
**SOCIAL STIGMA ON WORK - FAMILY CONFLICTS
(WITH SPECIAL REFERENCE TO MARRIED EMPLOYEES IN THE
GARMENT INDUSTRY OF SRI LANKA)**

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ABSTRACT: *Family is very important part of the society. Family can be defined as “a group consisting of two parents and their children living together as a unit”. Work - family conflicts comes as a form of inter role conflict in which the role pressures from the work and family domains are mutually unsuitable in some respect. The objectives of the study are to find out the factors affecting to work – family as well as its’ significances and to recognize the group which is more affected work- family conflicts between non-management level and management level employees. A sample was 417 of respondents. The tools of the study are percentage analysis, coefficient of correlation and univariate analysis. The social stigma is one of the issues in this industry. The variables of work - family conflicts were created less performances of workers in this industry and it’s a route of absenteeism and labor turnover within the industry. And, the work-family conflicts is one of the indirect issues for the lack of employment and closing the garment factories in Sri Lankan scenario.*

KEYWORDS: Work role, Psychological anxiety, Family commitment, Salary and job security and Attitude

INTRODUCTION

Family is very significant and small part of the society. All the members of the family, they have important role in their families. Employees also play vital role in their office or factory. The Concise Oxford Dictionary (1999) defined family as “a group consisting of two parents and their children living together as a unit”. The Dictionary defines work as “activity involving mental or physical effort done in order to achieve a result” and conflict as “a serious disagreement or argument”. In generally, “work-family conflict refers to conflicting role pressures between job and family that are incompatible so that participation in one role is made more difficult by virtue of participation in the other (Greenhaus & Beutell, 1985).

The work - family conflicts can be seen as invisible issues forcing any society’s damage in various aspects; social, cultural and economic. Most of business organizations in the world are not family friendly, insufficient social security arrangements and frequent economic crises have significant negative effects on family. Employee loyalty is an important behavior to reach organizational goal. Employee is committed to maintain good relation with official activities as well as employer. According to the employee’s commitment of the organization, worker has forgotten some responsibilities which are related with family. Employee has weighted less responsibility with his family and society. The situation can be seen as a starting point of conflict between working place and family environment. Even though, the work - family conflict should not be considered as a problem of an employee alone. It is

depending upon on effectiveness spouse or any other family member's role. Conflict is given bad thought for human life.

Background of the Study

Garment can be defined as “an item of clothing” (The Concise Oxford Dictionary, 1999). Simply, it can be understood as wearing cloths something. The term ‘readymade garment’ is implicating, ‘just available to wear’. And also, garment is a main sub category of the apparel industry. Two kind of garment factories are established in Sri Lanka, one is registered under BOI act and other is not considered the act. BOI rule also can be highlighted as section 16 and 17. Based on economic zones/industrial park concept, another view is the garment factories such as inside the free trade zone and outside the zone.

Many decades, tea industry was earned foreign exchange as a first source of the income of Sri Lanka. In 1977, after releasing trade barriers of the Sri Lankan economy, foreign income generation of the garment industry has bypass the tea industry within the few years. The garment industry is significant in some respects of Sri Lanka economy. They can be categorized as the foreign exchange, the solution for the unemployment, industrialized in rural areas and women employment. Specially, according to the Central Bank of Sri Lanka, the garment industry had a plaid major part in Sri Lankan economy for the purpose of providing employment opportunities and earning foreign exchange (1997).

200 garment factories programme, which has been launched by the Government (1992) as a part of its Rural Development Industrialization Programme, has as its goal the alleviation of poverty in the rural areas through the creation of vast employment opportunities. The industry has benefited to achieve some provincial economic balance.

The direct employment generation of the garment include apparel industry has exceeded 283,000 in 2011. And employment was 268,431 in 2013 (Central Bank of Sri Lanka). Board of Investment (BOI) is playing essential part for the law and regulation of the industry. According to the Central Bank of Sri Lanka (2012), the wearing apparel/ garment industry recorded of 23 per cent of total export earnings of the country, accounted a growth of 118.5% per cent in 2012 compared to the 113.8 per cent growth recorded in 2011. In 2013, Foreign Direct investment was 102.6 (US\$ million)

Statement of the Problem

In 2013, 43.4 % to total export earnings. The value is 4508.3(UD\$ Million). Foreign Direct investment was 102.6 (US\$ million). Wearing apparel sector recorded a significant growth of 6.7% in 2013 compared to 4.2% in 2012. The Central Bank of Sri Lanka explained that, numbers of factories were closed down in the past few years. The figures were 587 in 2009, 374 in 2010, 367 in 2011, 358 in 2012, and 341 in 2013. And labour turnover is one of the issues and reports say that there are around 30,000 vacancies in wearing apparel industry. Society has some attitudes and thought about the employment in the industry. It is displayed a social stigma of the employment of the garment industry. This is an invisible situation of the industry. The research study is going to find out ‘the association the situation and work – family conflicts’.

Research Questions - The research questions of the study are;

1. What are the variables associated work – family conflicts in the garment industry of Sri Lanka?

2. What are the variables to effect of the growth of work family- conflicts of the garment industry in Sri Lanka?

Objectives - The research objectives are as follows;

1. To find out the factors affecting to work – family conflicts among married workers in the garment industry of Sri Lanka
2. To understand more (percentage) affected work- family conflicts between non-management level and management, in the garment industry of Sri Lanka.
3. To identify significances correlation of the variables of the work – family conflicts among married workers in the garment industry of Sri Lanka.
4. To recognize the group which is more (percentage) affected work- family conflicts between non-management level and management level employees under variables wise, in the garment industry of Sri Lanka.

Hypotheses – The hypotheses of the study are;

H₁ = “There is insignificant relationship between the work – family conflict and its’ variables in the garment industry of Sri Lanka”.

H₂ = “There is high work- family conflicts in group of non – management level workers than the group of management level employees in the garment industry of Sri Lanka”.

LITERATURE/THEORETICAL UNDERPINNING

Theories of work - family conflicts -There are several theories in work - family conflicts. The research paper has covered very few theories for the purpose of studying structure of work – family conflict. According to Fernando (2011) the theories can be highlighted such as The Social Identity Theory, Work/Family Border Theory, and Role Theory. The theories help to develop conceptual framework and hypotheses of the study.

Literature Survey -The review of important literature was carried out to find the back ground of work - family conflicts in the current study.

Based on roles of employees’ (Herman and Gyllstrom, 1977) the study has explained six differences. They recognized some areas; inter- social role and inter- work role conflict in a university setting. The study found that inter - role conflicts were primarily a function of the number of social roles held and there was no number of social roles by sex interaction. And women’s’ apparent greater conflict between work and home related roles than men. The another study has explained empirically Role theory. Within the study, high behave roles results in the increased possibility of role conflict, overload and negative consequences (Marks, 1977).

Greenhaus, & Parasuraman, (1986) examined models of stressors and their contribution to various personal and organizational outcomes; work pressures, home pressures, and inter role conflict. Srivastavan and Sinha (1983) explained employees’ job anxiety as a resultant of their level of job involvement. The investigation yielded high differences among three involvement groups with respect to their degree of anxiety pertaining to job security, human relation at work, rewards and punishment, self – esteem and shouldering job responsibilities. And Pavot and Diener (1993) point out that since the affective and cognitive components of well-being; studying these components separately can provide valuable information.

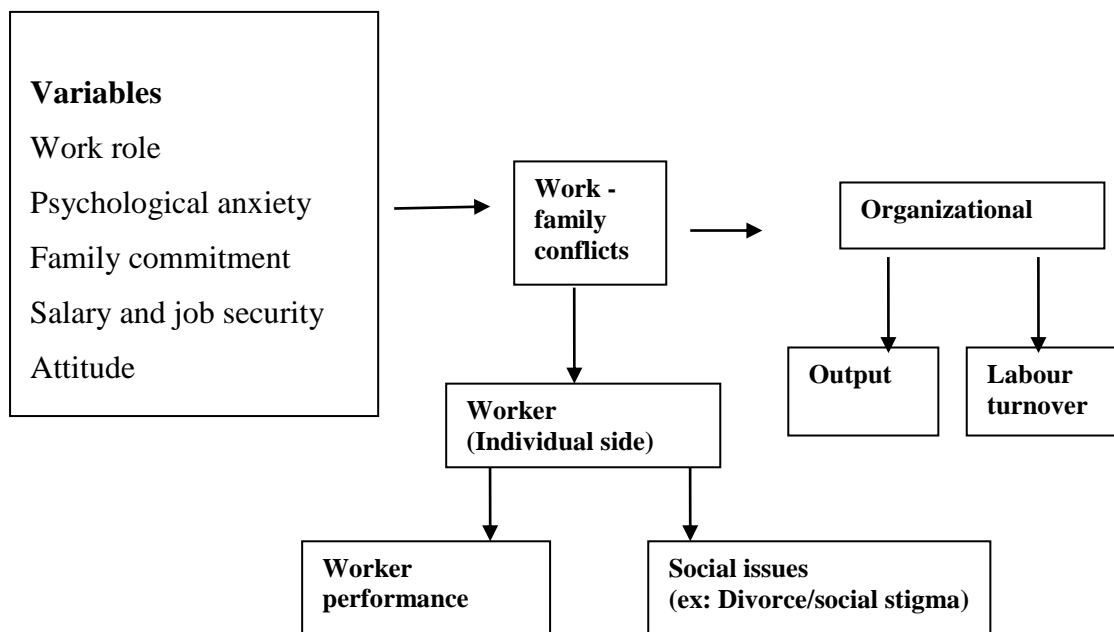
Becker and Moen (1999) identified a number of sources of work–family conflicts. Postponing children’s activities, hiring assistance with childcare and household duties, and scaling back work are some of them. The framework of the study has contributed in three ways: (a) by focusing on externally oriented, structural strategies for reducing the level of work– family conflict instead of internal coping mechanisms; (b) by illustrating how work–family management strategies impact new venture performance; and (c) by providing guidelines for choosing among these strategies.

The relationship between attitude and work - family conflicts was explained by Alpert, and Culbertson, (1987), the perception and attitude of person’s lead to work - family conflict. Attitude of employees’ spouse is contributed to work - family conflicts.

In of literature review, different perspectives of work - family conflicts were explained. It is validated the appropriateness of the variables and a model to answer the research problem and study frame.

Variables of the study – The study has recognized variables namely; Work role, Psychological anxiety, Family commitment, Salary and job security and Attitude

Conceptual Framework - The study has followed a simple path for developing framework, after reviewing literature it was revealed the link between variables of work - family conflicts in the garment industry.



METHODOLOGY

Sample -The questionnaires were circulated among 600 married employees (400 of non-management level workers and 200 of management level employees). Yet few respondents were not returned and some questionnaires were unusable, yielding a response of 417

questionnaires (350 of non-management level workers and 67 of management level employees).

Variables and Reliability Analysis - The variables as curtailed by Cronbach's alpha coefficients was 0.82. The Work- Family Conflicts included five variables.

Procedure - The two kind of data; primary and secondary were used for the study. The primary data for the study investigation were collected through questionnaire using the five point Likert scale. Books, journal, theses, annual reports and some research study were used for the secondary data.

Statistical Tools - In analyzing part, the variables of the study were evaluated by the percentage analysis, coefficient of correlation, and univariate analysis. The package of software SPSS version 17 was used for data arrangement.

Analysis: Total degree of non-management level workers'(employees'); work - family conflicts - Table -1 describes the level of work – family conflicts of non-management level workers in garment industry of Sri Lanka in terms of rate and percentages.

Table 1 The Total Degree of non - management level workers'; work – family conflicts

Levels of Work – family conflicts	Rate	Percentage
High; work – family conflicts	17	04%
Significance; work – family conflicts	70	20%
Fair; work – family conflicts	140	40%
Low; work – family conflicts	126	36%
0 level of work – family conflicts	00	0%
Total	350	100

Source: Primary Data

According to the table- 1, five levels of work – family conflicts are displayed, high work – family conflicts were 04% in the garment industry, significance level activities were displayed 20%. Some of the employees have some work – family conflicts in fair as 40%. Low level work – family conflicts is 36%. It is revealed that all the non-management level workers employees have the issue of work – family conflicts but levels are differences.

Total Degree of management level employees'; work – family conflicts - Table -2 describes the level of work – family conflicts of management level employees in the garment industry of Sri Lanka in terms of rate and percentages.

Table 2. The Total Degree of management level employees; Work – family conflicts

Levels of Work – family conflicts	Rate	Percentage
High; work – family conflicts	8	11.94%
Significance; work – family conflicts	12	17.91%
Fair; work – family conflicts	20	29.85%
Low; work – family conflicts	25	37.31%
0 level of work – family conflicts	2	2.99%
Total	67	100

Source: Primary Data

Five levels of work – family conflicts are shown in Table 2, high work – family conflicts were 11.94% in the garment industry, significance level of work - family conflicts were displayed 17.91%. Some of the employees have work – family conflicts in fair as 29.85%. Low level work – family conflicts is 37.31 and 0 level of work - family conflicts employees are 2.99%. It is shown that majority of management level employees have the issue of work – family conflicts.

Correlation of Variables: The correlations of variables data is shown in Table – 3; the results of correlation analysis between the different variables of wok family conflicts in Sri Lankan garment industry. And the significances are indicated.

Table 3. Correlation of Variables

Variables	Work role	Psychological anxiety	Family commitment	Salary and Job security	Attitude
Work role	1				
Psychological anxiety	0.489*	1			
Family commitment	0.547*	0.415*	1		
Salary and job security	0.755*	0.630*	0.666	1	
Attitude	0.495*	0.705*	0.6307*	0.656*	1

*- Significant at 5% level, *Source: Primary Data*

Table 3 highlighted that there exists significant correlation between the different variables of work family conflicts in the garment industry of Sri Lanka. In brief, there exists significant relationship of all the variables in work family – conflict is displayed, except salary/job security and family commitment among the workers in Sri Lankan garment industry. According to the table, the correlation of variables is indicated that work – family conflicts

can be started by one factor, and gradually other variables are contributing to accelerate the situation.

Comparison of means and Std. deviation between group of non- management level workers and group of management level employees on work – family conflicts -

Table – 4 describes the univariate analysis result. In terms of means and Std. deviation of work - family conflicts are displayed.

Table 4. Comparison of means and Std. deviation between groups of non-management level workers and group of management level employees on work – family conflicts

Variables of work - family conflicts	Groups	Mean	Std. Deviation
Work role	Non-Management level workers	3.2291	.50366
	Management level employees	3.0956	.53166
	Total	3.1845	.51644
Psychological anxiety	Non-Management level workers	3.5940	.59761
	Management level employees	3.2847	.58890
	Total	3.4904	.62172
Family commitment	Non-Management level workers	3.7644	.61962
	Management level employees	3.5696	.61881
	Total	3.6992	.62543
Salary and job security	Non-Management level workers	2.4875	.65219
	Management level employees	2.4231	.49625
	Total	2.4660	.60462
Attitude	Non-Management level workers	2.5138	.66605
	Management level employees	2.4694	.54468
	Total	2.4983	.62769

*- Significant at 5% level, Source: Primary Data

From the table 4. It has found that the means and Std. deviation comparison of between group of non- management level workers and group of management level employees on work – family conflicts under variable wise. The variable of work role in group of non- management level mean value is 3.2291. It is high, comparing with group of management level employees (3.0956). It indicated that high work- family conflicts is among non – management level workers. And comparisons of Std. deviation values under variable of work role, non - management level workers figure (.50366) is less than the management level employees (.53166). The situation explained that the non- management level workers have narrow or limited space under variable of work role. It means that non- management level workers have similar characterizes or events for the work- family conflicts in the garment industry. Other variables Means value also same; non – management level workers have more work - family conflicts comparing of management level employees. And all the management level employees of Std. deviation figure values less than the non- management level workers excluding variable of work role. It indicated that majority of the management level employees have similar and limited characterizes or events or similar weight of factors for the work- family conflicts in the garment industry of Sri Lanka.

Testing Hypothesis

H_1 = “There is insignificant relationship between variables of the work – family conflict in the garment industry of Sri Lanka”.

According to the Table 3, the **hypothesis**, “There is insignificant relationship between variables of the work – family conflict in the garment industry of Sri Lanka”, is rejected because majority variables are (less than the 5% (0.05) level and statistically significant excluding variables salary and job security and family commitment.

H_2 = “There is high work- family conflicts in group of non – management level workers than the group of management level employees in the garment industry of Sri Lanka”.

According to the Table 4, the **hypothesis**, “There is high work- family conflicts in group of non – management level workers than the group of management level employees in the garment industry of Sri Lanka” is accepted because the group of non- management level workers, who have work - family conflicts more than group of management level employees in Sri Lankan garment industry. Furthermore, Table 1 explained that all the non-management level workers have work family – conflicts. Its value is 100%. But figure value is 97.01% of management level employees’ work- family conflicts.

RESULTS/FINDINGS

The following of the important results/findings of the study.

1. It is revealed that all the non-management level workers employees have the issue of work – family conflicts but levels are differences in the garment industry of Sri Lanka.
2. The study is shown that majority of the group of management level employees have the issue of work – family conflicts in the garment industry of Sri Lanka.
3. The study shown that all the variables are significantly interrelated with work - family conflicts excluding salary and security and family commitment in the garment industry of Sri Lanka.
4. The ‘social stigma’ among families of employees can be recognized in the garment industry of Sri Lanka.
5. Non – management level workers have more work - family conflicts, comparing of management level employees in the garment industry of Sri Lanka.
6. The majority of management level employees have similar characterizes or events for the work- family conflicts in the garment industry of Sri Lanka.
7. The majority of management level employees have similar characterizes or events or similar weight of factors for the work- family conflicts in the garment industry of Sri Lanka.
8. The variables of work - family conflicts were created less performances of workers in this industry
9. The result of work- family conflicts can be created the situation of absenteeism and labor turnover within the industry.
10. The work-family conflicts is one of the indirect issues for the lack of employment and closing the garment factories in Sri Lankan scenario.

DISCUSSION

The study explained that employees are very important part of the working place as well as family (employee and members) is very important part of the society. The total explains of

the study have given a significance idea which is revealed to balance of employees life in working place and family or home. Or else employees health and organizational profitability. The idea of the study has derived from the four objectives and two hypotheses.

According to first objective of the study; to find out the factors affecting to work – family conflicts among married workers in the garment industry that the study has recognized five variables namely; Work role, Psychological anxiety, Family commitment, Salary and job security and Attitude. Second objective of the study that to understand more (percentage) affected work- family conflicts between non-management level and management, in the garment industry. The five levels of work – family conflicts are displayed, under non-management level work employees’ management level work employees. It is revealed that all the non-management level workers employees have more issue of work – family conflicts and its different levels. Third objective of study is to identify significances correlation of the variables of the work – family conflicts among married workers in the garment industry. It is explained that exists significant relationship of all the variables, except salary/job security and family commitment among the workers in Sri Lankan garment industry. The final objective of the study is to recognize the group which is more (percentage) affected work-family conflicts between non-management level There is insignificant relationship between the work – family conflict and its’ variables in the garment industry and management level employees under the variables wise, in the garment industry. It is revealed that non – management level workers have more work - family conflicts comparing of management level employees. According to the first hypothesis, there is insignificant relationship between the work – family conflict and its’ variables in the garment industry has rejected. Because the study proved, majority of variables have significant relationships (excluding variables salary and job security and family commitment). And second hypothesis that there is high work-family conflicts in group of non – management level workers than the group of management level employees in the garment industry, accepted. Since the study has proved the group of non- management level workers, who have work - family conflicts more than group of management level employees in Sri Lankan garment industry.

IMPLICATION TO RESEARCH AND PRACTICE

The important implication to research and practice of the work - family conflicts can be understand mainly two categories; welfare activities of the organization and direct job related activities. The objective of the welfare activities are; to maintain good psychological and physical health of both parties (employer/administration and employee), always direct job related activities give path to maximize organizational profitability. The study has implicated some opportunities to minimize work - family conflicts, there are;

1. Working background can be arranged by the employer/administration of the organization for the minimizing the employees’ work –family conflicts.
2. Employer/administration of the organization can be organized some events to relieves for their physically and psychologically tired. (ex: welfare union activity, get together parties, trips and new year festival etc....)
3. To give transparency and opportunities for spouse and family members to identify employees’ working environment.
4. Employees’ performance can be evaluated and take necessary action accordingly.
5. Employer and administration should be maintained good industrial relation in the organization

CONCLUSION

The study investigated that five variables; work role, psychological anxiety, family commitment, salary and job security and attitude. The variables of the study are associated with work-family conflicts except two variables; salary/job security and family commitment. The social stigma is one of the issues in the industry. It is invisible situation of the industry. And it was created as one of the outputs of the industry. Both of groups; non- management level workers and management level employees are displayed work – family conflicts. But non-management level work – family issues more than the management level employees. Specially, the factors of management level employees are in limited range. It means that management level employees have similar weight of factors for the work- family conflicts. The variables of work - family conflicts were created less performances of workers in this industry and it's a route of absenteeism and labor turnover within the industry. Finally, the work-family conflicts is one of the indirect issues for the lack of employment and closing the garment factories in Sri Lankan scenario.

FUTURE RESEARCH

There are so many arguments regarding work - family conflicts. The arguments depend upon various personal views of the society. According to the knowledge of the people, there are giving comments and arguments for the work - family conflicts. As the examples the knowledge of filed can be recognized as economic impact, social impact, health impact and managerial impact of work - family conflicts. If need any researcher to do a study of work - family conflicts, the researcher can consider above one of the impacts or some.

The present study has considered only five variables but many variables of the work - family conflicts can be seen. Ex- stress, sexual harassments. New researcher can consider above them.

The study considered work - family conflicts as an issue. But new researcher can be able to do research about coping strategies of work - family conflicts.

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