

Service Structure As Predictor Of Work Stress, Work-Family Conflict And Family-Work Conflict

Dr. Andleeb Akhtar¹, Ms. Saira Bano², Dr. Sameena Humayun Khan³, Ms. Kinza Ishtiaq⁴, Ms. Rimsha Ajmal⁵

¹Lecturer, Department of Psychology, the University of Haripur, Haripur, Pakistan Email:andleebmalik81@yahoo.com

²Lecturer, Department of Psychology, The University of Haripur, Haripur, Pakistan

³Lecturer, Department of Psychology, The University of Haripur, Haripur, Pakistan

⁴Department of Psychology, The University of Haripur, Haripur, Pakistan

⁵Department of Psychology, The University of Haripur, Haripur, Pakistan

ABSTRACT

The research investigated relationship and work stress levels, work-family conflicts, and family-work conflicts among university teachers. This research aimed to investigate whether service structure predicts work stress, work-family conflicts, family-work conflicts amongst university teachers. Convenient sampling technique was used. Sample consisted of 80 participants i.e. 41 teachers from COMSATS University Abbottabad and 40 teachers from the University of Haripur. Work and Family Conflict Scale and Work Stress Scale were used. Result indicated a significant positive correlation between work -family conflict, family-work, and work stress. Work-family conflict and family-work conflict positively predicted work stress and non-significant gender difference in work-family conflict, family-work, and work stress. Younger employees experience significantly more work stress. Nuclear family system, higher education level and among designations, Assistant Professors have more work-family conflict. Institutions differ significantly on family-work conflict. Faculty of Tenure Track System (TTS) experience significantly higher work-family conflict, family-work conflict, and work stress than Basic Pay Scale (BPS) faculty. The demographic variables like educational level, institution, and job experience significantly impact work-family conflict, family-work conflict, and work stress.

Keywords: Work-Family Conflict, Family-Work Conflict, Work Stress, TTS, BPS, Professor, Designation, Faculty

Introduction

Higher Education always play a very vital role in the socio-economic growth and progress of a country. Higher Education is working continuously to engage human resources as well as technology to update technology and skilled personnel in a country and act as strategic asset. The federal and provincial governments of Pakistan shared responsibility to ensure higher education (Norric, 2006). Education Ministry and Higher Education Commission (HEC) of Pakistan governed service structure system/ job system on the federal level and provincial level (World Bank, 2007). HEC has introduced a service structure for teachers/faculty of universities specifically in addition to an adaptation of a prevalent government service structure (HEC, 2020). This system is different from the prevalent government service structure i.e. Basic Pay Scale (BPS). Both the systems prescribe their own and different job description and job specification. These

service structures produce work stress that has been investigated, compared, and studied in the current research along with other research variables; Work-family Conflict (WFC), Family-work Conflict (FWC), and Work Stress. Work stress impacts job performance among teachers (Amstad et al., 2011; Nart, & Batur, 2014; Brough, Dollard, and Tuckey 2014), thereby it is necessary to understand the causes of work stress. So the current research has employed the service structure as contextual variables for work stress. And the results have confirmed our research question that people working under these two service structures have responded with significant differences. Two significant fields influencing each other are home and work life. Family life influences work life, just as a work necessity influences family life which has been studied and confirmed (Greenhaus & Beutell, 1985; Kossek & Ozeki, 1999). Conflict between work and family was broadly researched in organizational behavior. Through different studies occurring recently, we clarify our

understanding that these two disciplines affect each other that are family and work life. (Greenhaus & Beutell, 1985; Frone et al., 1992). Participation of women's in workforce makes work and family relationship an alluring topic (Powell & Greenhaus, 2010). The awareness of work and family conflict roles have been highly lightened by the changing composition of the workforce and individuals living in nontraditional family structures (Zedeck, 1992).

Work-family conflict (WFC) and Family-work conflict (FWC)

The noteworthy parts of individual's life are work and family. The role outlooks ascending from family and work may not continuously be well-suited, that produces a conflict between family and work roles

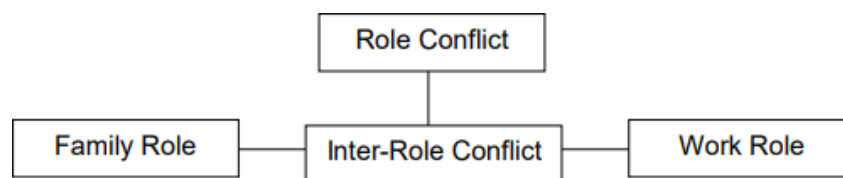


Figure 1. Origin of Inter-Role Conflict (De Sousa, 2013)

Incompatibility of different roles, is due to demands of one role (family) causing inter-role conflict to demands of other role (work) (Figure 1). The two forms occur due to role overload and role interference. Family-work conflict and work-family conflict and are interrelated. WFC and FWC can be of three categories: time-based, strain-based, behavior-based (Greenhaus & Beutell, 1985; Khan et al., 1964; Higgins, Duxbury & Irving, 1992; Netemeyer et al., 1996; De Sousa, 2013).

Work Stress (WS)

Occupational stress or job stress is another name for work stress. Work-related worries, feeling of powerlessness to work-pressures, or weak capacities to work prerequisites and conditions. It is a psychological condition of being influenced, affecting efficiency, viability, well-being, and work of employees (Comish & Swindle, 1994). Work pressure is a temporary excitement state between target stressors and strain where strain is a response to the state of pressure (Dollar et al., 2001). Work pressure is felt and seen uneasiness created at circumstances or occasions. It overexceeds the coping skills of an individual (Malta, 2004). Strain-based conflict significantly predicted job stress and job satisfaction and time-based conflict predicted job satisfaction (Vickovic & Morrow, 2020). Workplace bullying affect stress symptoms significantly, mediated

(Netemeyer et al., 1996). Research recognizes the contingencies between work and family sphere and explains the experiences of role conflict. Role-conflict occurs with parallel performing of mutually dependent played roles by individuals, alongwith time and energy related role required demands (Eagle et al., 1998). Role conflict occurs because "two (or more) sets of pressures occurring at the same time in such a way that cooperativeness with one would build tougher compliance with the other" (Kahn et al., 1964). Strain and pressures arises from one role impacts tougher on the performance of the opposite role (Katz & Kahn, 1978). Inter-role conflict occurs between work and family roles that individual experiences. (Kahn et al., 1964).

by family relationships among university teachers (Malik and Björkqvist, 2019). Younger workers reported greater work stress (Hsu, 2019). WFC enhanced job stress of probation/parole officers but not of residential officers (Mack & Dunn 2019). Perception of organizational politics and WFC produce behaviors such as job stress and turnover intention (Ekawarna, 2019). Job stress mediates the relationship between work-family conflict, work-leisure conflict, and quality of service (Mansour & Mohanna, 2018). Both work stress and work-family conflict predicted burnout (Smith, Hughes, DeJoy, & Dyal, 2018). Work-related stress and interpersonal relationships were most prevalent stressors regardless of age and gender. However, financial problems and interpersonal relationships were most prominent reasons of stress leading to depression or suicidal ideation among Korean employees (Shin, et al. 2017). Work-family conflict had more prevalence in professional and technical workers than others in both genders among Japanese civil servants (Koura, et al., 2017). Work-family conflict was experienced more by the nuclear family. Gender differences were non significant in work-family conflict or family-work conflict (Khalid, 2017). Turnover intention was negatively correlated to job satisfaction, and positively related to work stress and work-family conflict (Lu, et al. 2017). Performance appraisal

satisfaction had negative relationship with job stress and work-family conflict. Job stress was a significant mediator between performance appraisal satisfaction and work-family conflict (Ismail, & Gali, 2017). If employees experience work-family conflict with low psychological capital it can increase job stress (Noviati, 2016). Behavior and strain-based family-work conflict and work-family conflict were significantly correlated to job satisfaction and job stress (Armstrong et al., 2015). Job stress plays a mediating role between job satisfaction and work-family conflict among police officials (Singh, & Nayak, 2015). Work-family conflict negatively affected job stress and organizational commitment (Nart, & Batur, 2014). Academics from universities have been experiencing high levels of occupational stress for over 20 years (Brough et al. 2014). Highly educated occupy high income jobs with pressures and experience more work-family role (Schieman, & Glavin, 2011). Higher-level workers encounter more work-family conflict than lower-level workers (DiRenzo, Greenhaus, & Weer, 2011). WFC is correlated with occupational burnout, job stress, health-related issues and decreased job performance (Amstad et al., 2011). Norwegian nurses experienced work-family conflict, low flexible working hours and high job demands than Indian nurses who experienced low social support and high family-work conflict as indicators of job stress (Pal, & Saksvik, 2008). Felt stress enhanced sales performance among employees with high affective commitment and high job experience but affected performance neutral to negative among employees with low commitment and job experience (Hunter, & Thatcher, 2007). Stress is more prevalent among higher education students (Robotham, & Julian, 2006).

When individual initiative were higher it enhanced employee role overload, work-family conflict and job

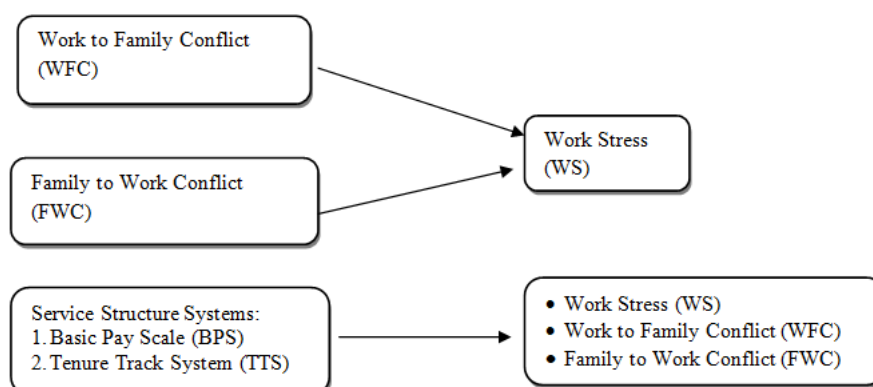
stress (Bolino, & Turnley, 2005). Work and family conflict mediated the relation of work stress and mental health (Poelmans, 2001). High occupational stress also affected work-to-home (WH) variable than home-to-work (HW) variables for confirming the asymmetry of such roles, with non-significant gender differences (Swanson et al. 1998). WFC was more prevalent than FWC with non-significant gender differences (Kinnunen, & Mauno, 1998).

Research Paper Highlights

- The sample is from The University of Haripur and COMSAT University Abbottabad, Khyber Pakhtunkhwa, Pakistan.
- The sample includes faculty members from the university
- Study of WS, WFC, and FWC of Faculty Member
- Study of relationship between WS, WFC, and FWC
- FWC and WFC predict WS
- Service Structure System has a significant difference in WFC, FWC, and WS
- Tenure Track System has more level of WFC, FWC, and WS
- Among demographic characteristics, the impact of Educational Level, Total Job Experience, and Institutions are significant

Theoretical Framework

The cross-sectional survey research design and convenience non-probability sampling technique were used.



Hypotheses were as follows:

H1: A significant positive correlation will exist between work-family conflict, family-work conflict, and work stress.

H2: Work-family conflict will positively predict work stress.

H3: Family-work conflict will positively predict work stress.

H4: Work-family conflict and family-work conflict will predict work stress positively.

H5: There will be significantly higher work-family conflict, family-work conflict, and work stress in men than women.

H6: Different age groups have significant differences in work-family conflict, family-work conflict, and work stress.

H7: Nuclear family system will have more work-family conflict, family-work conflict, and work stress than the joint family system.

H8: Higher education level, higher will be the work-family conflict, family-work conflict, and work stress.

H9: Higher the designation, higher will be the work-family conflict, family-work conflict, and work stress.

H10: There will significant differences between different institutions on work-family conflict, family-work conflict, and work stress.

H11: There will significant differences between service structure systems on work-family conflict, family-work conflict, and work stress.

H12: The demographic characteristics will significantly impact the work stress.

Method. Survey research design and purposive technique sampling was used. The sample consisted of 81 faculty members/teachers from the University of Haripur and COMSAT University Abbottabad, Khyber Pakhtunkhwa, Pakistan. The demographic variables of the sample included gender, age, marital status, family system, educational level, designation, institution name, service structure system, total job experience, and average salary. The participants were approached through G-mail individually due to COVID-19 and requested to fill the questionnaire. Confidentiality was assured, but the response rate was very low. The work-family conflict scale (WAFCS) was used. It was developed by Haslam et al., (2015). It is a short 10-item measure assessing work to family conflict - WFC (five items) and family to work conflict - FWC (five items) with each item on a 7-point scale and highest score is 35 indicating higher levels of conflict. Work stress was assessed using the Workplace Stress Scale (WSS) developed by the Marlin Company, North Haven, CT, USA, and the American Institute of Stress, Yonkers, NY, USA (2001). The WSS consists of eight items with item numbers 6, 7, and 8 are reverse-scored. Five-point Likert scale (never to very often). High scores indicate higher job stress.

Findings

Table 1 Demographic Characteristics of the Participants

Demographic	Groups	f	%
Gender	Male	51	63.0
	Female	30	37.0
Age	35 & Below	31	38.3
	Above 35	50	61.7
Marital Status	Married	57	70.4
	Unmarried	24	29.6
Family System	Joint	58	71.6
	Nuclear	23	28.4
Education Level	BS/PMDCP/MSc	5	6.2
	MS/M.Phil.	20	24.7
	PhD./Ph.D. Scholar/Doctorate /Doctorate. Scholar.	56	69.1
Designation	Professor	3	3.7
	Associate professor	12	14.8
	Assistant professor	37	45.7
	Lecturer	28	34.6
	Visiting Faculty	1	1.2
Institute Name	University of Haripur	40	49.4
	COMSAT University Abbottabad	41	50.6
Service Structure System	Basic Pay Scale (BPS)	22	27.2
	Tenure Track System (TTS)	32	39.5
	Contract-Fixed Pay	14	17.3
	Contract-IPFP	10	12.3
	Visiting Faculty	3	3.7
Total Job Experience	5 years or less	15	18.5
	6-12 years	39	48.1
	13-20 years	21	25.9
	20-30 years	6	7.4
Average Salary	Less than 50000	11	13.6
	51000 – 100000	16	19.8
	More than 100000	54	66.7

The gender distribution of the participants showed 63% male (51 persons) and 37% female (30 persons). Age levels of the participants revealed that 35 & below age group was 38.3% (31 people) and above 35 age group was 61.7% (50 people). 70.4% (57 people) of the sample population were married while 29.6% (24 people) were unmarried. Most participants were mainly living in a joint family system 71.6% (58) while 28.4% (23) were living in a nuclear family system. According to the qualification of the participants, 6.2% (5 people) were graduated, 24.7% (20 people) were having MS/M.Phil. and 69.1% (56 people) were Ph.D. 3.7% were Professor(3 people), 14.8% were Associate professor(12 people), 45.7% were Assistant Professors (37 people), 34.6% were Lecturers (28 people), and

1.2% (1 person) was Visiting Faculty. The institutions from where the data was collected included two institutes: the University of Haripur and COMSAT University Abbottabad. Participants from the University of Haripur included 49.4%(40 people) and participants from COMSAT University Abbottabad were 50.6% (41 people). Looking at service structure system, 27.2% (22 people) were on Basic Pay Scale (BPS), 39.5% (32 people) were on Tenure Track System (TTS), 17.3% (14 people) were on Contract-Fixed Pay, 12.3% (10 people) were on Contract-IPFP and 3.7% (3 people) were on Visiting Faculty. When the total job experience of the participants was analyzed 5 years or less year group was 18.5% (15 people), 6-12 years group was 48.1% (39 people), 13-20 years group was 25.9% (21 people) and 13-20 years group was 7.4% (6 people).

Table 2 Psychometric Properties for Work-Family Conflict, Family-Work Conflict and Work Stress

Scale	M	SD	Range	Cronbach's α
Work and Family Conflict	37.74	9.94	15- 57	.82
Work-Family Conflict (WFC)	21.97	6.31	7- 33	.85
Family-Work Conflict (FWC)	15.76	6.35	5- 30	.84
Work Stress (WSS)	25.33	5.46	10 -34	.82

In table 2 psychometric properties of scales were discussed. The Cronbach's alpha reliability coefficient was 0.82 for the entire scale WAFCS, whereas the WFC had .85 and FWC had .84 respectively. While

Cronbach's alpha reliability coefficient of WSS is .82. This proves that scales have strong reliability and internally consistent.

Table 3 Correlation Coefficient of Educational Level, Designation, Work to Family Conflict, Family to Work Conflict and Work Stress

Variables	I	II	III	IV	V
i- Education Level	-				
ii- Designation	-.62**	-			
iii- WFC	.29**	.07	-		
iv- FWC	.09	-.02	.23*	-	
v- WS	.05	.18	.54**	.47**	-

The correlation value of variables ranged from $-.02^{**}$ to $.54^{**}$. As clear from the results of table 3 that the values of work-family conflict, family-work conflict, and work stress carry a highly significant positive correlation with $p \leq .000$. The correlation values of WFC to FWC .231 and WFC to WSS is .541 with $p \leq .000$. The correlation

value of FWC to WSS is .47 with $p \leq .000$. The results supported the hypothesis H1 of the study. As per hypothesis 8 and 9, education level is significantly and positively correlated to WFC $r = .29^{**}$ and non-significantly to FWC and WS.

Table 4 Linear Regression Coefficient of Work-Family Conflict on Work Stress

Variables	B	SE	B	t	p	95% C I [LL—UL]
Constant	15.043	1.87		8.03	.000***	[11.31- 18.77]
WFC	.468	.082	.541	5.71	.000***	[.30- .63]

$R = .541$, $R^2 = .293$, Adjusted $R^2 = .284$, $p < .000$

Table 4 indicated that the hypothesis 2 was supported. Results showed work-family conflict as a significant predictor of work stress. The work-family conflict ($\beta = .541$) had significant positive effect work stress ($p < .000$). The adjusted R^2 of .28 indicated work-family

conflict is a positive significant predictor that causes significant variation; 28.4 % in work stress among university teachers.

Table 5 Linear Regression Coefficient of Family-Work Conflict on Work Stress

Variables	B	SE	B	t	p	95% C I [LL—UL]
Constant	18.837	1.444		13.046	.000***	[15.963- 21.711]
FWC	.412	.085	.479	4.846	.000***	[.243-.581]

$R = .479$, $R^2 = .229$, Adjusted $R^2 = .219$, $p < .000$

Table 5 indicated that the hypothesis 3 was supported. Results showed family-work conflict as a significant predictor of work stress. Family-work conflict ($\beta = .479$) had a significant positive effect on work stress ($p <$

.000). The adjusted R^2 of .21 indicated family-work conflict is a positive significant predictor that causes significant variation; 21.9 % in work stress among university teachers.

Table 6 Regression Coefficients of Work-Family Conflict and Family-Work Conflict on Work Stress

Variables	B	SE	B	t	p	95% C I [LL—UP]
(Constant)	11.614	1.882		6.171	.000***	[7.86 - 15.36]
WFC	.394	.076	.455	5.151	.000***	[.24 - .546]
FWC	.322	.076	.374	4.234	.000***	[.17 - .473]

△ $R^2 = .425$, (N=81, $p < .000$). Confidence Interval for B

Multiple regression analyses was done. The results showed that the adjusted $R^2 = .425$ indicated that 42.5% variance in dependent variables can be explained by predictors with $F(2, 78) = 47.4$ and $p < .000$. The finding

shows that both Work-Family Conflict ($\beta = .455$, $p = .00$) and Family-Work Conflict ($\beta = .374$, $p < .00$) are significant predictors, that predict Work Stress significantly.

Table 7 Mean, Standard Deviation and t-test for Gender Differences

Variables	Male (N=51)		Female (N=30)		t	p	Cohen 's d Value
	M	SD	M	SD			
WFC	21.45	6.49	22.86	6.00	-0.97	.33	0.22
FWC	15.64	6.48	15.96	6.21	-0.21	.82	0.05
WS	24.74	5.64	26.33	5.08	-1.26	.20	0.29

df=79

H5: Male will significantly score higher on work-family conflict, family-work conflict, and work stress than female. For assessing gender differences, a t-test was performed. Table 7 shows that work-family conflict,

family-work conflict, and work stress mean values were higher in women as compared to men but differences were non-significant. Cohen 's d Value shows small effect size and the difference are non-significant

Table 8 Mean, Standard Deviation and F-test on Age Differences

Variables	35 & below		above 35		F (1,79)	η^2
	M	SD	M	SD		
WFC	22.80	5.37	21.46	6.83	.868	.011
FWC	15.83	6.15	15.72	6.53	.007	.000
WS	26.93	4.71	24.34	5.70	4.50*	.054

H6: To study the differences between age groups on work-family conflict, family-work conflict, and work stress F-test was carried out. Results showed that the university teachers' scores have significant differences in work stress $F(1, 79) = 4.50$, $p = .03$ only. Hypothesis

6 was not supported except for work stress. The differences are significant between-group at age 35 years & below and above 35 years at work stress. The η^2 for work stress = .054 revealed the small effect size and differences were significant.

Table 9**Mean, Standard Deviation and F-test on Family System**

Variables	Joint		Nuclear		F (1,79)	η^2
	M	SD	M	SD		
WFC	21.12	6.19	24.13	6.24	3.87*	.047
FWC	15.27	6.27	17.00	6.50	1.21	.015
WS	25.06	5.41	26.00	5.67	.474	.006

H7: To study the group differences between the family system on work-family conflict, family-work conflict, and work stress F-test was carried out. Results of table 9 show that the family system of university teacher's scores have significant differences in work-family

conflict $F(1,79) = 3.87, p = 0.05^*$. Nuclear Family System has scored high on this variable. Hypothesis 7 was not supported except for work-family conflict. The η^2 for work-family conflict = .047 revealed small effect size significant differences.

Table 10 Mean, Standard Deviation and One-Way Analysis of Variance (ANOVA) on Educational Level

Variables	Graduate (BS/PMDCP/MSc)		Post Graduate (MS/M.Phil.)		Doctrate (PhD/ Doctorate/PhD scholar)		F (2,78)	η^2
	M	SD	M	SD	M	SD		
	WFC	16.80	5.58	20.05	7.02	23.12		
FWC	13.40	5.02	15.45	6.49	16.08	6.45	.43	.011
WS	23.00	3.39	25.80	6.45	25.37	5.26	.52	.013

H8: The group differences between the education level groups by comparing their mean values on work-family conflict, family-work conflict, and work stress were studied. The results showed that the university teacher's scores have significant differences in work-family conflict $F(2,78) = 3.78, p = .02$ by education levels.

Doctorate level has scored high on work-family conflict. The differences are significant between education level at work-family conflict. The hypothesis H8 was not supported except for work-family conflict. The η^2 for work-family conflict = .088 revealed moderate effect size.

Table 11 Mean, Standard Deviation and One-Way Analysis of Variance (ANOVA) on Designation

Variables	Professor		Associate professor		Assistant professor		Lecturer		Visiting Faculty		F (4,76)	η^2
	M	SD	M	SD	M	SD	M	SD	M	SD		
WFC	13	4	21.41	6.15	23.78	5.42	20.64	6.81	26	.	2.97*	.135
FWC	12	4.35	15.75	6.22	16.81	6.48	14.96	6.46	11	.	.75	.038
WS	21.66	4.61	22.50	5.24	26.27	5.08	25.67	5.91	26	.	1.48	.072

H9: To study the group differences between designation on work-family conflict, family-work conflict, and work stress One-way ANOVA was carried out. The results in table 11 show that the university teacher with different designation have significant differences in work-family conflict $F(4,76) = 2.97, p = .02^*$. Visiting

faculty and Assistant professor have scored high on WFC while Assistant professor has scored high on both FWC and WSS. Hypothesis 9 did not support except for work-family conflict. The η^2 for work-family conflict = .135 revealed large effect size.

Table 12
Mean, Standard Deviation and F-test on Institution

Variables	The University of Haripur		COMSAT University Abbottabad		F (1,79)	η^2
	M	SD	M	SD		
WFC	22.32	5.98	21.63	6.67	.240	.003
FWC	14.40	6.12	17.09	6.35	3.77*	.046
WSS	24.72	5.63	25.92	5.29	.978	.012

H10: To study the group differences between institutes on work-family conflict, family-work conflict, and work stress F-test was done. The results showed that the university teacher's scores have significant differences on family-work conflict $F(1, 79) = 3.77, p = 0.05^*$.

COMSAT University Abbottabad has scored high on family-work conflict. Hypothesis 10 was not supported except for family-work conflict. The η^2 for family-work conflict = .046 revealed small effect size.

Table 13
Mean, Standard Deviation and One-Way Analysis of Variance (ANOVA) on Service Structure

Variables	Basic Pay Scale (BPS)		Tenure Track System (TTS)		Contract-Fixed Pay		Contract-IPFP		Visiting Faculty		F (4,76)	η^2
	M	SD	M	SD	M	SD	M	SD	M	SD		
WFC	16.77	5.29	25.68	4.55	23.64	5.89	19.10	5.83	22.33	4.72	10.82***	.36
FWC	13.04	5.25	17.93	5.58	13.50	7.27	17.30	7.24	18.00	7.00	2.87*	.13
WS	21.54	5.50	27.18	3.93	27.00	5.02	25.40	6.73	25.33	6.02	4.58***	.19

H11: To study the group differences between service structure systems on work-family conflict, family-work conflict, and work stress One-way ANOVA was carried out. Results in table 13 show that the TTS university teachers have high mean scores and significant differences on work-family conflict $F(4, 76) = 10.82, p = .00^*$, family-work conflict $F(4, 76) = 2.87, p = .02^*$ and work stress $F(4, 76) = 4.58, p =$

.00* at service structure. Tenure Track System (TTS) has scored high on all three variables. The group differences are significant at work-family conflict, family-work conflict, and work stress. Hypothesis 11, is supported. The η^2 for work-family conflict = .363, family-work conflict = .131 and work stress = .194 revealed large effect size.

Table 14
Regression Coefficients of Demographic Characteristics on Work Stress

Variables	B	SE	β	t	p	95% C I [LL—UP]	
(Constant)	14.28	6.77		2.10	.03*	.77	27.79
Age	-1.36	1.53	-.122	-.89	.37	-4.41	1.68
Gender	1.78	1.46	.159	1.22	.22	-1.13	4.71
Family System	.500	1.41	.042	.35	.72	-2.32	3.32
Education Level	2.60	1.21	.286	2.14	.03*	.18	5.02
Designation	1.06	1.10	.161	.96	.33	-1.13	3.26
Institution Name	3.07	1.25	.283	2.45	.01**	.57	5.56
Service Structure System	.001	.667	.000	.001	.99	-1.32	1.33
Total Job Experience	-2.10	.947	-.322	-2.22	.03*	-3.99	-.21

$\Delta R^2 = .232, (N=81, p < .05)$. Confidence Interval for B

H12: The demographic characteristics will significantly impact the work stress. The results in table 14 revealed that among the demographic characteristics only Education level, Institution, and Total job experience have a significant impact on work stress. The adjusted $R^2 = .23$ indicated 23% variance in work stress is accounted by demographic characteristics [$F(8, 72) = 2.7$ and $p < .01$]. The finding indicates that only Education level ($\beta = .28, p = .03$), Institution ($\beta = .28, p = .01$) and Total job experience ($\beta = -.32, p = .043$) predict work stress significantly (table 14). Hypothesis 12 was not supported except for Education level, Institution, and Total job experience.

Discussion. The present study assessed levels of work stress, work to family conflicts, and family to work conflicts among university teachers and whether the service structure system predicts work stress, work to family conflicts, family to work conflicts among university teachers. The calculated reliability coefficient of WAFCS and WSS are .82 and .82 respectively. Whereas the sub-scale of WAFCS i.e. WFC and FWC has .85 and .84 respectively. The scales and subscales are thus internally consistent and have satisfactory reliability.

The first hypothesis "A significant positive correlation exists between work-family conflict, family-work conflict, and work stress" was supported by this research. Results were also proved in prior researches. A research was conducted on firefighters' found that work stress and work-family conflict predicted burnout (Smith et al. 2018). Furthermore, research was conducted to investigate the relationship between role overload and individual initiative, job stress, and work-family conflict among couples. The finding indicated higher levels of the individual initiative are associated with higher levels of employee role overload, job stress, and work-family conflict (Bolino, & Turnley, 2005; Lu et al. 2017). Thus that conveyed the idea that work stress and work-family conflict are positively correlated with each other. Second, third and fourth hypothesis were supported by this research. A cross-cultural research studied the relationship between WFC, FWC, job demands, job control, social support, flexibility in working hours, and job stress among doctors and

nurses in Norway and India. Results showed that Norwegian nurses experienced WFC, high job demands, and low flexibility in working hours was indicators of job stress. For Indian doctor's low job control and Indian nurse's increased FWC and lessened social support were indicators of job stress (Pal & Saksvik, 2008). Fifth hypothesis was not supported by this research. Previous researches showed that WFC was higher than FWC with no significant gender differences among Finland employees (Kinnunen & Mauno, 1998; Khalid, 2017) and among doctors too (Swanson, Power, & Simpson, 1998) confirming the asymmetric permeability of roles. The sixth hypothesis "Different age groups have significant difference among work-family conflict, family-work conflict and work stress" was not supported except for work stress in present study. Literature has proven the present research findings. A study reported that younger workers experienced more work stress (Hsu, 2019).

The seventh hypothesis "Nuclear family system will have more work-family conflict, family-work conflict and work stress than the joint family system" was not supported except for WFC. The university teachers of nuclear family system experienced WFC significant than joint family system. Literature has contradictory findings. The work-family conflict was higher in joint family than nuclear family (Khalid, 2017). The eighth hypothesis was not supported except for work-family conflict. Faculty with higher education level has high scores on WFC, supported by previous literature. Well-educated occupying professional jobs with high income and pressures, experience high work-family (Schieman, & Glavin, 2011). The ninth hypothesis was not support except for work-family conflict. Work-family conflict was studied of lower and higher level management i.e. job levels. Results showed that workers of high experienced more work-family conflict than others (DiRenzo et al. 2011). The tenth hypothesis was not supported except for family-work conflict. Different institutions have their requirements and work environment. A significant difference between the groups is support in itself. Organizational differences exists because of the differences in organizational cultures (Robbins and Judge, 2015). The eleventh hypothesis was supported by this research. Tenure Track System (TTS) has scored high on all three

variables, which is the main objective of the study. As obvious, the TTS job requirements are much stressful. This job system has job conditions pertinent to time-limitations and a regular check and balance as given in statutes (HEC, 2020). That's the strong reason for the work stress here. The twelfth hypothesis was not supported except for Education level, Institution, and Total job experience. Prior researches are supporting the finding except for literature which does not have literature. Stress is escalating among students of higher education (Robotham, & Julian, 2006; Brough, Dollard, and Tuckey 2014). High affective commitment and high job experience enhanced stress that enhanced sales performance and vice versa (Hunter & Thatcher, 2007).

Conclusion

A significant positive correlation between work to family conflict, family to work, and work stress was found. Work-family conflict and family-work conflict positively predict work stress and no significant gender difference. Younger employees and nuclear family system experience more work stress; higher education level and higher designation have more work-family conflict while different institution has a significant difference in the family-work conflict. TTS faculty experience higher work-family conflict, family-work conflict, and work stress and educational level, institution, and total job experience significantly impacted them. Study was restricted to the district of Haripur and Abbottabad and the sample size was also limited so it was directed that in the future the current study can be carried out on a diverse population. The results obtained by the present study would be helpful in the improvement of the existing problems faced by the universities' faculty. The TTS service structure should be revised as it is a stressor and source of conflict in work and family life. Future researches should also focus and compare the service structure for psychological well-being and mental health problems impacting the job performance. Since the service structure was devised to enhance performance, thereby it is a source of stress and inversely impacting performance. A further need to study the direct impact of service structure, WFC, FWC and work stress is required. The large would be more representative and results would be more generalizable. In the future different research designs and different workplace settings should be included in sample with variables of present study. Future researches should also focus intervention strategies for enhancing the psychological well-being, stress coping strategies and job performance.

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