




# **THE ROLE OF WORK-FAMILY CONFLICT IN EMOTIONAL EXHAUSTION AND AFFECTIVE COMMITMENT DURING THE COVID-19 PANDEMIC IN BOSNIA AND HERZEGOVINA**

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## **Abstract**

*For many employees, The Covid-19 pandemic has forever changed how people are doing work, which has its good sides, but also many unexpected consequences. The massive entry of women into the labor market remains one of the most evident of profound changes in women's social roles. The main goal of this research is to examine the extent to which affective commitment is affected by the conflict between work and family, family and work, emotional exhaustion and work from home, this research will target the female population working from home during the Covid 19 pandemic. The following types of analyses were performed: Descriptive analyses, Demographic analyses, Exploratory factor analysis, Cronbach Alpha, as well as Correlation between variables and regression for hypothesis testing. Based on empirical findings, theoretical and practical implications are made.*

*Keywords: Work-family conflict, family-work conflict, organizational commitment, emotional exhaustion, burnout*

## INTRODUCTION

The last decades have been marked by many transformations affecting conjugality, the family and the relationship of working women. The massive entry of women into the labor market remains one of the most evidence of profound changes in women's social roles. Although more and more of them are joining the paid labor market, these women continue to assume a significant share of the parental function (Christine Corbeil, Francine Descarries, Carmen Gill and Céline Ségui, 2005; Tessier, Roger, Jean Beâudry et Ginette J. Savoie ,1922). Role demands often come from a person's own value system, as well as from the expectations of those who do they belong to that person's work and family circle (Katz and Kahn, 1978). Taking on multiple roles and trying to reconcile the many responsibilities arising from these roles is a reality which weaves the daily life of a growing number of women and couples today.

The implementation of the working from home model worldwide as the first option for business endurance and service delivery, during the second quarter of 2020, has been one of the most important changes in regards working setting and workers (Waizenegger, L., McKenna, B., Cai, W. and Bendz, T., 2020).

As for homework, generally understand the mode of work of self-employed workers, employees who receive a "piecework" workload (seamstresses for example) or the way of working of home-based salespeople (telemarketing). These latter situations refer more to "working from home" than to salaried teleworking.

Working women with minor children are taking on multiple roles and trying to reconcile the many responsibilities. Arising from these roles is a reality which weaves the daily life of a growing number of women and couples today.

Examined by Frone et al. (1992; 1997) it is possible to distinguish two types of work conflicts: conflict due to the disruptive effect of work on the family (work-family conflict) that arises when the execution of business tasks and the time devoted to work make it difficult for a person to perform family tasks and conflict due to the interfering effect of the family on work (family-work conflict) that arises if the family's needs and the time devoted to it inhibit the individual from making his desired contributions at work.

Work-family conflict happens when the demands of the work role is in conflict with family roles, so that the fulfilment of the obligations posed by a role (i.e., work) may cause difficulty achieving the requirements of another role (i.e., family) (Kossek & Lee, 2017).

The family-work conflict was first defined by Greenhaus and Beutell (1985) as a form of conflict between roles in which the pressures of work and family roles are incompatible in many ways.

Structural and social demands of the family (eg, number and age of children, care for children, care for the elderly, marital status, quality of relationships between family members) are associated with a higher degree of family-work conflict (e.g., Frone, Yardley, & Markel, 1997; Hill, Yang, Hawkins, & Ferris, 2004; Voydanoff, 2005), and important consequences are the subjective feeling of family stress, family dissatisfaction and fatigue, ineffectiveness in marital and parental functions (Frone et al., 1997; Kinnunen and Mauno, 1998). This includes burnout (Bacharach, Bamberger and Conley, 1991), reduced family and professional well-being (Kinnunen and Mauno, 1998), a change in value systems and a decrease in job and life satisfaction (Kossek, E.E. i Ozeki, C. 1998; Perrewé, Hochwarter and Kiewitz, 1999), and increased reporting of depression, somatic complaints and higher cholesterol levels (Thomas, L. T. i Ganster, D. C. 1995).

This study research whether there is a high level of conflict between work and family, and determines whether there is a statistically significant and positive relationship between work-family conflict and family-work conflict. Work-family conflict, family-work conflict, emotional exhaustion and affective commitment are the main concepts of the research model.

This research contemplates the impact of time devoted to family and professional roles on those four variables. Work-family conflict is a conflict of roles where the demands of the job and the demands of the family are, up to a certain point, incompatible, so that involvement in one of the roles makes it difficult to involve in the other (Greenhaus & Beutell, 1985). The variable that refers to work-family conflict corresponds to work responsibilities that interfere with family and family demands and the family-work conflict, which corresponds to family demands that interfere with professional demands.

Emotional exhaustion, explain the level of time devoted to the professional role, in the family-work conflict, and how it affects employees. Emotional exhaustion is a contributing factor causing burnout and represents the most essential aspect of it and has been frequently documented and evaluated (Halbesleben, J.R. and W.M. Bowler, 2007)

Emotional exhaustion was characterized by Demerouti et al. (2004) as "a result of acute physical, affective, and cognitive strain, such as a long-term consequence of extended exposure to particular job demands." As per Janssen, P.P.M., et al. (2004); EE represents specific relationships between job demands, job resources and psychological outcomes and the mediating role of negative work-home interference. According to Anbar and Eker (2008), "emotional exhaustion refers to the loss of psychological energy or the depletion of emotional responses."

Employee commitment is the level to which a worker identifies themselves with their company and has a goal to live within the company. Organizational commitment represents the

effective attitudes that workers have toward their work and toward the company as an entire or of some of its members. The term commitment suggests a far more potent degree of emotion that employees sense towards the company in regard to job satisfaction.

Affective commitment implies the person's feelings of belonging and emotional attachment to the organization. It can also be understood as the identification and involvement of an employee with his organization (Meyer and Allen, 1990, 1997). This reflects a relationship of attachment, a source of "desired" loyalty. An employee with a strong affective commitment keeps his job because he wants to.

This research aims to examine the extent to which affective commitment is affected by the conflict between work and family, family and work, emotional exhaustion and work from home. Moreover, this research will target the female population working from home during the Covid 19 pandemic.

The findings should help managers and organisations to improve the scheduling of female workers with children working from home and initiate better collaboration to help them to plan their working circumstances and expectations in relation to the new curriculum that happens in workers' life and to improve theoretical knowledge and guide how to help employee when at risk of exhaustion. The relevance of establishing sets of HR and work-family balance policies in general within companies, while making sure to develop a form of support information specific to the responsibilities of employed mothers.

## **LITERATURE REVIEW**

### **Work-Family Conflict**

Work-family conflict happens when the demands of the work role is in conflict with family roles, so that the fulfilment of the obligations posed by a role (i.e., work) may cause difficulty achieving the requirements of another role (i.e., family) (Kossek & Lee, 2017).

The family-work conflict was first defined by Greenhaus and Beutell (1985) as a form of conflict between roles in which the pressures of work and family roles are incompatible in many ways. Role demands often come from a person's own value system, as well as from the expectations of those whom they belong to that person's work and family circle (Katz and Kahn, 1978). There are two types of work and family conflicts: Conflict due to the disruptive effect of work on the family (work-family conflict) and Conflict due to the interfering effect of the family on work (family-work conflict). The links between these two conflicts were examined by Frone and all. (1992; 1997), proposing an integrative work and family role conflict model. They assumed that work-family conflict and family-work conflict and that the structural, social and psychological demands of work and family contribute to

increasing the level of work-family conflict, so that demands at work increase work-family conflict, and demands in families increase family-work conflict. Research results have shown that structural job demands, such as shift work (Staines and Pleck, 1983) and extended working hours (Fenwick and Tausig, 2001; Tausig and Fenwick, 2001), as well as social and psychological demands, including control over work, feeling work efficiency, the amount of responsibility, the variety of tasks, the difficulty of work and psychological pressure, associated with a greater degree of work-family conflict, and the important consequences are the subjective experience of work stress, dissatisfaction at work and poor functioning at work (MacEwan and Burling, 1994; Frone, Russell and Cooper, 1992; Frone, Yardley and Markel, 1997; Kinnunen and Mauno, 1998) poor work performance (e.g., Aryee, 1992; Wayne, Musisca, & Fleeson, 2004), and intention to quit and absenteeism (e.g., Frone et al., 1992). Structural and social demands of the family (eg, number and age of children, care for children, care for the elderly, marital status, quality of relationships between family members) are associated with a higher degree of family-work conflict (e.g., Frone, Yardley, & Markel, 1997; Hill, Yang, Hawkins, & Ferris, 2004; Voydanoff, 2005), and important consequences are the subjective feeling of family stress, family dissatisfaction and fatigue, ineffectiveness in marital and parental functions (Frone et al., 1997; Kinnunen and Mauno, 1998). This includes burnout (Bacharach, Bamberger and Conley, 1991), reduced family and professional well-being (Kinnunen and Mauno, 1998), a change in value systems and a decrease in job and life satisfaction (Kossek, E.E. i Ozeki, C. 1998; Perrewé, Hochwarter and Kiewitz, 1999), and increased reporting of depression, somatic complaints and higher cholesterol levels (Thomas, L. T. i Ganster, D. C. )

Furthermore, research consistently shows that work-family conflict surpasses family-work conflict among adult employees who have their own families (Kinnunen and Mauno, 1998; Frone, 2003; Grzywacz et al., 2007), and this type of conflict is also much better and more frequent. Within the framework of a large number of studies, it was determined that the personal importance of the family, measured as the degree of emotional preoccupation with family life, positively correlated with work-family conflict, while emotional engagement with work is positively correlated with family-work conflict (eg, Carlson & Kacmar). In other words, the greater the importance of work, the stronger will be the impact of all distracting activities such as family and household duties, and the more important the family, the stronger will be the impact of all distracting activities that are related to work duties.

## Family-Work Conflict

Family-work conflict is one of the mechanisms proposed in early research to explain the relationship between family and work. Along with it, mechanisms included in the theories of spillover, compensation, segregation, draining of resources and congruence were proposed (Edwards and Rothbard, 2000). Furthermore, the conflict of family and work roles is associated with a number of negative work-related outcomes such as low job satisfaction, low commitment to organization, reduced work efficiency, and absenteeism (Amstad et al., 2011). Conflict between family and work is defined as a form of conflict between family and work roles, where, due to conflicting requirements, participation in one role makes it difficult to participate in the other (Greenhaus and Beutell, 1985)

In addition to Greenhaus and Beutell's (1985) conflict between family and work, there are other approaches that deal with the relationship between family and work roles.

Family factors are related to the number and age of children, partner support, type of marriage, satisfaction with the distribution of household chores, while business factors relate to job requirements, role clarity, support from colleagues and superiors, and job involvement (Frone, Yardley, & Markel, 1997; Kinnunen & Mauno, 1998).

Greenhaus and Beutell (1985) proposed three forms of conflict between family and work roles: a) conflict due to lack of time (eng. time-based conflict), b) conflict due to exhaustion (eng. strain-based conflict), c) conflict due to behavior (eng. behavior based conflict). Research (Clarkberg & Moen, 2001, Dugan, Matthews, & Barnes-Farrell, 2012, according to Kossek & Lee, 2017) showed that the most significant factor in this type of conflict is the perception and organization of a person's time.

## Organizational Commitment

In 1990, Meyer and Allen recommended two perspectives on the study of organizational commitment, one based on the study of employee attitudes, and another one based on the study of employee behaviour. Kanter (1968) is among the first to define it as an individual's willingness to invest energy in social systems and be loyal to them, and as an individual's attachment to those social relations in which he sees his own realization.

Miller and Lee (2001) define organizational commitment as an individual's psychological connection to an organization, which includes a sense of belonging, loyalty, and belief in the value of the organization. Organizational commitment implies the employee's commitment to the company in which he is employed and refers to the extent to which employees of a particular organization believe they belong to the organization as a whole or to individual parts of the organization. (Meyer, 2002).

Organizational commitment includes three important factors: 1) strong belief and acceptance of the goals and values of the organization, 2) willingness to make significant efforts on behalf of the organization and 3) a strong desire to maintain membership in the organization.

Continuous commitment in the professional literature is also referred as a long-term commitment and can be defined as the commitment that an employee has to the organization due to the effort he has invested in and the costs associated with leaving the organization. This applies to close working relationships with associates and career investments.

Meyer and Allen (1991) concluded that it does not exist the right and wrong definition of organizational commitment, but that there are multiple dimensions of commitment that they have explained in their three-component model of employee commitment, which is today considered in scientific circles as one of the fundamental concepts in the study of organizational commitment. Employees with affective commitment feel an emotional connection and identification with the organization (Meyer & Allen, 1990), while they have normative commitment due to the obligation to stay in the organization (Meyer, Allen & Gellatly, 1990), i.e. when they have a desire to repay the organization for everything she has invested materially and immaterially in them over a period of time (Gelaidan & Ahmad, 2013). Eslami and Gharakhani (2012) say that continuance commitment develops when employees realize that they have accumulated investments they would lose if they left the organization or because their alternative employment opportunities are limited. To sum up, employees stay in the organization "because they want to (affective commitment); because they feel they need to (normative commitment); and because they have to (continuance commitments)" (Eslami & Gharakhani, 2012).

### **Emotional Exhaustion**

Emotional exhaustion is a chronic clinical syndrome that is defined by feeling emotionally exhausted as a consequence of job and personal demands, and/or cumulative stress. Gemlik, et al. described emotional exhaustion as the feeling of having one's emotional resources depleted by social interaction (N. Gemlik, F. A. Şişman, and U. Sigri,). Donahue, et al., on the other hand, described emotional exhaustion as the experience of feeling entirely eaten by one's emotions and completely drained like a byproduct of the person's continuous burden (G. Donahue, J. Forest, R. J. Vallerand, Lemyre, L. Crevier-Braud, and E. Bergeron).

The dimension of emotional exhaustion describes the psychological state of an individual in a situation of lack of emotional resources and energy (Wright and Bonett, 1997), and the other two dimensions focus on negativity in views of others and one's own work. Insufficient time for rest and regeneration worsens the state of exhaustion and causes a higher degree of

burnout syndrome (Schaufeli, Leiter, & Maslach, 2009). When emotional exhaustion increases, employees feel that they are not mentally up to the task at hand (Wright and Bonett, 1997), which makes them feel empty and demotivated to continue working (Maslach, Leiter, and Schaufeli, 2008). A high level of engagement potentially creates a foundation for emotional exhaustion because the employee is likely to succumb over time to the frequent and repeated repetition of important demands (Cordes and Dougherty, 1993). With an inappropriately large volume of work, ambiguities in the chain of decision-makers represent the source of emotional exhaustion (Cordes and Dougherty, 1993), therefore it is necessary to determine the quality of work processes so that these ambiguities do not appear. The severe consequences of emotional exhaustion are preceded by symptoms that indicate its presence. One of the symptoms that indicate emotional exhaustion is the dread of going to work (Cordes and Dougherty, 1993). The best indicator that an employee is overworked is when he has difficulties going to work every day, and these, in addition to the psychological, can also appear in a physical form.

### **Effect of Work-Family Conflict on Affective Commitment**

Good et al. (1988) discovered a link between a bidirectional Work-Family Conflict/Family – Work Conflict and Affective Commitment. Many other researchers have demonstrated a link between Work-Family Conflict and Affective commitment (Lyness & Thompson, 1997; Netemeyer et al., 1996; Thompson, Beauvais, & Lyness, 1999; O'Driscoll et al., 1992). Work-Family Conflict and continued commitment studies have typically revealed a favourable link (Lyness & Thompson, 1997; Streich et al., 2008). Allen et al. (2000) and Netemeyer et al. (1996) investigated Work-Family Conflict in regard to Meyer and Allen's (1990) three-component model of commitment and discovered a negative link between Work-Family Conflict and emotional form of commitment. Lyness and Thompson (1997) found a negative relationship between Work-Family Conflict and emotional commitment and a positive relationship between Work-Family Conflict and continuation commitment. Some researchers have discovered a negative link between Family – Work Conflict and Affective Commitment (Netemeyer et al., 1996); others have discovered no link between those two variables. Affective Commitment is related to a strong perception that one is behaving in accord with one's intrinsic pursuits or values, which creates a feeling of autonomy." The emotions related to Affective Commitment allow workers to live without fear that they may lose their resources, which must lower the possibility of emotional exhaustion" (Meyer and Maltin, 2010).



## Effects of Work-Family Conflict on Emotional Exhaustion

Under an excessive Work-Family Conflict, the people have to find substantial inner sources to cope with conflicting needs from each side (Ford, Heinen, & Langkamer, 2007). At this stage, people experiencing the exhaustion of personal inner resources. (Sonnetag & Zijlstra, 2006) and emotional exhaustion (Burke & Greenglass, 2001). Excessive degrees of physical and intellectual exhaustion at their companies or at home, individuals have a tendency to use a substantial quantity of private inner sources. "The continuous loss of personal resources and the inability to mitigate their loss increase the likelihood of emotional exhaustion" (Sonnetag, Kuttler, & Fritz, 2010).

On the alternative side, Work-Family Conflict occasionally ought to have an advantageous relation with work strain (Nohe; Meier; Sonntag; Michel;2015). Allen et al. (2000) found that as workers deplete all energy at the work or the company then there are fewer sources available to be used at domestic and this reasons even higher degrees of emotional exhaustion (Demerouti; Bakker; Bulters; 2004; Hall, Dollard; Tuckey; Winefield;Thompson; 2010).

Netemeyer, Maxham, and Pullig (2005) discovered that if workers deliver an excessive amount of resources (e.g., strength, time and emotion) to their own household then this typically reduces the sources obtainable for work. This additionally reasons emotional exhaustion.

## Hypothesis Development

Previous research showed that there is a link between work-family conflict and affective commitment. The notion of role conflict is not new. Kahn et al. Kahn (1964) were among the first to suggest a definition of role conflict happening at work: "it consists of the occurrence two (or more) sets of pressures simultaneously, such that compliance with one set of pressures makes an agreement with the other uneasy." This theory explains that work demand mentally distresses workers to express negative feelings or boldness at home. The cause of conflict comes from the tasks that the company has in fitting in workers' work-related obligations with the demanding employee's duties outside the work that distress the welfare of workers (Boles; Wood; and Johnson, 2003).

Inharmoniousness between those two domains may be the source of pressure and hostile emotional state amongst employees. If a worker finds that the family roles are important to him, the work will be perceived as an activity that takes out their time needed to fulfil family roles, which may loom on workers' welfare (Rathi and Barath, 2013). Experiential studies state that work-related actions are causes of intrusion of worker's life, and leads them to have a

negative feeling about their job, which results in inferior organizational commitment (Beutell; 2010; Rathi and Barath, 2013).

Based on former research and theoretical observations, the following hypotheses and conceptual model (figure 1.) were proposed:

H1: *The work-family conflict has an impact on emotional exhaustion*

H2: *The family-work conflict has an impact on emotional exhaustion.*

H3: *Affective commitment has an impact on emotional exhaustion.*

H4: *The work-family conflict has an impact on affective commitment.*

H5: *The family-work conflict has an impact on affective commitment.*

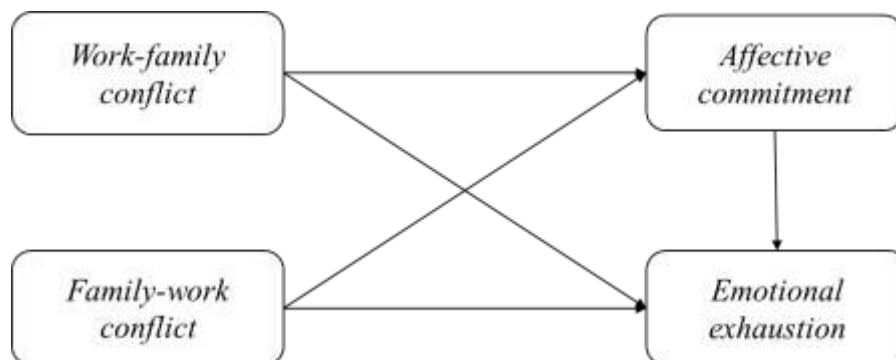


Figure 1. Conceptual model

## METHODOLOGY

### The study

This descriptive research was conducted in Bosnia and Herzegovina during the period of the COVID crisis. When most people have to work from home, working mothers find to be the most impacted employees.

### Sample and data collection

The survey questionnaire was delivered and administered to the target group (employed women who live in a married union and have one or more children under the age of 18) via e-mail. This study included 211 employees. Table 1 presents the demographic characteristics of working mothers who participated in the research.

Table 1. Sample characteristics

VARIABLE	DEMOGRAPHICS	NUMBER	PERCENTAGE
<b>Age</b>	20 – 30	45	21,3%
	31 – 40	116	55,0%
	41 – 50	28	13,3%
	51 – 60	18	8,5%
	61 – 75	4	1,9%
<b>Marital status</b>	Married	148	70,1%
	Extramarital union	27	12,8%
	Remarriage with a new spouse	36	17,1%
<b>No of children</b>	1 child	90	42,7%
	2 children	97	46,0%
	3 children	19	9,0%
	4 children	5	2,4%
<b>Work status</b>	Permanently employed	167	79,1%
	Temporarily employed	17	8,1%
	Self-employed	27	12,8%
<b>Days spent at work</b>	Less than 4 days	0	0,0%
	4 days	2	0,9%
	5 days	181	85,8%
	6 days	25	11,8%
	7 days	3	1,4%
<b>Number of working hours per week</b>	Less than 25 hours	0	0,0%
	25 hours	1	0,5%
	35 hours	1	0,5%
	40 hours	179	85,2%
	45 hours	1	0,5%
	48 hours	20	9,5%
	More than 48 hours	8	3,8%
<b>Work schedule</b>	Day	161	76,3%
	Night	1	0,5%
	Day and (or) night	49	23,2%
<b>Annual gross income</b>	8.000 KM or less	8	3,8%
	8.000 – 18.000 KM	199	94,3%
	18.000 – 24.000 KM	0	0,0%
	More than 24.000 KM	4	1,9%

## **Research instrumentation**

All constructs are measured with well-established scales used in extant research. Specifically, work overload was operationalized with four items from Price (2001). Work-family conflict and family-work conflict originated from Netemeyer et al.(1996). Each of these concepts involved five items. Reliable with other studies (e.g. Babakus et al., 1999; Karatepe and Uludag, 2008), emotional exhaustion was measured via eight items from the Maslach Burnout Inventory (Maslach and Jackson,1981).

## **Data analysis**

The collected data were processed using the SPSS software package and Microsoft Excel. The research used descriptive statistical analysis, exploratory factor analysis, and correlation and regression analysis. When exploring interconnections between the variables, the methods of multiple correlations and regression analysis were used, and the obtained results were compared with the results of previously conducted research dealing with this issue, which is available in the empirical literature. Descriptive statistics results show the minimum and maximum value, mean value, frequency and standard deviation of the data being analysed. Factor analysis was used in the early stages of the research when collecting data on the interrelationships of a set of variables. Using factor analysis, the multitude of related variables is reduced to a smaller number of variables that are more suitable for other analyses, such as correlation and regression analyses, which were also conducted in the research. The factor analysis itself includes three steps: assessment of data suitability for factor analysis, extraction factors and finally rotation and interpretation of factors.

In addition to the factor analysis, correlation and regression analysis were carried out in order to determine the mutual relationships between the variables in the research and to prove the established hypotheses. Using regression analysis, the form of the relationship between the observed can be determined occurrence, and this is achieved using a suitable regression model. Also, using the regression model, the values of the dependent variable can be evaluated and predicted using the selected explanatory variables.

## **RESULTS**

### **Initial Analysis**

The survey collected answers from 211 respondents who answered 44 questions. The Cronbach's Alpha method was used to assess the reliability, that is, the consistency of the scale and to test the attitudes. Table 2 presents the results that show that the reliability of the scale and the items used are consistent.

Table 2. Factor Loadings and Coefficient Alpha

Variables/Items	Factor loading	Cronbach's alpha
1. Work-family conflict		0,956
<i>Work commitments interfere with my household and family responsibilities.</i>	,655	
<i>The time my job takes up makes it difficult for me to fulfil my family obligations.</i>	,692	
<i>Things I want to do at home I can't finish because of the demands I have at work.</i>	,683	
<i>My work makes me tired and makes it difficult for me to fulfil my family obligations.</i>	,729	
<i>Due to business commitments, I have to make changes to my plans related to family activities.</i>	,691	
2. Family-work conflict		0,974
<i>The demands of my family or spouse/partner interfere with work-related activities.</i>	,750	
<i>I have to stop working at work because of my responsibilities at home.</i>	,627	
<i>Things I want to do at work can't be done because of the demands of my family or spouse/partner.</i>	,893	
<i>My home life interferes with my work responsibilities because of going to work on time, completing daily tasks and working overtime.</i>	,640	
<i>The effort I put into family responsibilities interferes with my ability to carry out my work responsibilities.</i>	,798	
3. Emotional exhaustion		0,921
<i>I feel exhausted at the end of the work day.</i>	,631	
<i>I feel used at the end of the working day.</i>	,770	
<i>I feel tired when I get up in the morning and have to face another working day.</i>	,820	
<i>Working with people all day really wears me out.</i>	,632	
<i>I feel exhausted from my work.</i>	,691	
<i>I feel frustrated with my job.</i>	,800	
<i>I feel like I'm working too much at my job.</i>	,698	
<i>I feel that I am at the end of my strength.</i>	,720	
4. Affective commitment		0,946
<i>I would be very happy to spend the rest of my career in this organization.</i>	,666	
<i>I do not have a strong sense of belonging to my organization.</i>	,774	
<i>I do not feel 'emotionally attached' to this organization.</i>	,656	
<i>I don't feel like a "part of the family" in my organization.</i>	,728	
<i>I really feel like this organization's problems are my problems too.</i>	,819	
<i>This organization has great significance for me personally.</i>	,671	

## Hypotheses Testing

Before checking the hypotheses, that is, before carrying out the regression analysis, it is necessary to check whether there is a linear relationship between the variables used. Precisely because of this, a correlation analysis was first conducted, which, using the Pearson coefficient, checked whether there was a linear correlation between the variables used. When interpreting the results of the correlation, it is necessary to analyse the Pearson coefficient, whose value can be in the interval from 0 to 1. Different authors give different interpretations of the obtained value, and Cohen (1988) gives the following guidelines for the size of the correlation:

small:  $r = 0.10$  to  $0.29$

medium:  $r = 0.30$  to  $0.49$

large:  $r = 0.50$  to  $1.00$

The relationship between work-family conflict and emotional exhaustion and work-family conflict and affective commitment was investigated using the Pearson linear correlation coefficient. Preliminary analyzes were performed to prove that the assumptions of normality, linearity, and homogeneity of variance were met. A strong positive correlation was found between work-family conflict and emotional exhaustion ( $r = .563$ ,  $N = 211$ ,  $p < .0005$ ), whereby a high level of subjectively experienced work-family conflict follows a high level of subjectively experienced feeling of emotional exhaustion. Furthermore, a strong positive correlation was established between family-work conflict and emotional exhaustion ( $r = .554$ ,  $N = 211$ ,  $p < .0005$ ), whereby a high level of subjectively experienced family-work conflict follows a high level of subjectively experienced feeling of emotional exhaustion.

The relationship between work-family conflict and feelings of affective attachment was also analysed, also using the Pearson coefficient. The obtained results show that there is a moderate negative correlation between work-family conflict and affective attachment ( $r = -.321$ ,  $N = 211$ ,  $p < .0005$ ), whereby a high level of subjectively experienced work-family conflict follows a low level of subjectively experienced feeling of affective attachment and vice versa, a low level of subjectively experienced work-family conflict follows a high level of subjectively experienced feeling of affective attachment. In addition, it was determined that there is a moderate negative correlation between family-work conflict and affective commitment ( $r = -.448$ ,  $N = 211$ ,  $p < .0005$ ), whereby a high level of subjectively experienced family-work conflict follows a low level of subjectively experienced feelings of affective attachment and vice versa, a low level of subjectively experienced family-work conflict follows a high level of subjectively experienced feelings of affective attachment.

In addition to the above, the relationship between feelings of emotional exhaustion and affective commitment to the organization was also analyzed. That analysis found that there is a

strong negative correlation between emotional exhaustion and affective attachment ( $r = -.504$ ,  $N = 211$ ,  $p < .0005$ ). In other words, a high level of subjectively experienced feeling of emotional exhaustion follows a low level of subjectively experienced feeling of affective attachment, i.e. a low level of subjectively experienced feeling of emotional exhaustion follows a high level of subjectively experienced feeling of affective attachment.

Preliminary analyzes proved that the assumptions of normality, linearity, multicollinearity and homogeneity of variance were not violated.

Table 3. Mean, Standard Deviation and Correlations

Variables	Mean	SD	1	2	3
1. Work-family conflict	4,58	1,390	1		
2. Family-work conflict	3,95	1,675	* ,190	1	
3. Emotional exhaustion	3,77	1,881	** ,563	** ,542	1
4. Affective commitment	4,45	1,693	** -,321	** -,448	** -,504

NOTE:  $N = 211$ , \*  $p < ,05$ , \*\*  $p < ,005$

H1: *The work-family conflict has an impact on emotional exhaustion.*

The analysis found that there is a strong positive correlation between work-family conflict and the feeling of emotional exhaustion and that it is statistically significant because it is  $r = 0.563$ ,  $p = 0.005$ . The results of the regression analysis show that work-family conflict explains 15.6% of the variance, because  $R^2 = 0.156$ ,  $F = 14.21$ ,  $p < 0.001$ . Work-family conflict significantly predicted emotional exhaustion,  $\beta = 0.356$ ,  $t = 3.814$ ,  $p < 0.005$ . Therefore, H1 is accepted

H2: *The family-work conflict has an impact on emotional exhaustion.*

The analysis found that there is a strong positive correlation between family-work conflict and the feeling of emotional exhaustion and that it is statistically significant because it is  $r = 0.554$ ,  $p = 0.005$ . Therefore. The results of the regression analysis show that family-work conflict explains 16.9% of the variance, because  $R^2 = 0.169$ ,  $F = 5.64$ ,  $p < 0.001$ . Family-work conflict significantly predicted emotional exhaustion,  $\beta = 0.241$ ,  $t = 4.126$ ,  $p < 0.005$ . Therefore H2 is accepted.

H3: *Affective commitment has an impact on emotional exhaustion.*

The analysis performed showed that there is a strong negative correlation between affective attachment and the feeling of emotional exhaustion and that it is statistically significant because  $r = -0.504$ ,  $p < 0.005$ . The results of the regression analysis show that affective attachment explains 21.4% of the variance, as  $R^2 = 0.214$ ,  $F = 12.19$ ,  $p < 0.001$ . Affective attachment

significantly predicted the occurrence of emotional exhaustion,  $\beta = 0.610$ ,  $t = 3.870$ ,  $p < 0.005$ . Therefore, affective commitment impacts emotional exhaustion and H3 is accepted.

H4: *The work-family conflict has an impact on affective commitment.*

The analysis found that there is a moderate negative correlation between work-family conflict and the feeling of emotional exhaustion, and that it is statistically significant because it is  $r = -0.321$ ,  $p = 0.001$ . The obtained results of the regression analysis show that the work-family conflict accounts for 34.0% of the variance, because  $R^2 = 0.340$ ,  $F = 4.59$ ,  $p < 0.001$ . Work-family conflict significantly predicted affective attachment,  $\beta = 0.398$ ,  $t = 3.812$ ,  $p < 0.005$ . Therefore, H4 is accepted.

H5: *Family-work conflict has an impact on affective commitment.*

The analysis found that there is a moderate negative correlation between family-work conflict and affective attachment, and that it is statistically significant because it is  $r = -0.448$ ,  $p = 0.001$ . The results of the regression analysis show that family-work conflict explains 15.1% of the variance, because  $R^2 = 0.151$ ,  $F = 1.86$ ,  $p < 0.001$ . Family-work conflict significantly predicted affective attachment,  $\beta = 0.369$ ,  $t = 5.442$ ,  $p < 0.005$ . Therefore, H5 is accepted.

Table 4. Summary of hypotheses results

Hypothesis number	Hypothesis	Remarks
H1	The work-family conflict has an impact on emotional exhaustion	<i>Accepted</i>
H2	The family-work conflict has an impact on emotional exhaustion.	<i>Accepted</i>
H3	Affective commitment has an impact on emotional exhaustion.	<i>Accepted</i>
H4	The work-family conflict has an impact on affective commitment.	<i>Accepted</i>
H5	The family-work conflict has an impact on affective commitment.	<i>Accepted</i>

## CONCLUSION

The research was conducted with the aim of examining whether and to what extent conflicts between work and family, emotional exhaustion and work-from-home impact affective commitment. The research begins by considering the complete situation and instruments for data collection, and then presents the methods used and the way the data were analysed. Due to the complexity of the research problems, basic, general, scientific and data collection methods were used. The research refers to the identification of factors that affect affective



commitment, and the results of the research are obtained by analysing data collected from married, employed women who have at least one child under the age of 18, answering a questionnaire. The questionnaire was delivered to the target group via e-mail, and the survey was conducted in Bosnia and Herzegovina in the period from 15.02.2020. to 05.10.2022. The collected data were processed using the software package SPSS (Statistical Package for Social Sciences) and Microsoft Excel. Statistical methods were used to test the formulated hypotheses, which were set at the very beginning. In the research were used descriptive statistical analysis, research factor analysis, correlation and regression analysis. Methods of multiple correlations and regression analysis were used to investigate the interrelationships between variables, and the obtained results were compared with the results of previously conducted research dealing with this issue, which is available in the empirical literature.

### **Theoretical and Practical Implications**

This research makes numerous contributions to the literature. This research is valuable to the researchers because it shows the results from a relatively unresearched work market in Bosnia and Herzegovina, showing how that segment of the market reacts when it comes to balancing between work and family, their preferences, civil status, opinions and thinking. In addition to practical suggestions, research on the Bosnian female work market, and citation of the existing literature, this research could help to a better understanding of how work-family conflict can have an impact on emotional exhaustion.

The Covid-19 pandemic has forever changed the way how people are doing work for a large number of employees, which has its good sides, but also many unexpected consequences.

Work and life went in new directions. The working day has been extended by at least an hour, and in some countries by two hours. The conclusion is that everyone, employees and employers, must learn how to live with the new model of work, which is there to stay.

But what will happen to workers' family lives? Will family duties, taking care of children and everyday chores change? How all those out of the work activities will fit into new working conditions?

Finally, will family-work conflict produce more emotional exhaustion? Will traditional family roles change due to different working hours and conditions of work? Will the affective commitment of employees decrease or increase in order to fulfil family obligations? So many questions to be answered, particularly when it comes to the female population.

Since the main hypotheses of this work are researching the relationship between work-family conflict and emotional exhaustion while working from home, the answer to the

questionnaire gives insight into how women in Bosnia and Herzegovina balance work and family responsibilities working from home and how their work organization affects their emotional health in other words, this research shows a simple framework for getting a deeper picture of behaviour and emotions of employed women and mothers of minor children working from home. Data given provide readers with information on how the number of duty hours in a week affects the family life of women and give the answer is work and family overload affect their emotional well-being

The results should help managers and human resources to improve the scheduling of female workers with children working from home and initiate better collaboration to help them to plan their working circumstances and expectations in relation to the new curriculum that happens in workers' life and to improve theoretical knowledge and guide how to help employee when at risk of exhaustion. The relevance of establishing sets of HR and work-family balance policies in general within companies, while making sure to develop a form of support information specific to the responsibilities of employed mothers.

The description of the variables under research as well as the formulation of the research questions and hypotheses. Data on the progression of telework from home in Bosnia and Herzegovina can help market researchers in order to measure the phenomenon and understand why it is worth taking an interest in it.

Workplaces would benefit from being made more aware of the issue. In a context where the immediate supervisor retains all power in the accommodation decision-making process, new measures could enable employees to exercise their right to a working time accommodating, right from the start.

### **Limitations and Future Directions**

It would be relevant to carry out further research with different groups in order to make it possible to generalize the results and to better assess the consequences of chronic overload on the mental health of employed mothers of minor children. The assumed advantage of the new ways of working is the increase in employee productivity by facilitating work tasks with the help of information technology, and by providing greater autonomy to employees when and where they will work. It is assumed that employees will experience greater flexibility in the way they work, more balance between private and work life and increased mobility during working hours. These flexible ways of doing work are called new ways of working, and they lead to more efficient work while reducing organizational costs. The employee is offered various opportunities for communication with colleagues, superiors and clients. By combining these three features,

new modes of operation are defined as the design of work in which employees can control the time and place of their work, with the possibility of electronic communication.

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