respondents, there are 174 members with marital status as married; these individuals are 79% with respect to total survey response. On the other hand response frequency of single members is 46 and their participation in survey has calculated as 21%. This response showed that there are more married members but the participation of single members in this survey is also significant. This mixed response against both marital status owning respondents will prove quite supportive for assessing the work family conflicts, felt time towards employee's performance.

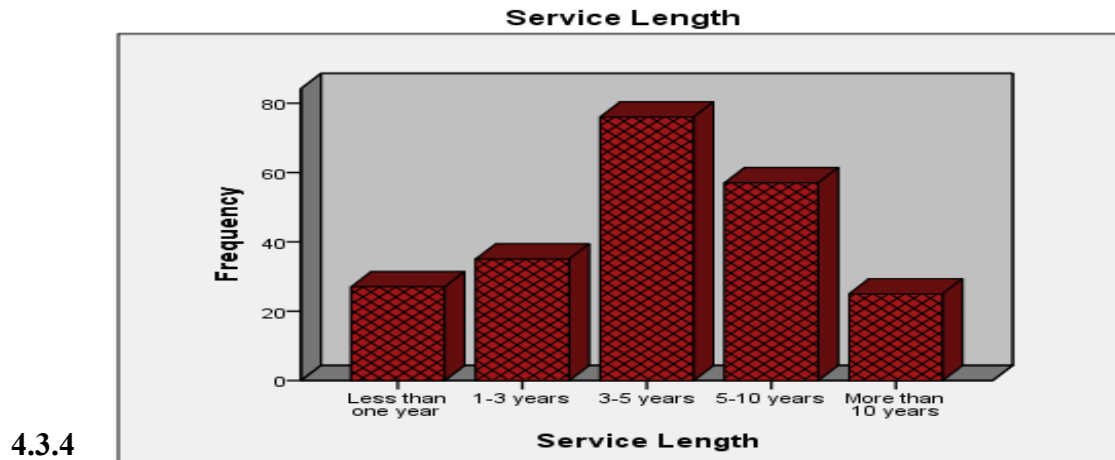


### 4.3.3 Service Experience of Respondents

**Table 4.3.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	27	12.3	12.3	12.3
	1-3 years	35	15.9	15.9	28.2
	3-5 years	76	34.5	34.5	62.7
	5-10 years	57	25.9	25.9	88.6
	More than 10 years	25	11.4	11.4	100.0
	Total	220	100.0	100.0	

In this survey, targeted employees are relating with diverse experience levels. In order to analyses the their experience level , survey members have offers with five experience groups i.e. employee with less than one year experience level, experience of 1-3 years, 3-5 years, 5-10 years and experience of more than 10 years. Above table of response showed that, each group of experience level keeps varied number of respondents. Most of the survey response has been received form 3-5 years and experience of 5-10 years, in these two experience groups there are total 133 employees that is 60% response out of all five experience levels of employees. This mixed response from all other experience level showed that differ expert options against questionnaire have received as response that will rational choices for evaluating different point of views with respect of WFC and flextime variables understudy.



4.3.4

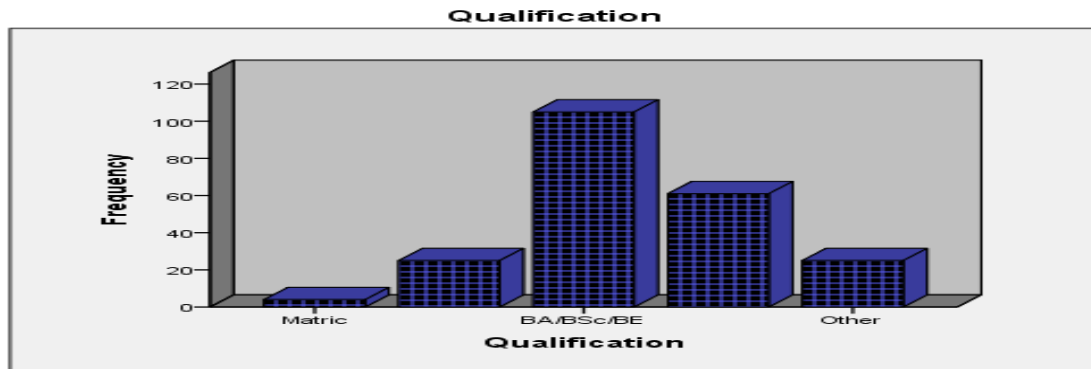
#### Educational Qualification of Respondents

Table 4.3.5

Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	4	1.8	1.8	1.8
	FA/FSc	25	11.4	11.4	13.2
	BA/BSc/BE	105	47.7	47.7	60.9
	MA/MSc/MBA/M-Tech	61	27.7	27.7	88.6
	Other	25	11.4	11.4	100.0
Total		220	100.0	100.0	

Respondent's qualification explain in the above table, total respondents are 220 participants and majority of the individual's qualification is the graduation (BA/BSC/BE) level. Professionally most of the respondents are qualified and at the well position. 105 participants of this survey keeps the graduation (BA/BSC/BE) level education; 48 % participation show their appreciation and response in this survey. Masters qualification (MA/MSC/MBA/M-Tech) level of

the employees' frequency 61 for each level, 28% shows their participation in this survey relating to this level of education. FA/FSc level of qualification associated the frequency 25 for each level, 11 % show their participation in this survey. In the other education (PhD, M.Phil., MS) level have the 25 frequency in the scale, and their participation towards the survey is 11 %. This mixed response of educational qualification of respondents is quite healthy for knowing the influential factors of employee performances.



4.4

### Correlation Analysis

Table 4.4

		Work Family Conflict	Flexitime Arrangements	Employee Performance
Work Family Conflict	Pearson Correlation	1	.707**	.675**
	Sig. (2-tailed)		.000	.000
	N	220	220	220
Flexitime Arrangements	Pearson Correlation	.707**	1	.715**
	Sig. (2-tailed)	.000		.000
	N	220	220	220
Employee Performance	Pearson Correlation	.675**	.715**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220

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

Correlation frequently labels the outcome that two or more wonders occur collected and

consequently they are connected. Many theoretical questions and theories examine these relationships. The bivariate Pearson Correlation creates a sample association coefficient,  $r$ , which events the asset and course of linear associations between pairs of continuous variables. By extension, the Pearson Correlation assesses whether there is statistical suggestion for a linear connotation amongst the same pairs of variables in the population, specified by a populace correlation coefficient. The Pearson Correlation is a parametric amount.

Correlation analysis test shows the relationship between the variables. Table 4.1, shows the correlational test result against the survey variables. Relationship between work family conflict and employee performance is .675, this relationship positioned as two tail level of significance. Each variable has shown the significance level of two variables strongly related to each other. Relationship between flextime arrangements and employee performance is .715, this relationship positioned as two tail level of significance. Each variable has shown the significance level of two variables strongly related to each other. Relationship between work family conflict and flextime arrangements is .707, this relationship positioned as two tail level of significance. Each variable has shown the significance level of two variables strongly related to each other. In above table of correlational analysis all variables can be seen indicated the mixed relationship developed greater significant relationship among study variables.

#### 4.5 Association of WFC and Employee Performance:

**Table 4.5**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 <sup>a</sup>	.456	.453	.66185

a. Predictors: (Constant), Work Family Conflict

**Table 4.5.2**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.914	1	79.914	182.433	.000 <sup>b</sup>
	Residual	95.494	218	.438		
	Total	175.409	219			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Family Conflict

**Table 4.5.3****Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.279	.191		6.688	.000
	Work Family Conflict	.642	.048	.675	13.507	.000

a. Dependent Variable: Employee Performance

In the above table of regression results in SPSS software, respondent of the survey shows the direct effect on four independent variables on employee performance, where, 'R' column value signifies the, multiple *correlation coefficient*. Dependent variable R considers the prediction of the employee performance. In the table of regression summary, R value is .675, it indicates that this value of prediction is significantly higher to affect the dependent variable. "R Square" column represent the value of R<sup>2</sup> (coefficient of determination), it is the dependent variable ratio change the variance can be explained by the independent variables. The value of R-square 46% value highlighted in R Square column indicating that all four independent variables are keep change variance of this ratio. In the ANOVA, the F-Statistic ratio test in the model of general regression is fit for the responded data. In the above table, statistically independent variable significantly calculates the dependent variable, F-Statistic (1, 218) = 182.43,  $p < .0005$  (i.e., regression model is fit of the data). In Regression model, independent variable (work family conflict) has found significant relationship with Employee performances, hence  $H_1$  accepted.

#### 4.6 Association of flextime and employee performance

**Table 4.6**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 <sup>a</sup>	.511	.509	.62728

a. Predictors: (Constant), Flextime Arrangements

**Table 4.6.1****ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	89.629	1	89.629	227.782	.000 <sup>b</sup>
	Residual	85.780	218	.393		
	Total	175.409	219			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Flextime Arrangements



**Table 4.6.3**

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.772	.204		3.779	.000
Flexitime Arrangements	.788	.052	.715	15.092	.000

a. Dependent Variable: Employee Performance

In above regression analysis, association of flexitime arrangements and employee performance has assessed. The value of R-square 51 % value highlighted in R Square column indicating that all four independent variables are keep change variance of this ratio. In the ANOVA, the F-Statistic ratio test in the model of general regression is fit for the responded data. In the above table, statistically independent variable significantly calculates the dependent variable, F-Statistic (1, 218) = 89.62,  $p < .0005$  (i.e., regression model is fit of the data). In the Regression model, independent variable (flexitime arrangements) has found a significant relationship with performance of employee working in NGOs. Hence  $H_2$  has been accepted.

## 5.0 Discussion and Conclusion

It is evident that when conflict in job roles and family role exists it will influence the performance level. This influence may positive or negative on the employee's outcomes at job or at home. It employees perceive it positively it will affect employees in positive way on the other hand conflict effects employee performances in negative way. In booth case WFC significantly associates with the performance level of employee working in the organizations. It is evident that job satisfaction and performance of employees can be enhanced by facilitating the worker through family-work facilitations; additionally, it has been highlighted in this study that job satisfaction enhances the performances of job.

Elizabeth (2015) has assessed the work family conflicts in prospective out comes of employee performances. Researchers stated that by reducing the spill over adverse effects performance can be enhanced. Research has suggested few techniques such as flexible timing, job sharing, friendly culture for families etc. can efficiently reduce the adverse effects of negative spill over and leading the work towards health and balance lives of employees.

Qadoos et al. (2015); Agnes (2016) resulted the evaluation in Pakistan; Stress rises where there is huge work and outstrip from capability of the employee. Existence of job-related stress may have negative or positive influences on the workers and on the business itself. Positive stress is required in the Pakistani setting for the improvement of employee's enactment because instructional leadership is continually play an important role on the worker's presentation. The executives in Pakistan uphold the convinced level of stress on the workers in order to raise the competence and efficiency of workforces. Negative properties can be uselessness, unhappiness, and lack of self-esteem, lowered productivity of employees, lesser the motivational level, and low willpower at work with reduced job satisfaction. Researcher has explained that working conditions interfere in other aspects of one's life such as changed working conditions, unavailability of

senior's support and non-responsive organization.

The negative effect takes its route when in conflicting situation trying to obtain reward in one domain forces to forget the other domain. Researcher has explained the pattern of effective performance by the organizations that those organization which strive for better performances focus on reducing the overload of working, managing work-family interferences and positive spill overs in employee perspectives. Based on the findings of researcher, it has been seen that work-family conflict has no significant effect on the organizational as well as employee performances. Moreover, it has been describing that there is no specific interaction between work-family with the organizational performances. This study has justified that WFC significantly associated with the performance of employees working in NGOs, these results are consistent with all those previous researchers who have presented the significant association of WFC and employee performance, Hence this study accepts **H<sub>1</sub>**.

This research presents the significant association between flextime arrangements and employee performance in NGO sector, Pakistan. This result shows that when there will more flexible arrangements with respect to timing there will be improved performance of employees working in NGOs. Implementing the flex time arrangements in the organizations offer the employee with the opportunities for performing well in the organizations and overall performances growths of the organizations has been seen as increased. Previous researches have referred the flexibility in timings as an effective strategically tool that is highly assisted with the persuasion of organizational objectives. It offers the employee, employer and organizational stakeholder with the numerous benefits to adjust their self for performing well. This study specially highlighted the flex timing in employee schedules as an efficient technique to increase the performance levels. Moreover, it has been suggested in this study the management should focus on offering the suitable culture for flexibility to gain increased outcomes of human capital (Moheet, 2016).

Likewise, Ivanauskaite (2015) found that job enrichment for work-family-conflict mediates between flex time and employee commitment. In other result it partially mediates between flex time and organizational performances. Hence, flex time offers the opportunity for employees in the organizations to take assistance for handing their issues related to WFC that results ass increased performance levels in their jobs. The results of present research are consistent with the findings of above previous researchers that significant highlight that flex time arrangements are supportive for increased performance levels of employees working in the organizations, hence **H<sub>2</sub>** has accepted.

## 5.1 Conclusion

This study has mainly targeted to assess the impact of work family conflict on the job performance of employees working in NGOs and association of flextime arrangements with the job performance of employees in NGO sector, Pakistan. This study adopts the survey as the method of data collection. Questionnaire has been adopted as the instrument of survey. By circulating the questionnaire among targeted employees of NGOs, response has been collected and logged in SPSS for interpretation. Statistical results show that work life conflict in employees is significantly affecting the job performance improvements in employees of NGOs. On the other hand flexible

times organizations have been noted as affecting the performances of employees in positive way. These results justify the on job multi tasks of employees as well as the house hold responsibilities, when these responsibilities at work and house mix up it cause the conflicting situation, this situation is mainly seen to be occurred as the work role increases and job disturbs the house life but these results have been justified in accordance with role theory, as multirole performers may positively increase their performances. This study has come up with appropriate recommendation and the direction for future research also.

**Muhammad Jaffar Ali:** Problem Identification and Theoretical Framework

**Conflict of Interests/Disclosures**

The authors declared no potential conflicts of interest in this article's research, authorship, and publication.

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