

Work Family Conflict and its impact on Career and Relation to Gender

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Abstract

Work family conflict and career are very essential to the continuing growth of educational system around the world and they rank alongside professional knowledge and skills, center competencies, educational resources as well as strategies, in genuinely determine educational success and performance. This study assessed the differences and relationship between male and female on work family conflict and its impact on career among the employees in university of Jaffna. The relationship between personal variable and work and family related attitude have indentified. The findings of this study, there is a difference between male and female employees on work family conflict. In this study, most of the male employees have low level of work family conflict and high level of career satisfaction than leads to high level of career satisfaction among the employees in University of Jaffna. Based on the findings valuable suggestions have been provided increase the career satisfaction and decrease the work family conflict to the management of the university employees to achieve sustainable competitive advantage through people.

Key words: - Work – family conflict, Gender, Career

Introduction

Human resource is the most important resource in any organization. As result, it is considered as an asset of the organization. Therefore, organizations wish to have effective human resources. In order for an organization to meet its obligation to shareholders, employees, and society, its top management must develop a relationship between the organization and employees that will fulfill the continually changing needs of the both parties. No organization can achieve its objective without a certain level of career satisfaction and having conflict between work and family from its employees. All employees have to direct towards organization goals.

Work – family conflict is form of inter – role conflict arises when role pressures from work and family domains become mutually incompatible in some respect.

Gender is a range of characteristics used to distinguish between males and females, particularly in the cases of men and women and masculine and feminine attributes assigned to them

The employer has an obligation to utilize their employee's abilities to the fullest and to give all employees a chance to grow and to realize their full potential and to develop successful careers. A career is a series of work related positions, paid or unpaid, that help a person grow in job skills, success, and fulfillment.

Background of the study

The educational organization is the most important social institutions in a society. The effective and directive position of educational organization in the society firmly depends on its perfect coordination in the direction of the social expectation. The effectiveness level of the an organization necessitates adequate organizational formation, satisfactory sources, consistent policies based on scientific and technology development, and qualified employees with health working conditions, and also its should be directive for social needs.

At present work family conflict and career satisfaction has been an important issue. People are interested to work in the organization without conflict and stress. It is human behavior. But in reality how far such conflict is ensured in different jobs. The researcher interest is to analyze work family conflict from organizational perspective. Looking work family conflict from women to men perspective will also be interesting to present.

Work family conflict is one of the most widely discussed and enthusiastically studied constructs in such related gender and career. "Work – family conflict is a form of inter – role conflict that arises when role pressures from the work and family domains become mutually incompatible in some respect between work and family is important for organizations and individuals because it is linked to negative consequences. For example, conflict between work and family is important for organizations and individuals because it is linked to negative

consequences. For example, conflict between work families is as associated with increased absenteeism, increased turnover, decreased performance, and poorer physical and mental health.

Research on work – family conflict has consistently showed that experiences in work and family domain were related to the outcomes in both work and family domains however, the relationships between domain-specific effects were stronger and more consistent. That is, work related antecedent were more strongly related to work related outcomes; and family related antecedent were more strongly related to family related outcomes of work –family interface . Therefore, in the present study, the effects work salience and work demands on work – to – family conflict and enhancement, and the effects of family salience and family / home demands on family – to work conflict and enhancement are investigated.

Gender is the division of people into two categories, “men” and “women” Through interaction with caretakers, socialization in childhood, peer pressure in adolescence, and gendered work and family roles women and men are socially constructed to be different in behavior, attitudes, and emotions. The gendered social order is based on and maintains these differences”. It is a range of characteristic used to distinguish between males and females, particularly in the cases of men and women and the masculine and feminine attributes assigned to them. Gender is determined socially; it is the societal meaning assigned to male and female. Each society emphasizes particular roles that each sex should play, although there is wide latitude in acceptable behaviors for each gender.

Research Conducted on the perceived attractiveness of individuals as dating or Marriage partners provides further insight into role of work and family expectations in determining career choice.

Satisfaction is satisfying the needs and desires of the consumer. Satisfaction is as a pleasure; satisfaction as a delight. These definitions show satisfaction makes happiness to customer sometimes satisfaction gives more happiness which is termed as delight (Ismail and Velnampy, 2013). Workers satisfied with their job perform better and less likely to be late, absent or quit than those of dissatisfied workers. Employees, who are more productive and are able to stay longer on job, were able to highlight higher job satisfaction ratings. Since most of the working hours are spent at work, it is imperative to find out the various factors that determine job happiness. Evidently, it is all about the gap between reality and expectations, but the issue seems to be much more complicated than it appears (Velnampy and Sivesan, 2012). Normally Career Satisfaction is defined as a person’s general attitude toward his/her career. That is, to what extent a person feeling of pleasure with their career. This career satisfaction may be influenced by several factors some of them are salary, motivation, working condition, rewards, relationship with others etc. But for research study, the career satisfaction indicates to what extent a person satisfies (feeling of pleasure) with their career choice. This means that choosing a career leads to person’s career satisfaction.

Research question

It has been said that work family conflict the career satisfaction of employees and this conflict strongly relate with the gender differences. Particularly the finding of the studies that try to explore the fact that how work family conflict affects the career satisfaction of employees and how gender differences impact on the work family conflict. Further male and female role are difference in the society based on their cultural values. The studies which try to identify the gender effect on work and family have been carried out in western cultural setting. In Sri Lankan cultural setting, particularly, in Jaffna cultural setting the role of male and female are different compare with western cultural setting. Therefore it is not clear whether gender relate with the conflict between work and family and their career of employees at organization. Therefore, the present study this to find out in Jaffna cultural setting.

Significance of the study

In the modern world, there are several competitions among the organizations. So, organizations have to keep and its human resource

Literature Review

Research on work-family conflict has consistently showed that experiences in work and family domain were related to the outcomes in both work and family domains (Ford, Heinen, & Langkamer, 2007). However, the relationships between domain-specific effects were stronger and more consistent (e.g., Edwards & Rothbard , 1999; Judge, Ilies, & Scott, 2006) That is, work related antecedents were more strongly related to work related

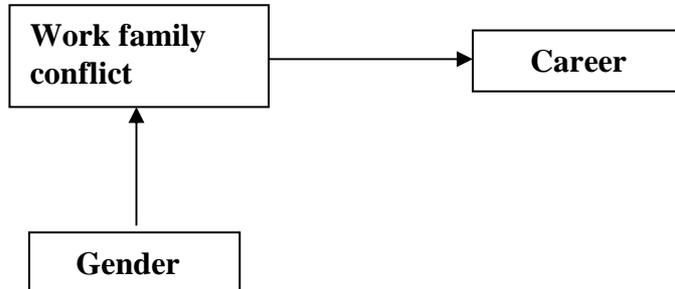
outcomes; and family related antecedent were more strongly related to family related outcomes of work- family interface. Still others find that neither Work in Family nor Family in Work predicts work outcomes directly (Carlson & Kacmar, 2000; O'Driscoll, Ilgen, & Hildreth, 1992). However, a recent meta-analysis supported that WIF has a stronger correlation ($r = 0.27$) with job satisfaction than FIW ($r = 0.18$; Kossek & Ozeki, 1998), which is consistent with our theoretical rationale. The current study compares the predictive of these two types of WFC while taking family and work characteristics into account. Empirical evidence also confirms that work-family conflict is often a severe stress factor at work leading to various negative outcomes, including impaired well-being (Karatepe & Tekinkus, 2006). Researchers have identified work- family conflict as one of the major stressors in the workplace in the United States (Allen, Herts, Bruck, & Sutton, 2000; Frone, 2003). In Canada, time in employment increased for many, as did the non-work demands resulting from the continued change in family structures and the continued rise in the percentage of employees with child care, elder care or both (Duxbury & Higgins, 2003). The concept of work-family conflict has been explained by Kahn, Wolfe, Quinn, Snoek, & Rosenthal (1964) using the role theory framework. They proposed that the major determinant of an individual's behavior is the expectation of behavior that others have for him or her. It is evident that our work lives can either enhance or detract from our family lives. In the same manner, our family lives can have positive or negative influences on our work attitudes, behaviors, and outcomes. For example, extensive and inflexible work hours, over-involvement in work, and job stress may produce distress within the family domain, as well as withdrawal from family responsibilities, and adversely affect one's overall quality of life. Similarly, extensive care-giving responsibilities and intensive involvement with family activities can limit individual's career choices and aspirations and negatively affect their work involvement, job satisfaction, and intention to continue their employment. Although researchers argued that both depletion and enrichment processes operate simultaneously for employees who assume both roles (Ohlott, Graves, & Ruderman 2004; Ruserman et al. 2002; Wadsworth & Owens, 2007), work-family interference still must be managed because the existence of enhancement does not eliminate role conflict. Initially, work-family literature focused on the negative psychological effects of juggling work and family role. The phrase "work-family conflict" (WFC) emerged in the 1980s, with the sharp increase in women's participation in the workforce. Work- family conflict occurs when the demands or expectations associated with one domain are incompatible with the demands or expectations associated with the other domain (Greenhaus and Beutell, 1985). Studies have distinguished two components or dimensions of work-family conflict: when activities related to work interfere with family responsibilities (WIF) and when activities related to the family interfere with work responsibilities (FIW) (Gutek et al. 1991). According to the role theory, the expected relationship between work- family conflict and job satisfaction is such that an increase in work-family conflict reduces the level of satisfaction (Frone et al., 1992; Kopelman et al., 1983). This hypothesized negative relationship has been found in most studies (e.g. Adams et al., 1996; Boles, 1996; Carlson et al., 2000; Netemeyer et al., 1996; Perrewe et al., 1999, although not in all e.g. Aryee et al., 1999; Beutell and Wittg-Berman, 1999; Lyness and Thompson, 1997; O' Driscoll et al., 1992; Thomson and Blau, 1993). Kossek and Ozeki (1998), after revising the studies, have found an average correlation of -0.31 , -0.27 and -0.18 between job satisfaction and (global) work-family conflict, WIF and FIW, respectively. Likewise, the study review carried out by Allen et al. (2000) on WIF indicates an average correlation of -0.24 with job satisfaction. However, the authors of both reviews point out that the nature and strength of the relationship varies greatly from study to study, revealing inconsistent results. Models of WFC suggest that conflict arises when demands of participation in one domain of life are incompatible with demands of participation in another domain and that this conflict can have an important effect on the quality of both work and family life (Greenhaus 1998, Greenhaus and Beutell 1985, Netemeyer et al. 1996). Recent research has recognized that the relationship between work and family is bi-directional (Frone et al. 1992, Gutek et al. 1991), i.e., family can interfere with work and vice versa. Following this line of thinking, Adams et al. (1996) attempted to distinguish between family-work conflict (family interfering with work) and work- family conflict (work interfering with family) and developed separate scales for each. They found that family-work conflict might be associated with level of involvement with work. Higher level of work interfering with family predicted lower emotional and instrumental commitment. Most family/work research emphasizes the idea that conflict has an impact on the individual's emotional and physical condition, thus causing disadvantages for companies due to absenteeism and diminishing productivity (Cooper and Williams, 1994). Not only conflict between the two fields might affect productivity spill over theory (Caligiuri and Cascio, 1998) suggests that problems in one domain (e.g. home-life) will affect the other domain (e.g. performance in the job). Since the mid- 1970s, research in this field has demonstrated a clear trend toward increasingly global questions which seek to investigate the influences affecting the two domains. Kanter (1997), whose research was pioneering, rejected the traditional property-theory explanations of gender asymmetry and inequality of opportunities in organizations and regarded the topic of combining family and career as crucial (Greenhaus and Parasuraman, 1986; Hall and Richter, 1988; Hall, 1990; Googins, 1991; Goodstein, 1994; Adams et al., 1996; Campbell Clark, 2000; Boyar et al., 2003). Another important impulse was provided by the

work of Rhona and Robert N. Rapoport (1969,1976) who coined the terms “Dual Career family” and “Dual Career Couple” (DCC) at that time; these have become increasingly significant lifestyles (Greenhaus, 1983; Sekaran 1983,1985,1986). Individual ways of dealing with the work/family conflict were investigated for this group in particular (Hammer et al., 1997; Stoltz-Loike, 1992; Wiersma,1994). The allocation of disposable time, which is crucial especially for DCCs, comes to the fore. Accordingly, DCCs have to struggle above all with the time-based role-overloads and the psychological aspects of role quality (Wiersma,1994). The 10 years after college graduation generally is the time for launching a career and building a dual-career family (Arnett, 2004; Barnett, Garis, James&Steele, 2003). Hofstede (2005) identified these two cultural dimension in society defined “Societies as masculine when emotional gender roles are clearly distinct. Men are supposed to be assertive, tough and focused on material success, whereas women are supposed to be more modest tender and concerned with the quality of life” and “a society is feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with quality of life. Men are supposed to be more concerned with achievements outside the home-hunting and fighting in traditional societies, the same but translated into economic terms in modern societies. Men, in short, are supposed to be assertive competitive and tough. Women are supposed to be more concerned with taking care of the home, of the children, and of people in general-to take the tender roles. Male achievements reinforce masculine assertiveness and competition; female care reinforces feminine nurturance and a concern for relationships and for the living environment. Men taller and stronger and freer to get out tend to dominate in social life outside the home; inside the home a variety of role distributions between the genders is possible.” (Hofstede &: 2005:117)

Gender differences in work and family experiences have consistently emerged in work-family research (Lewis & Cooper, 1999). Many women in the career Development Quarterly March 2006 Volume 54:203-215 continue to be socialized into believing that being a wife and raising a family should be their paramount priorities and that financial independence and career advancement are secondary (Pines, 1989). Even women who have demanding careers invest more hours in home activities than do their male colleagues (Cinamon & Rich, 2002a; Izraeh, 1994). On the basis of Greenhouse and Buell's (1985) argument about the importance of role salience to the WFC, many Scholars have hypothesized that women experience more WFC than men because of their typically greater responsibilities in the home and their assigning more importance to family roles. However, most recent research has indicated that men and women do not differ in their level of WFC (for a review, see Frone, 2003). This lack of differences in WFC raises questions about gender differences in young adults' anticipated WFC. The period of emerging adulthood (ages 18-27 years) in Western societies generally offers a unique combination of more choices and fewer commitments relative to any other period during adulthood (Arnett, 2000). Therefore, emerging adults tend to engage in more active and extensive exploration of gender roles and expectations than do older adults. In the current study, I investigated gender differences in anticipated WFC among young adults and predicted that young women would anticipate higher levels of both types of WFC than would young men. This hypothesis derives from empirical studies of college seniors, which have indicated that more female than more students reported a lower ability to make firm career plans due to future family aspiration (Almquist & Angrist, 1993; Arnold, 1993; Novack & Novack, 1996). Further, consistent with this concept of career, Hall's (2002) define career as different attitudes and behaviors that linked with individuals and their work related experiences and action over the life period here, career is work related experiences over the person's life indicates a long-time action rather than immediate performance and satisfaction. Young people's expectations regarding how combine work and family in the future will also play a role in influencing career choice. Research by Okamoto and England (1998, Cited in Badgett & Folbre, 2003) suggests that Young women take family responsibilities into account when choosing an occupation. Marks and Houston (2002) Conducted a study of academically high achieving girls aged 15 to 17 Years, and found that their education and career plans were significantly influenced by perceived social pressure to give up work to care for their children. The more social pressure they perceived, the less certain they were about their plans to pursue educational qualifications and establish a career. According to Marks and Houston (2002), it is therefore more likely that these high – achieving girls will choose occupations in which they believe they can most easily combine work and family, and that these occupations will in all probability be in feminized professions such as nursing and teaching, and teaching, which provide girls with examples of how this might be done in a way that male – dominated occupations such as science and technology do not. In this way, occupational sex segregation will be perpetuated. In a survey of attitudes among undergraduate student's students majoring in science, most Young men reported that women studying in male – dominated disciplines such as engineering, physics, chemistry, and applied sciences were inherently unattractive (Seymour & Hewitt, 1997). In an experiment in which job type and job status were manipulated in dating participants, Padgett and Folbre (2003) found that men and women in occupations that do not conform to traditional gender stereotypes were rated as less attractive potential romantic partners.

Conceptualization

After the carefully study of the literature review the following conceptual model is formulated to depict the relationship among gender, work family conflict and career.



Hypotheses

- H1:** Male employees have lower level of work family conflict than female employees.
- H.1.1:** Male employees have lower level of family responsibilities than female employees.
- H.1.2:** Male employees highly satisfied with coworkers than female employees
- H.1.3:** Male employees highly satisfied with working condition than female employees.
- H.1.4:** Male employees have lower level of Stress between their work and family.
- H2:** Male employees highly satisfied with their career than female employees
- H.2.1:** Male employees highly satisfied with promotion than female employees
- H.2.2:** Male employees have high of career choice than female employees.
- H.3:** lower level of work family conflict leads to better career for employees

Operationalization

In the following table, some of the key concepts and variables are used in this research.

Concept	Variable
Gender	Male Female
Work family conflict	Family Responsibilities Coworkers Working condition Stress
Career	Promotion Career Choice Career Satisfaction

Data collection

The relevant data for the purpose of this study were collected from primary and secondary sources. Primary data were collected through questionnaire and secondary data were collected from published documents and internet.

In the data collection activity much importance has been given to the set of combined work and family elements that influence career of employees and importance has been given to measure the level of employees' work family conflict, gender influences and career satisfaction.

Sampling framework

The survey method applied in this research. A questionnaire was administrated on the employees from University of Jaffna in order to determine gender influences on work family conflict and the level of work family conflict impact on career satisfaction. For the purpose of this study, only employees of University of Jaffna which was selected and the population for this study was considered of employees in Jaffna University. Sample of 125 employees were obtained from this place for this study

The instrument used in the present study

Work family conflict, gender influences and career satisfaction are measured by questionnaire prepared by the researcher after the review of the literature. The instrument developed by Nordenmark, (2002) and Greenhaus&Beutell, (1985). Is used to measure work family conflict, gender influences and career satisfaction.

Questionnaire designing

In this study qualitative factors are measured by using scale method. In this method in individual is asked to strongly agree or disagree with the number of statements relevant to the factors being measured.

The questionnaire consists of two part; part 1 and 2. To ensure the validity of questionnaire the negative questions are also included when measuring the variables and questionnaire has been prepared in the international language for the employees.

Part 1

Part 1 is the personal profile. It consist six questions

Part 2

Part 2 consists of 12 questions based on the work family conflict, gender influences and career satisfaction with 5 points scale ranging from strongly disagree to strongly disagree.

Tools used in the study

Descriptive statistics correlation analysis independent sample T test and regression were performed using Computer based statistical package (SPSS 13.0) to analysis the data to test the hypotheses.

Data analysis and Interpretation

T – Test has been used to find significant differences in work family conflict among the males and females in University of Jaffna. The results of the t –test have been tabulated below.

H1: Male employees have lower level of work family conflict than female employees

The below table show that t – value of the family conflict male and female employees.

Table 01

	Respondent	No of respondent	mean	Std. deviation	t – value
Work family conflict	Male	60	3.0677	0.70941	7.362
	Female	65	2.2175	057502	

The above table shows a t-value 7.3662 which is significant at 0.05 significant levels. It can be said that there is significant difference between male and female employees on the perception of work family conflict. The mean value indicate that male respondents have lower level of work family conflict compare with female respondents.

H.1.1 Male employees have lower level of family responsibilities than female employees.

The below table shows that t – value of work family conflict with family responsibilities of the respondents

	Respondent	No of respondent	mean	Std. deviation	t – value
Family responsibilities	Male	60	3.3026	1.13914	6.752
	Female	65	2.1093	2.1093	

Table 02

The above table shows a t – value 6.752 which is significant at 0.05 significant levels. it indicates that significant differences between male and female employees on the perception of work family conflict with pay. The mean value indicate that male respondents have lower level of work family conflict with family responsibilities than female respondent.

H.1.2 Male employees highly satisfied with coworkers than female employees.

The below table show that t – value of the work family conflict with coworkers of male and female employees.

	Respondent	No of respondent	mean	Std. deviation	t – value
Coworkers	Male	60	2.9692	.74471	6.057
	Female	65	2.2350	.60352	

Table 03

The above table shows t - value 6.752 which is significant at 0.05 significant levels. It can said be said that there is significant differences between male and female employees on the work family conflict with coworkers .The mean value represent male respondents are highly satisfied with coworkers than female respondent.

H.1.3: Male employees highly satisfied with working condition than female employees.

The below table show that t – value of the work family conflict with working condition of male female employees.

	Respondent	No of respondent	mean	Std. deviation	t – value
Working condition	Male	60	2.7282	.801772	4.851
	Female	65	2.0109	085194	

Table 04

The above table shows a – value 4.851 which is significant AT 0.05 significant levels. It is significant differences between male and female employees’ work family conflict with working condition. The mean value indicate that male respondents are highly satisfied with working condition compare with female respondents.

H.1.4: Male employees have lower of stress between their work and family.

The below table show that t – value of the satisfaction with supervisor of male and female teachers.

	Respondent	No of respondent	mean	Std. deviation	t – value
Stress	Male	60	3.0718	.84264	4.134
	Female	65	2.4973	.70612	

Table 05

The above table shows a t – value 4.134 which is significant at 0.05 significant levels. It significant differences between male and female employees on the perception of work family conflict with Stress. The mean value indicate that male respondents have lower level of Stress than female respondents.

H.2 : male employees highly satisfied with their career than female employees.

	Respondent	No of respondent	mean	Std. deviation	t – value
Career satisfaction	Male	60	2.9200	.62285	7.525
	Female	65	2.1580	.5155	

Table 06

The above table shows a t – value 7.525 which is significant at 0.05 significant levels. It can say that there is a significant difference between male and female employees on the perception of career satisfaction. The mean value indicate that male respondent have high level of career satisfaction than female respondents.

H.2.1: Male employees highly satisfied with promotion than female employees.

The below table show that t – value of the satisfaction with promotion of male and female employees.

	Respondent	No of respondent	mean	Std. deviation	t – value
Promotion	Male	60	2.2667	.86843	6.883
	Female	65	2.2350	.81045	

Table 07

The above table shows a t – value 6.883 which is significant at 0.05 significant levels. It can say that there is significant difference between male and female employees in promotion. The mean value indicate that male respondents are highly satisfied with their promotion compare with female respondents.

H.2.2 : male employees have high level of career choice than female employees.

The below table show that t – value of the career choice of male and female employees.

	Respondent	No of respondent	mean	Std. deviation	t – value
Career choice	Male	60	4.7949	1.19709	5.0513
	Female	65	3.6557	1.11715	

Table 08

The above table shows a t – value 5.0513 which is significant at 0.05 significant levels. It can say that there is significant difference between male and female employees on the perception of career choice.

The mean value indicate that male respondent have high level of career choice than female respondents.

H.3 : lower level of work family conflict leads to better career for employees.

The below show that level of work family conflict and level of career satisfaction.

			level of work family conflict			Total	
			low	moderate	highly		
level of	low	count	39	12	0	51	
	moderate	count	76.5%	23.5%	0%	100.0%	
moderate	count	% within level	14	44	1	59	
		of satisfaction	23.7%	74.6%	1.7%	100.0%	
highly	count	% within level	0	13	3	16	
		of satisfaction	0%	81.3%	18.8%	100.0%	
Total			Count	53	69	4	126
			% within level	42.1%	54.8%	3.2%	100.0%
			of satisfaction				

Table 09

The above table shows that 74.6% of the respondents have moderate level career satisfaction and work family conflict. At the same time employees have high level of career career satisfaction when they have low level of woke family conflict.

The 13 respondents have a moderate level of career satisfaction when they have a high level of work family conflict. But 44 respondents have moderate level of career satisfaction and low level of work family conflict. It can be concluded that is la negative relationship between career satisfaction and level work family conflict the employees.

Relationship between career satisfaction and level of work family conflict.

They below table show that correlation between career satisfaction and work family conflict. **Correlation**

	career Satisfaction	work family conflict
Career Satisfaction person correlation Sig. (2- tailed) N	1 125	.809** .000 125
work family conflict person correlation sig. (2- tailed) N	.809 .000 125	1 125

Table 10

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

From the above table correlation value has been computed to find out the relationship between career satisfaction and work family conflict. The correlation value is .809 which is correlated at 0.01 significance levels.

There is a negative relationship between careers satisfaction and work family conflict. Therefore hypothesis (HE) is accepted. When work family conflict increase, career satisfaction will decrease and vice versa.

In order to find out significant difference between difference between different age group of employees on work and family related attitudes, the ANOVA has been applied and the details given below.

ANOVA For monthly income distribution of respondents on the variable of career satisfaction

	df	mean square	f	sig
Between Group	3	.596	.995	.398
Within Group	122	.598		

Table 11

The above table shows F-value of .995 which is insignificant level. It can be concluded that mean value of the career satisfaction are same for each monthly income group.

Mean difference for monthly income distribution on the variable of career satisfaction.

Monthly	N	Satisfaction mean
10000 - 20000	10	2.4223
20000 - 30000	39	2.5115
30000 - 40000	39	2.7583
Above 40000	37	2.8778

Table 12

It can be concluded that respondent who possess above 40000 scales of monthly income are express high level of career satisfaction

ANOVA for position of respondent on the variable of career satisfaction

	df	Mean square	F	Sig
Between groups	2	.998	1.668	.193
Within groups	123	.592		

Table 13

The above table shows F – value of 1.668 which is insignificant at 0.05 significant levels. Mean value represent the career satisfaction are not same for each category of job position.

Mean difference for job position on the variable of career satisfaction

Job position	N	Satisfaction mean
Senior Lecturer	55	2.7571
Lecturer	53	2.6222
Assistant Lecturer	11	2.3385
Others	06	2.1179

Table 14

It can be concluded that senior lecturers who express high level of career satisfaction and others express very low level of career satisfaction.

Conclusion

The collected data have been analyzed to achieve the objectives of this study. Hundred and twenty five employees have responded to this study out of hundred and fifty selected sample.

The analysis of work family conflict impact on career and relation to gender, analyzed gender influences on components which were related with work and family such as: family responsibilities, coworker, working condition and stress. And gender effect on components of work family conflict and personal variable (civil status, monthly income and job position) effect on career.

This analysis clearly indicates that male employees have low level of work family conflict high level of career satisfaction.

Recommendation

The following aspects can be considered to decrease the level of work family conflict.

- Makes jobs more fun
- Have fair working condition and coworkers.
- Provide adequate training programmers to handle the conflict at workplace.
- Giving some counseling facilities for employees to increase their mental health related with work and family.

The following aspects can be considered to increase the level of career satisfaction.

- It can be asserted by management that everyone will benefit from better career
- Provide a wide range of career choice for the employees.
- Management may reduce employee turnover, increase job satisfaction in and develop of feelings of loyalty among its employees.
- Employees may be encouraged for their career satisfaction in the academic profession it also decrease the level of the work family conflict.

Suggestion for further research

This research only covered academic institution that is University of Jaffna, but it is not same as other educational institution. That is working conditions, structures, and administrative policies may defer between these institutions. Therefore the level of work family conflict and career satisfaction of the employees may differ between these institutions. Hence the findings of this research should not apply to all

Conclusion

This study has discussed the research findings, recommendation and suggestions to improve career satisfaction through handling the level of work family conflict for further research study concluded that there is a negative relationship between levels of work family conflict and career satisfaction of the employees. That is it can said that maintain proper level of work family conflict has considerable impact on their career of employees. As a result, hypotheses are accepted. The conclusion is made based on the selected sample.

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