

## Impact of Long Working Hours on Family Wellbeing of Corporate Family

<sup>1</sup>Shoaib Akhtar, <sup>1</sup>Ayesha Kashif, <sup>2</sup>Ahmed Arif and <sup>2</sup>M. Afzal Khan

<sup>1</sup>Fatimah Jinnah Women University, Rawalpindi

<sup>2</sup>Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad

---

**Abstract:** The present study is conducted to find out the effects of extended working hours on family wellbeing of dual earners. Pakistan being a developing country where traditionally males are the bread earners and females are considered to be the home makers, the trend is changing. Females are now considered equal partners in sustaining family livelihood. This change has brought in numerous problems especially of family wellbeing. The research was conducted in the banking sector and sample consisted of both partners working in the banking industry. Sample was selected through non-probability purposive sampling. The results of the study show that two of the dimensions of extended working hours namely work life balance and work stressors have significant impact on the wellbeing of the family where as the third dimension inflexible work schedule does not have significant impact. The results of the study are consistent with the past researches and show that Pakistani dual earners are no more different than their counterparts elsewhere in the world and face similar problems that are being faced by them.

**Key words:** Dual earners • Work life balance • Work stressors • Inflexible schedules • Long working hours  
• Family wellbeing

---

### INTRODUCTION

With the growing needs of the business world, employees are under tremendous pressure to perform in a short span of time [1]. In order to meet the tedious demands of work place to secure their jobs, employees have to work for longer hours leaving them with very little time to relax, refresh and unwind themselves, which ultimately results in negative impact on family wellbeing, thus, leading to work family conflict [2-4].

Family and its wellbeing are measured in terms of one's economic and marital status, parental employment and contentment in relationships within family members [5]. Individuals have to cope with work demands, i.e. work for longer hours, heavy workload, trainings and business travelling. On the other side they have to handle home demands, i.e. child care, care of old relatives, kids schooling, leisure time, commitments with family and friends [6].

Moreover, extended working hours negatively affects the physical and mental well-being of employees and causes many health problems like sleep disorders, chronic infections, stress, depression, headaches, fatigue,

insomnia, diabetes and high blood pressure [7]. It has been observed that numerous employees have been facing problems such as difficulty in balancing family and work matters, poor family connections and children problems such as negative social, emotional and cognitive development [8-9].

Women play multiple roles. Females have to bear long stressful day at work and take care of the children, kitchen and perform other household duties. Women are expected to sacrifice their career for family and children; this undermines the concept of gender equity. Working women have to spend more time and energy to manage both work and family [10-11]. In cases where both parents are working, the time they give to their children is much less that they would have given in case both or any one of them was not working for long hours. It is generally seen that the female workers with high responsibility both at work and at home, experience most work-family conflict [12].

Employees perform well if they take proper rest and are mentally relaxed. Working for longer hours mean that resources are limited and job security [13]. This creates negative impact on family life which ultimately leads to job

dissatisfaction and destructive behaviour at work [5]. Equilibrium is required between the personal and the professional life, which, not only creates contended employee but a productive one too [14].

Work family conflict arises mainly due to imbalance created between professional, family and personal lives of an employee [15-16]. This affects the wellbeing of the employee leading to health risks, low parenting performance, low productivity and job dissatisfaction [17].

The transformation from traditional to dual-earner families is fundamental. Extended working hours is now a days' main cause of work family conflict. Many employees need flexible timings in order to visit the school of their children and paying attention to other issues related to their personal life. Use of flexible timings and schedules by organizations can bring balance in employee's life and increase productivity [18-20].

The research also highlight that the extended working hours have a negative impact on children There had been seen various negative impacts on the building of the character in the children such as children join the gangs, misuse the drugs etc. [21-23].

Equal employment opportunities play fundamental role for balancing employee's private and professional lives. This facilitates employees especially women to maintain a balance between work and family lives. It can be possible only if organizations formulate such policies like reconciling work and care, temporarily with drawl from work, leave arrangement and professional support [6,24,25].

The research also highlights the positive aspect of extended working hours like extra pay, promotion, commitment and loyalty to organization [26]. But apart from the positive aspects, these create imbalances and affect the employee wellbeing [27-30].

The following research model and hypothesis have been developed based on the previous research studies:

- H<sub>1</sub> : Long working hours are negatively related with family wellbeing.
- H<sub>2</sub> : Work stressors due to long working hours are negatively associated with family wellbeing.
- H<sub>3</sub> : Work schedule inflexibility due to long working hours is negatively related with family wellbeing.
- H<sub>4</sub> : Physiological affects due to long working hours are negatively related to family wellbeing.
- H<sub>5</sub> : Work life balance is negatively associated with family wellbeing.

## MATERIALS AND METHODS

The present study is conducted to find out the impact of long working hours on family wellbeing. The theoretical framework formulated is based on extensive literature review and consists of four dimensions of long working hours namely: physiological and behavioural effects, work life balance, work stressors, inflexible schedule and three dimensions of family wellbeing namely: destructive family, inter role conflict, reduced quality of life. Correlation and regressions techniques are applied to investigate the impact.

For the present study Non Probability purposive sampling technique has been adopted. The rationale for such a technique simply lies in the fact that only banking industry has been targeted. Secondly, respondents belong to the general cadre of employees working in the banks. Thirdly, the respondents selected belong to the corporate family that is their spouses also work in the banking industry and were having kids. A sample of 150 employees was selected to participate in the study.

The selection of the sample was done according to the criteria given by Sekaran [31] in which she suggests that a sample size larger than 30 and less than 500 is appropriate for most research. A total of 150 questionnaires were distributed, accompanied by the statement stating the purpose of the research and respondents were assured of the confidentiality of the responses. Response rate achieved was 73.33 percent.

Instrument was partly adapted from the studies of Greenberg *et al.* [6], McDonald *et al.* [32], Worrall and Cooper [33], Baral and Bhargava [34], Wilkinson [35], Beham and Drobic [23]; Walker *et al.* [36], Haar [37], Turner *et al.* [21], Lingard and Francis [22]. There were 39 items in total. 25 items measured extended working hours and 14 items measured family wellbeing. Five point Likert scale was used having 1 (always) and 5 (never) for independent variables and for dependent variable 1 (strongly agree) and 5 (strongly disagree).

Cronbach's Alpha was calculated for independent and dependent variables. The purpose of this alpha was to ensure inter item consistency before using the data for further statistical analysis. In addition item total statistics was also computed to evaluate the reliability of each item. Inter correlations was also computed among the dimensions of the variables to check the one on one relation. The Cronbach alpha values were found to be above 0.60 indicating the reliability of the instrument.

**RESULTS AND DISCUSSION**

This study was determined to find out the impact of long working hours on the family wellbeing of the workers. The regression analysis has been performed for the empirical analysis. The descriptive statistics and correlations matrix are produced before the regression analysis.

Table 1 reveals the results of descriptive statistics. Descriptive statistics include the value for mean, standard deviation, skewness and kurtosis. Mean value shows that most of the respondents are showing their agreement with the statements of the instrument. The normality of the data has been tested with the help of skewness and kurtosis. The values of skewness and kurtosis are justifying the normality of the data as they are within acceptable ranges.

The correlation matrix has been produced to find out the inter-relationship among the variables. Table 2 is showing the correlation matrix. Most of the correlations between IVs and DVs are positively significant. The low correlations among the independent variables prove that multi-collinearity does not exist.

Regression analyses have been processed after obtaining the descriptive statistics and correlation matrix. Firstly, we have run the multiple regressions, testing the impact of individual dimension of working hours on family well being and afterwards, composite regression analysis was conducted to evaluate the cumulative effect of extended working hours on family well being. The results of the regression analysis are being shown in Table 3.

Table 3 incorporates both the results of multiple regression and composite regression. The value of R<sup>2</sup> for multiple regressions is 0.515, exhibiting the magnitude of relationship between independent variables and dependent variable. The total variation in family well being caused by the dimension of extended working hours is 51.5%. The F statistics is 37.465 (p<0.01) that authenticates the fitness of model. The null hypothesis is rejected here i.e. none of the IVs is related with DV (R<sup>2</sup>≠0). All the beta coefficients are negative, showing that all the dimensions are negatively affecting the family well being. The beta coefficients of work stressors and work life balance are -0.192 and -0.482 with t-stats = -2.070 (p < 0.05) and -7.205 (p < 0.01) respectively. The t-stats are showing that these two beta coefficients are significant.

Table 1: Descriptive Statistics

	Mean	Std. Deviation	Skewness	Kurtosis
W.S.	4.2182	0.35174	0.716	1.116
WLB	3.7982	0.56014	-0.236	0.212
IS	4.0073	0.51611	-0.498	1.957
FW	3.6744	0.24462	-0.677	0.287

Table 2: Correlation Matrix

	WS	WLD	IS	EWB
WS	1			
WLB	-0.381**	1		
IS	0.143	0.505**	1	
FW	0.224**	0.724**	0.897**	1

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 3: Regression Analysis

	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Durbin-Watson	F stats	Sig.	Beta	t-statistics	Sig.
<b>Multiple Regression</b>									
	0.717	0.515	0.501	1.799	37.465	0.000			
α							0.578	1.461	0.147
W.S.							-0.192	-2.070	0.041
WLB							-0.482	-7.205	0.000
IS							-0.115	-1.695	0.093
<b>Composite Regression</b>									
	0.625	0.425	0.420	2.006	79.856	0.000			
α							0.416	1.205	0.231
EWB							0.836	8.936	0.000

Depend Variable: Family Wel

The beta coefficient of Inflexible schedule is although negative but t-stats (-1.695) is insignificant ( $p > 0.05$ ).

The composite regression has also been carried out to evaluate the cumulative impact of all the dimension of extended working hours on family well being. The value R is 0.625, proving the fitness of model up to 62.5%. The value of  $R^2$  is 0.425. Extended working hours cause a total variation of 42.5% in family well being. The F stats is 79.856 ( $p < 0.01$ ). The impact of extended working hours on family well being is 83.6% which is highly significant as revealed by t stats i.e. 8.936 ( $p < 0.01$ ).

The present study has been conducted to find out the impact of extended working hours on the family wellbeing of dual earners. The study has been carried out in the banking industry and the sample consists of partners who are working in the banking industry. The study's main hypothesis has been accepted. The research proves that the extended working hours not only affect individual but also affects the family wellbeing. Extended working hours not only creates discontentment among family members especially children but also dissatisfaction as the much needed time is not given to them [5,38].

The impact of individual dimensions of independent variable has also been tested. Our second hypothesis states that work stressors have negative impact on family wellbeing. The results of our study corroborate previous researches. It has been proved that work stressors creates depression, anxiety and frustration among employees that is transmitted to family. It creates low energy for parenting and employees are unable to fulfil family obligations [6, 39].

The Work schedule inflexibility due to working for long hours is negatively related with family wellbeing, as it makes the employees unwind and unfresh. This is a big obstacle for parents to give quality time to their children [34]. In most of the cases dual earners took the services of childcare centres or baby sitters. Non arrangement of leaves and work intensity take the parents away from their domestic life. In the present study the hypothesis that inflexible work schedule has a negative impact on family wellbeing has been rejected. The main reason is the joint family structure prevalent in Pakistan. Where both the parents are working, normally children are well taken care by the parents of either of the partners.

Work life balance has been proven to be negatively associated with family wellbeing. Previous studies [35-36] show that mostly employees think that family is a great hindrance in career advancement. Employees work too many hours so that most of the times it is difficult for the

employees to separate their work from family life. A recent study has shown that working men face more work-family conflict as compared to their working spouses [40].

## CONCLUSION

The present study conducted in banking sector highlights that the dual earners, because of their work commitments are unable to give time to their families. Extended working hours create lot of pressures on the employees and there is a great need for the organizations to make policies that would help employees to balance their work and family commitments if they want to retain qualified and experienced staff. Pakistan is one of those countries where both male and female shares the expenses of their house by doing work. In Pakistani male dominated society, males are considered as wage earner and female as home maker but the trend has been changing and now both the partners are engaged in earning livelihood and sharing the expenses of their family. Now a day's people work for longer hours to maintain their life styles and status, which is affecting the family and childcare bearing and rearing that leads to poor family connection. It is also negatively distressing their children such as deprivation of parents love, stress and depression, misuse of drugs etc. Such children try to spend most of their time at outdoor activities because they get fed up with the unfriendly environment of their homes. Commitment with the work is not only important but the married employees should show their commitment to their families as well and this can only be done if organizations and supervisors alike view them as humans with needs and not as mechanistic. Also employees need to learn to manage office and family effectively through time management strategies. There are lot other factors like behavioural, physiological, psychological etc. that may be incorporated in the future study. Also there is need to check the effects of extended working hours on both males and female employees as the effects would be different because of their morphological differences.

## REFERENCES

1. Phillips, R.K., 2002. Parent Work and Child Well-Being in Low-Income Families. Occasional Paper Number 56. Washington: The Urban Institute.
2. Pleck, J., 1979. Work-Family Conflict: A National Assessment. Paper presented at the Annual Meeting of the Society for the Study of Social Problems, Boston, MA.

3. Figart, D.M. and L. Golden, 2000. Working time: International Trends, Theory and Policy Perspectives. London: Routledge.
4. Parasuraman, S. and C.A. Simmers, 2001. Type of Employment, Work-Family Conflict and Well-Being: A Comparative Study. *J. Organizational Behaviour*, 22(5): 551-568.
5. Weston, R., M. Gray, L. Qu and D. Stanton, 2004. The impact of Long Working Hours on Employed Fathers and Their Families. *Australian J. Labour Economics*, 7(2): 255-273.
6. Moore, S., P. Sikora, L. Grunberg and E. Greenberg, 2007. Managerial women and the work-home interface: does age of child matter? *Women in Management Review*, 22(7): 568-587.
7. Yavas, U., E. Babakus, O.M. Karatepe, 2008. Attitudinal and Behavioural Consequences of Work-Family Conflict and Family-Work Conflict: Does Gender Matter? *International J. Service Industry Manage.*, 19(1): 7-31.
8. Harvey, E., 1999. Short Term and Long Term Effects of Early Parental Employment on Children of the National Longitudinal Survey of Youth. *Developmental Psychol.*, 35(2): 445-459.
9. Presser, H.B., 1986. Shift Work among American Women and Childcare. *Journal of Marriage and the Family*, 48: 551-563.
10. Pocock, B., 2001. A Survey of Existing Literature: The Effects of Unreasonable Hours on Family and Community Life. Report for Queensland Department of Industrial Relations, Adelaide.
11. Khalid, G.A. and A. Malik, 2008. Work/Life Conflicts and Desired Work Hour Adjustments: Banking Perspective in Pakistan. *International Review of Business Res*, 4(5): 267-276.
12. Moen, P. and Y. Yu, 2000. Effective Work/Life Strategies: Working Couples, Work Conditions, Gender and Life Quality. *Social Problems*, 47: 291-326.
13. Emmerik, I.J. and K. Sanders, 2005. Mismatch in Working Hours and Affective Commitment: Differential Relationships for Distinct Employee Groups. *J. Managerial Psychol.*, 20(8): 712-726.
14. Fagnani, J. and M.T. Letablier, 2004. Work and Family Life Balance: The Impact of the 35 Hour Laws in France. *Work, Employment and Society*, 18(3): 551-572.
15. Sanchez, A.M., J.V. Jimenez, P.D. Carnicer and M.P. Perez, 2007. Managerial Perceptions of Workplace Flexibility and Firm Performance. *International J. Operations and Production Manage.*, 27(7): 714-734.
16. Wharton, A.S. and M.B. Loy, 2006. Long Work Hours and Family Life: A Cross-National Study of Employees' Concerns. *J. Family*, 27(3): 415-436.
17. Lu, L., R. Gilmour, S.F. Kao and M.T. Huang, 2006. A Cross-Cultural Study of Work/Family Demands, Work/Family Conflict and Wellbeing: The Taiwanese vs. British. *Career Development International*, 11(1): 9-27.
18. Carlson, D.S., J.G. Grzywacz, K.M. Kacmar, 2010. The Relationship of Schedule Flexibility and Outcomes via the Work-Family Interface. *J. Managerial Psychol.*, 25(4): 330-355.
19. Barney, C.E. and S.M. Elias, 2010. Flex-Time as a Moderator of the Job Stress-Work Motivation Relationship: A Three Nation Investigation. *Personnel Review*, 39(4): 487-502.
20. Gregory, A. and S. Milner, 2011. Fathers and Work-Life Balance in France and UK: Policy and Practice. *International J. Sociology and Social Policy*, 31(1/2): 34-52.
21. Turner, K.M., M. Hill, A. Stafford and M. Walker, 2006. How Children from Disadvantaged Areas Keep Safe. *Health Education*, 106(6): 450-464.
22. Lingard, H. and V. Francis, 2007. "Negative Interference" between Australian Construction Professionals' Work and Family Roles: Evidence of an Asymmetrical Relationship. *Engineering, Construction and Architectural Management*, 14(1): 79-93.
23. Beham, B. and S. Drobnic, 2010. Satisfaction with Work-Family Balance among German Office Workers. *J. Managerial Psychol.*, 25(6): 669-689.
24. Burgess, J., L. Henderson and G. Strachan, 2007. Work and Family Balance through Equal Employment Opportunity Programs and Agreement Making in Australia. *Employee Relations*, 29(4): 415-430.
25. Ezzedeen, S.R. and K.G. Ritchey, 2009. Career Advancement and Family Balance Strategies of Executive Women. *Gender in Management: An International J.*, 24(6): 388-411.
26. Fursman, L., 2009. Parents Long Working Hours and the Impact on Family Life. *Social Policy J. New Zealand*, 35: 55-67.

27. Caruso, C., 2006. Possible Broad Impacts of Long Work Hours. Division of Applied Research and Technology, National Institute for Occupational Safety and Health, 44: 531-536. Cincinnati, OH.
28. Jain, A.K., S.I. Giga and C.L. Cooper, 2009. Employee Wellbeing, Control and Organizational Commitment. *Leadership and Organization Development J.*, 30(3): 256-273.
29. Burke, R.J. and L. Fiksenbaum, 2009. Managerial and Professional Women in "Extreme Jobs": Benefits and Costs. *Equal Opportunities International*, 28(5): 432-442.
30. Townsend, K., H. Lingard, L. Bradley and K. Brown, 2010. Working Time alterations within the Australian construction industry. *Personnel Review*, 40(1): 70-86.
31. Sekaran, U., 2003. *Research Methods for Business*, John Wiley and Sons: New York.
32. McDonald, T.P., T.K. Gregoire, J. Poertner and T.J. Early, 1997. Building a Model of Family Care Giving for Children with Emotional Disorders. *J. Emotional and Behavioural Disorders*, 5: 138-148.
33. Worrall, L. and C.L. Cooper, 1999. Working Patterns and Working Hours: Their Impact on UK Managers. *Leadership and Organization Development J.*, 20(1): 6-10.
34. Baral, R. and S. Bhargava, 2010. Work-Family Enrichment as a Mediator between Organizational Interventions for Work-Life Balance and Job Outcomes. *J. Managerial Psychol.*, 25(3): 274-300.
35. Wilkinson, S.J., 2008. Work-Life Balance in the Australian and New Zealand Surveying Profession. *Structural Survey*, 26(2): 120-130.
36. Walker, E., C. Wang and J. Redmond, 2008. Women and Work-Life Balance: Is Home-Based Business Ownership the Solution? *Equal Opportunities International*, 27(3): 258-275.
37. Haar, J.M., 2007. Exploring the Benefits and Use of Flexitime: Similarities and Differences. *Qualitative Research in Accounting and Management*, 4(1): 69-82.
38. Kasper, H., M. Meyer and A. Schmidt, 2005. Managers Dealing with Work-Family Conflict: An Explorative Analysis. *J. Managerial Psychol.*, 20(5): 440-461.
39. Santos, G.G. and C.C. Cardoso, 2008. Work-Family Culture in Academia: A Gendered View of Work-Family Conflict and Coping Strategies. *Gender in Management: An International J.*, 23(6): 442-457.
40. Shimazu, A., E. Demerouti, A.B. Bakker, K. Shimada and N. Kawakami, 2011. Workaholism and Well-Being among Japanese Dual-Earner Couples: A Spillover-Crossover Perspective. *Social Science and Medicine*.