Work Family Conflict Have an Influence on Internal Service Quality of Female Faculty Members of Higher Education Sector of Pakistan

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Abstract
This article develops a conceptual framework that explains how work family conflict has an influence on internal service quality resultantly having an influence on customer orientation. There are plenty of studies to suggest the consequences of work family conflict; however, studies are not carried on how it can be linked to internal service quality. It is apprised in this paper that women have become independent due to employment, pushed by financial needs but the pressure of dual roles is unavoidable. Women are wearing several hats to balance the dual responsibilities that are of home and at work. It is further added that the two spheres namely work and home interfere with one another having permeable boundaries resulting in Work Family Conflict. The paradigmatic shift in marketing from the exchange of goods toward a service-centered orientation in which the customer plays a vital role creates a dire need of emphasis on internal service quality and the customer orientation. This conceptual paper creates a link between work family conflict and its influence on internal service quality resultantly effecting customer orientation.
Keywords: Work-family conflict, working women, work family interface, internal service quality, job stressors, family stressors and depression

Work and family are the two important domains of an individual's life (Casper et al., 2011; Michel et al., 2011) affected by globalization as it has altered lives of employees (Milliken & Dunn-Jensen, 2005). An individual has limited time, energy and resources; if one domain that is work is focused it leaves the other domain that is family unattended. This battle between the allocations of resources to both domains is an area of importance to create harmony in one's life as well benefit an organization making these two realms of importance to researchers (Barabara, 2009).

Family is central to women's life whether be Pakistani women or women from the western world, and work is another important domain. The life of the women is oscillating between these two domains and she is more involved in the problems than men (Richter, Ghazinour & Rostami, 2015). For most individuals the two main life domains are work and family (Michel et.al 2011) and women are stuck in balancing the two domains. It is very difficult to do justice with both of them.

Those who acquire education tend to occupy professional jobs of different nature. The professional jobs have its own requirements of work owing individual to experience of pressures. These pressures having higher demand of work and roles put burden on employee to manage numerous activities ultimately resulting in distress (Schieman &

Glavin, 2011). The same is evident from various researches that the stresses that are faced by a person because of work family conflict have lethal health consequences for a person (Kelley and Kelloway 2008). The work family conflict because of contradictory needs of working women having limited time and resources has detrimental effect on individual in the form of tiredness, weariness, performance loss, decrease of work satisfaction and organizational commitment (Nart & Batur, 2014).

It is established from the research that the employees working in the university who face work family conflict has an effect on their performance. The subject matter related to conflict between work and family is prevalent in different disciplines psychology, sociology, management and organizational behavior. This presence in different discipline is evident because almost everyone is seen struggling between work and family and in recent years there is change in demographics of workforce as an increasing number of females are getting into jobs, change in technology and change in family structures (Wambui, 2017).

In an effort of satisfying economic needs, employment has no doubt made women independent but she is challenged by much bigger challenges. Women are wearing several hats to balance the dual responsibilities of juggling duties of work and family. Women are linked to feminine roles of "nurturing" or "care giving" (Malhotra & Sachdeva, 2005) but still she is trying to prove her matter as a female at work and a good employee at work. Family can interfere with work to a great extent and pressure of work can be felt in family.

Therefore there is a need to address the issue that the female staff working in the universities suffers from WFC which results in depression. This depression has an effect on internal service quality as the working women may not perform according to their abilities. And if their internal service quality is compromised the external customer (student) may not be satisfied.

Basically if needs of internal consumers that are the working staff work in coordination, external customers will be served resulting in customer satisfaction (Ganesh & Haslinda, 2014).The focus of the organizations are on satisfying the needs of the customers through satisfying the needs of the employees (Dahleez, 2017) and departments within an organization act as internal supplier to the internal customers in order to respond to external customer (students) (Susanti,Sule & Sutisna,2015).

It is not necessary that organizations that have all the technical facilities may also be able to deliver satisfactory services to customers. The reason being employees are one of the important unit of delivering service quality. Organizations give importance to internal service quality by training and motivating their employees in different departments and sections so that they can work as a single unit/team towards achieving service quality to the external customer (Ganesh &Haslinda, 2014). It is essential that employees within an organization receive good service

from other employees and department in the organization to deliver standard services to external customers (Reynoso & Moores, 1995).

Nowadays in this competitive era customer-orientation is central to the success of an organization. The purpose behind it is to improve service quality. Customer can feel that the service provider has given its impact on employee satisfaction will improve the ability to better serve external customers (Khan, 2011, Jeng & Kuo, 2012, Susanti, Sule &, Sutisna, 2015).

The aim of this research is to understand work-family conflict faced by working women in academic sector of Pakistan, and examining the possible linkage that can be established between depression and internal service quality. Researches carried out in the early times emphasized on either investigating the impacts of family pressures on work or work pressures on family (Greenhaus and Beutell, 1985), emphasizing the first domain that is work as compared to pressures of work on family (Frone, 2003). Family has an impact on work and work has an influence on family (Anderson et al., 2002; Byron, 2005; Frone, 2003). The justification and motivation behind studying work family conflict is to understand its dynamics which will increase the chances of improving internal service quality. A further link is needed to be established between Work Family Conflict and the internal service quality in the academic sector as an extension to the existing model of WFC (Frone, Russel & Cooper, 1992).

Academic sector of Pakistan is considered in the paper as teaching is considered to be a very devoted profession having a high level of stress and burnout (McCarthy & Chang, 2009) making them more susceptible to burnout and stress. Further educated working women concentration is more in educational sector. By studying this slot of working women in academic sector a general interpretation about the Work Family Conflict can be generalized to the women of Pakistan.

The research question of this research is that female staff of the universities has loads of work to manage which might result in lack of resources in terms of time and energy and the need to fulfill their duties are high which results in Work Family Conflict. The phenomenon of this imbalance causes depression in the staff which affects internal service quality in order to meet the needs of the students. The linkage of WFC and ISQ is new as it is not established in any research so far and this research is an effort to address the issue by adding to the body of knowledge. A great deal of research has investigated both the antecedents and consequences of work family conflict and Internal Service Quality but the connection between the two is not investigated to establish how these constructs might be related to one another. A conceptual basis for future research is built by linking WFC to internal service quality.

Work Family Conflict

Work family conflict occurs because of the dual roles at work and of family that is needed to be managed. The conflict occurs because of the interference of work with family and vice versa is difficult to manage (Ashtankar, 2016).Netemeyer, Boles and McMurrian (1996).Work Family Conflict is defined as "a form of inter role conflict in which general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities".

The balance between work and family needs to be maintained in both directions making it bidirectional in nature (Frone, 2000).It is revealed from various studies that W - F conflict is more prevalent than F - W conflict, suggesting that family boundaries are more permeable to work demands than are work boundaries to family demand (Frone, Russel & Cooper, 1992b). Pakistan being a developing country having high inflation rate and an unstable economic system (Awan, Nadeem & Rashid, 2015) has increased the trend towards employment of working women to embark upon financial constraints.There is a continuous struggle to maintain a harmony between home and work in order to avoid work family conflict which has negative consequences for working women which are both physical and psychological in nature.

Researchers over last five decades are interested in work and family as an important issue (Blair-Loy 2003; Jacobs & Gerson 2004, Winslow, 2005, Tsionou & Konstantopoulos 2015, Abid et al.2013, Azal, Nawaz & Shehzadi, 2013, Abbas & Premi, 2011, Greenhaus & Powell, 2006,). In past they were considered unrelated (Kanter, 1977) but later research showed their relatedness (Greenhaus,Allen & Specter,2006, Afzal, Zahra, Mahmood & Hussain, 2010, Ahmad,Ashfaq.& Zahid,2013, Akhtar, Kashif, Arif, & Khan ,2012). The dominant construct in the work-family literature is the work-family conflict (Allen et al., 2000; Byron, 2005,), which is conflict between work and family role defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77).

Greenhaus and Beutell (1985) identified three types of sources of the work-family conflict, which are time-based conflict, stress-based conflict, and behavioral-based conflict. Time based conflict is due to pressures and limited time available that burdens the individual. Stress based conflict is because of the stress experienced by the individual in one role effects the performance in the other role. Behavior-based conflict depends on the behavioral styles that one exhibit at work may be mismatched with behaviors desired by other domain.

Work Family Conflict emerges when the time, vitality and behavioral requests of a part in one space (work or family) make it hard to meet the requests of the other area (work or family) (Greenhaus and Beutell, 1985). Likewise, as the quantity of working ladies with youthful youngsters at home rise, so too does the requirement for examine and

authoritative consideration regarding the causes and potential diminishment of worry because of work family strife. Research in the range of work-family struggle has been led in the fields of brain science (Beutell & Berman, 1999), humanism (Fredriksen & Scharlach, 1999), sexual orientation contemplates (Rodritti, 1995), administration (Greenhaus & Beutell, 1985), human asset administration (Duxbury & Johnson, 2000), and authoritative conduct (Franklin Cannon, 1998).

Work family conflict is caused by the stressors faced by an individual at work and at home called named as job stressors (Role ambiguity, Role conflict & role overload) and family stressors (Marital & Parental stressors).These stressors have psychological effect on an employee in the form of depression which may affect the internal service quality of the employee.

Work-family conflict as it is stated above occurs due to demanding roles required by organization and from one's family. At times severe contradictory roles result in negative effect on the human resource (Aslam et al. 2011) and effecting the productivity of the employees (Fapohunda & Tinuke,2014).The notion of work family conflict in a Pakistani society may have different effect as it is developed in response to demographic, economic and cultural changes. Work family conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity, burnout and creativity or poor retention levels (Lazar, Osoian & Ratiu, 2010, Baraty, 2017). Policies related to reduction of conflict between work and family if implemented increases employee's satisfaction, ultimately improving organizational achievement (Yuniarsih & Ahman, 2017).

More recent treatments of the construct have acknowledged its multidimensional nature, where the two arrangements of requests (family and work) are in immediate and proportional rivalry. In particular, attempt to family struggle depicts that work requests meddle with one's capacity to do his/her family obligations. Family-to-work struggle depicts when family obligations meddle with one's grinding away duties (Hammer, Bauer, and Grandey, 2003).The main area of interest of this paper is establish how high levels of work family conflict, which seem to predispose employees to depression may be related to ISQ.

Depression

From a health perspective, one of the most important finding is the association between work–family conflict and stress. Stress is psychological, behavioral, and physiological reactions to environmental demands, threats and challenges (i.e., stressors) and include responses such as irritation, depression, and headache (Ganster & Rosen, 2013; Griffin & Clarke, 2011). Although empirical evidence consistently supports positive correlations between high work–family conflict and depression (Amstad et al., 2011), certain controversies in the literature remain unresolved.

The stresses experienced by wedded, working ladies are differed, just like their causes. A few analysts, looking at statistic information on the rate of mental issues among wedded and unmarried ladies, have suggested that marriage itself is a distressing background for spouses and moms. Studies concentrating on the part clashes related with double work-home obligations are cause of stress (Berkowitz & Perkins, 1984). Solid hypothetical and viable contemplations exist, recommending that physical and enthusiastic stress might be a difficult issue. Earlier research has adequately exhibited the unpleasantness of work-family struggle and its negative impacts on the mental wellbeing and prosperity of utilized men and women. Family inclusion alludes to the significance of the family to an individual and the degree of psychological interest in the family. As on account of occupation association, family contribution is probably going to produce inside weights to put expanded exertion and vitality in the family area to satisfy family part requests. Time responsibility regarding home might be seen as a target pointer of the breadth of family part requests as reflected in the aggregate speculation of time in housework and childcare activities. The more prominent the venture of time in the family space, the less the time accessible for the work space. The work part weights furthermore, time sense of duty regarding work give rise to work-family conflict and effect mental prosperity. Subsequently family part weights are anticipated that would build work-family struggle and lessen mental prosperity resulting in stress (Parasuraman & Simmers, 2001).

Indeed, employed mothers are more likely than employed fathers to report a conflict between work and home (Dilworth, 2004). The effects of work-family conflict on women, children, and families have not been fully explored but most research indicated the effects on women are negative. Investigators have found work-family conflict to be positively associated with depression, physical ailments, fatigue, stress, and lower family life satisfaction among women (Van Hooff, Geurts, Kompier & Taris, 2006).

Internal Service Quality

The concept of internal service quality is an emerging concept of importance that is needed to be studied (Marshall, Baker, Finn, 1998) is an area of interest has arisen from the job in the service industry to attract internal customers so that they can stick to their existing employer. The service provided by organizations are viewed in terms of the processes, structures and there outcomes (Reynoso & Moores, 1995). Great importance is given to the definition and service quality in respect to customer's expectations.

The organization of internal service quality (ISQ) which is originated from TQM can be traced back to Ishikawa's concept of the voice of the customer and has been an emerging theme in the service operations and marketing literature over the past two decades (Brandon,

Jones, Silvestro,2010). It can be defines by Hammer (2001, p. 52) as "an organized group of related activities that together create a result of value to customers (Voss, Calantone & Keller, 2005).

Internal customer should be taken care and the employees within the same institution to promote internal service quality satisfy each other's expectations in their quest to optimize the customer experience (Sharma, Chuen Kong, Kingshott, 2016)). The concept of internal service quality is intrinsic to total quality total quality management philosophy whereby employees view co-workers as customers. In other words, employees in a particular department or functional area rely upon their colleagues in other departments to provide them with inputs to do their jobs effectively in an effort to better serve customers. As a result, it is natural for the employees to expect and demand high levels of ISQ from their colleagues but they are also likely to get frustrated if these needs are not met (Loveman, 1998). According to TSR, such frustrations could have negative consequences on the employees' health and well-being. For example, Anderson et al. (2013, p. 1206) note that, "the presence of negative effect, such as tension, fear, strain, and stress, reflects the absence of hedonic well-being." Many of these aspects of affect are likely to permeate relationships with colleagues that do not deliver as anticipated in the internal service encounter and thus affect the concerned employee's psychological (and possibly even physical) well-being. Efficient internal exchanges among organizational members and departments will lead to successful internal service system which is a key ingredient of TQM in which members of the organization taught to help/facilitate their co-workers as important customers.

The process if is flawed and customer expectations cannot be met and quality cannot be achieved (Srikanthan and Dalrymple, 2005). It can be rightly said that employees of the organization being important asset (internal customers), if are not served well external customers may not be served to the expectation (Cheng, 2001). In the same way training, motivation and support by others in a institute is essential to attain customer satisfaction (Ganesh & Haslinda, 2014). Therefore coordination among the individuals is important to achieve one's own goal in the organization (Wong et al., 2007, p. 284).

P1: Work family conflict has an influence on Internal service quality.

Conceptual Framework

Work Family conflict is linked to several behaviors like organizational citizenship behavior (Bragger et.al.2005), intension to stay or quit in an organization (Shankar & Bhatnagar, 2010), sickness absence (Jansen et al.2006), different personalities and different coping strategies to minimize WFC (Baltes,Zhdvanova & Clark,2010).Maintaining a balance between work and family, Family-responsive workplace arrangements, including schedule flexibility, reduced hours, and

workplace social support, are often touted as important to employed parents' abilities to balance the simultaneous demands involved in work and childbearing (Estes,2004).

It isn't shocking that the examination of work-family issues with regards to Pakistan has been called for by the work-family specialists both inside (e.g. Ullah, 2010) and outside (e.g. Aycan et al., 2000; Shaffer et al., 2011a) Pakistan; particularly for wedded ladies in male-overwhelmed associations (Saher et al., 2013; Sarwar and Abbasi, 2013; Syed, 2013; Umer and Zia-ur-Rehman, 2013; Salam, 2014) creating a space to study the various dimensions and linkages of WFC.

Working women are influenced by stressors that are regular to all individuals and additionally those that are one of a kind to them. The employed women must manage stressors experienced by every single working person. Furthermore, she faces a one of a kind arrangement of stressors experienced less frequently by her male partner which includes WFC (Nelson & Quick, 1985).McGrath (1976) takes note of anxiety that happens when the individual sees that the requests of a circumstance may surpass one's capacities of arrangement with them and that there is a generous difference between meeting the demands and the expenses of surrendering to them. It is determined that job stress is correlated to work family conflict (Liou, 1997).

Stress is a dynamic condition in which an individual is gone up against with an open door, request or asset identified with what the individual wants and for which the result is seen to be both unverifiable and vital (Cooper et. al. 2002).Stress is accepted to cause melancholy, aggravation, nervousness, weariness and accordingly bring down confidence and diminish work satisfaction tries to adapt to unremitting changes in life (Sen, 2008).Wickrama (1996) suggests that work- family conflict increases psychological distress, which, in turn, affects marital quality indirectly through marital interaction (Ledermann, 2010).

Employees in a particular department or functional area rely upon their colleagues in other departments to provide them with inputs to do their jobs effectively in an effort to better serve customers. As a result, it is natural for the employees to expect and demand high levels of ISQ from their colleagues but they are also likely to get frustrated if these needs are not met (Loveman, 1998). Such frustrations could have negative consequences on the employees' health and well-being. For example, Anderson et al. (2013, p. 1206) note that, "the presence of negative effect, such as tension, fear, strain, and stress, reflects the absence of hedonic well-being." Many of these aspects of affect are likely to permeate relationships with colleagues that do not deliver as anticipated in the internal service encounter and thus affect the concerned employee's psychological (and possibly even physical) well-being.

In universities if the process is flawed student expectations cannot be met and quality cannot be achieved (Srikanthan and Dalrymple, 2005). It can be rightly said that employees of the

organization being important asset (internal customers), if are not served well external customers may not be served to the expectation (Cheng, 2001). In the same way training, motivation and support by others in a institute is essential to attain customer satisfaction (Ganesh & Haslinda, 2014). Therefore coordination among the individuals is important to achieve one's own goal in the organization (Wong et al., 2007, p. 284).

It propose a conceptual framework that explains how work family conflict influence internal service quality. Lately, it explains how conflict between work and family results in depression, further to this the linkage to internal service quality is suggested. Literature reveals that internal service quality linkage to work family conflict is missing. Hence, the proposed research framework considers internal service quality as strong influencers in the above-mentioned links such that when the influence of factors is strong, the strength of the influence of ISQ is also strong on the individual. To sum up, this article attempts to develop a link WFC between ISQ

Research Implications

The conceptual framework provides significant proposition that need further empirical scrutiny. Future research is required in order to test the proposition using a questionnaire survey among working women of a particular industry sector, probably in the academic sector. The academic sector of Pakistan staff is key members of today's world, led by the "knowledge economy" (a term coined by Drucker in 1969). "The key component of the knowledge economy is a greater reliance on intellectual capabilities than on physical inputs or natural resources" (Powell & Snellman, 2004, p.199). Universities are among the major contributors to knowledge creation and the staff plays an important role in this effort of development of the next generation (Wessner, 2008). There is a need for research particularly in the national and societal culture (Powell *et al*., 2009) in work-family issues (Parasuraman and Greenhaus, 2002; Frone, 2003; Poelmans, 2005; Grzywacz *et al.*, 2007; Özbilgin *et al.*, 2011). Set in the context of the universities in Pakistan, the paper contributes to the theory building of WFC on an under-researched group of women and further linking it to internal service quality in the academic sector.

Work life conflict has rose in the last three decades having detrimental effect on the individual, organization and society as whole (Mihelič & Tekavčič, 2014). A lot of research is done in the West but still the issue needs to be addressed in developing countries like Pakistan.(Rafia, 2015).Attention is specially drawn in the academic field as the educated working women inclination is more towards this sector but other sectors cannot be ignored in which females of Pakistan have started to participate. Similarly males cannot be ignored as they are subject to be research to see the different experiences both genders

experiences and resultantly develop policies and strategies to minimize the work family conflict and to increase internal service quality.

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