

Research Paper

## Role of Family Environment on Workplace Attributes among Male and Female Working Population: A Comparative Study

Ankita Shankhari<sup>1\*</sup>, Ankita Biswas<sup>2</sup>

### ABSTRACT

This study explored how family environment dimensions—relationship, personal growth, and system maintenance—relate to employees' job satisfaction, workplace conflict, and adjustment. A cross-sectional quantitative design was used with a purposive sampling technique, gathering a total of 120 on-site employees in Kolkata, using self-report tools: the Family Environment Scale, Job Satisfaction Scale, Workplace Interpersonal Conflict Scale, and Self-Initiated Work Adjustment Learning Scale. Data, analyzed via SPSS v20 using non-parametric tests, revealed that personal growth was positively linked to job satisfaction. No significant link was found with workplace conflict. Relationship and system maintenance dimensions were significantly related to workplace adjustment, especially job responsibilities and social interactions. No gender differences were found. The findings highlight the role of family dynamics in shaping workplace experiences, suggesting implications for organizational well-being and employee support initiatives.

**Keywords:** *Family Environment, Job Satisfaction, Workplace Interpersonal Conflict, Workplace Adjustment*

The family is a crucial social institution that encompasses economic, psychological, biological, legal, and social dimensions. It plays a critical role in shaping individual identities, instilling values, and providing emotional and practical support. Family members transmit cultural values, beliefs, and traditions, preserving cultural identity across generations. Economically, families provide for the material needs of their members by pooling resources for collective well-being. Work-family spillover is the idea that emotions, energy, and talents can transfer between work and family life. Negative spillover occurs when weariness and tiredness from one area negatively impact the other's life, while positive spillover occurs when benefits, such as efficient problem-solving and effective time management, improve both positions. Individual factors like career and family responsibilities and organizational support can influence the type and intensity of spillover. Job satisfaction is an individual's attitude towards their work, influenced by cognitive and affective aspects. Positive attitudes indicate contentment, while negative ones indicate discontent. Herzberg's Two-Factor Theory categorizes job satisfaction into motivators (internal elements like accomplishments) and hygiene factors (outside circumstances like

<sup>1</sup>Student of Master in Applied Psychology, Sister Nivedita University

<sup>2</sup>Assistant Professor from Department of Psychology, Sister Nivedita University

\*Corresponding Author

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compensation and working conditions). While hygiene factors do not lead to contentment, their absence can lead to dissatisfaction. Interpersonal conflict at work refers to problems between coworkers caused by differences in goals, personalities, communication, or work styles. Effective conflict resolution has the potential to strengthen relationships, teamwork, and workplace culture. Prejudice and intergroup conflict are influenced by elements such as perceived external threats, group size, and strong group identity. Relationship or task conflict manifests in the workplace, with task conflicts arising from workplace disputes over resources, protocols, or choices and relational conflict arising from personal disagreements, emotional tensions, or perceived slights. Work adjustment is the ongoing process by which people adjust to their occupations while striking a balance between their effectiveness and personal happiness. People who successfully adjust to a new job are able to work effectively and maintain their sense of purpose. Poor adjustment can result in stress, dissatisfaction, and decreased productivity. Encouraging adaptive strategies for a healthy work environment is essential for both organizations and people. Research consistently shows that family support plays a significant role in enhancing job satisfaction across various contexts. Jacobson et al. (2024) found that strong family support among Hispanic professionals in the US leads to a more balanced and meaningful work experience. Demirel and Erdamar (2009) also suggested that family ties accounted for 8.9% of job satisfaction variance among Turkish teachers. Ganji and Johnson (2020) revealed that family emotional support improved job satisfaction and influenced turnover intentions among women in developing countries, with psychological capital partially mediating this relationship. Boey (1998) also found that nurses with greater family support reported higher job satisfaction, employed effective coping mechanisms, and were better protected against workplace stress. In context to the workplace, interpersonal conflict research has shown that employees with more family support had stronger links between workplace incivility and bad outcomes, suggesting that family support may increase employees emotional sensitivity to workplace abuse (Lim and Lee, 2011). Abusive supervision contributed to greater work-family conflict, which was discovered by Ju et al. (2020) while investigating workplace bullying and incivility in the Chinese construction industry. In contrast, Sharma and Mishra (2021) found that emotional exhaustion in the family bridges the gap between workplace and family incivility. This suggests that emotional exhaustion from experiencing incivility at home increases the likelihood of acting impolitely at work. Caligiuri et al. (1998) found that family adjustment mediates the link between family support, communication, adaptability, and expatriate work adjustment. Chen et al. (2014) showed that family support and gender roles significantly influenced Taiwanese male flight attendants' work adjustment, suggesting the importance of social and family support in promoting workplace adjustment. Similarly, Dubey and Soni (2023) found family support more strongly related to overall adjustment than peer support among Indian college students, reflecting the nation's collectivistic culture.

### *Need for the Study*

There is a need for this study, as existing literature predominantly focuses on Western populations, with limited exploration within Eastern, particularly Indian, contexts. Understanding these dynamics among Indian employees will bridge this gap in literature. Furthermore, the findings will assist organisations in gaining deeper insights into the current state of their workforce, enabling them to develop strategies that are both family-friendly and employee-centric, thereby enhancing overall workplace well-being and productivity.

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**METHOD**

**Objective:** The study addresses the following objectives:

- To find if there is any relationship between the relationship dimension of the family environment and job satisfaction.
- To find if there is any relationship between the personal growth dimension of the family environment and job satisfaction.
- To find if there is any relationship between the system maintenance dimension of the family environment and job satisfaction.
- To find if there is any relationship between the relationship dimension of the family environment and workplace interpersonal conflict.
- To find if there is any relationship between the personal growth dimension of the family environment and workplace interpersonal conflict.
- To find if there is any relationship between the system maintenance dimension of the family environment and workplace interpersonal conflict.
- To find if there is any relationship between the relationship dimension of the family environment and adjustment to job responsibility of the self-initiated workplace adjustment.
- To find if there is any relationship between the relationship dimension of the family environment and adjustment to social interactions of the self-initiated workplace adjustment.
- To find if there is any relationship between the personal growth dimension of the family environment and job responsibility of the self-initiated workplace adjustment.
- To find if there is any relationship between the personal growth dimension of the family environment and social interaction of the self-initiated workplace adjustment.
- To find if there is any relationship between the system maintenance dimension of the family environment and job responsibility of the self-initiated workplace adjustment.
- To find if there is any relationship between the system maintenance dimension of the family environment and social interaction of the self-initiated workplace adjustment.
- To find if there is any gender difference in the relationship dimension of the family environment.
- To find if there is any gender difference in the personal growth dimension of the family environment.
- To find if there is any gender difference in the system maintenance dimension of the family environment.
- To find if there is any gender difference in job satisfaction.
- To find if there is any gender difference in workplace interpersonal conflict.
- To find if there is any gender difference in the adjustment to job responsibilities of the self-initiated workplace adjustment.
- To find if there is any gender difference in the adjustment to social interactions of the self-initiated workplace adjustment.

**Sample:** The study involved a working population who are 18 and above and are currently working on-site in Kolkata. No specific profession was selected, and hence the resultant sample consisted of a mixture of people from varied professions, like academicians, doctors, teachers, lecturers, financial analysts, sales consultants, etc. The sample size was 120, with 62 males and 58 females. Exclusion criteria consisted of freelancers or entrepreneurs or anyone who is remotely employed, in addition to being diagnosed with or having a history of any psychiatric illness.

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**Tools:** For this study a questionnaire was formed inclusive of the information schedule, which included the informed consent and sociodemographic details along with the following standardised scales:

- **The Family Environment Scale by Bhatia, H., & Chadha, N. K., 1993:** The scale is based on the 1974 Family Environment Scale developed by Moos. The reliability of this test was tested by the split-half method, where the present scale was split into two halves, followed by correlating the scores of each dimension. The reliability coefficient of the whole scale was measured by the Spearman-Brown Prophecy formula and was found to be 0.95. The face and content validity were tested by the experts, and only the items that had received 75% from every expert were retained, thus leading to the final scale of 69 items. The responses are scored on the basis of a Likert scale, with positive items being 5 at strongly agree and negative items being 5 at strongly disagree.
- **Job Satisfaction Scale by Spector, 1985:** The Job Satisfaction Survey, JSS, is a 36-item, nine-facet scale to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Items are written in both directions, so about half must be reverse scored. The internal consistency of the total scale on a sample of 2870 was found to be 0.91.
- **Workplace Interpersonal Scale Wright et al., 2017:** The psychometric properties of this scale resulted from three different studies conducted by the author, leading to the overall conclusion of the robust ability of the scale to measure workplace interpersonal conflict. The Cronbach's alpha was found to be 0.92, 0.88, and 0.91 in all three studies conducted, suggesting an acceptable internal consistency. (2017). The items are scored in the Likert scale format, with 1 being never and 5 being always.
- **Self-Initiated Work Adjustment Learning by van Ruysseveldt et al., 2021:** The psychometric properties of the scale indicate that it has a clear two-dimensional structure and that the sub-scales possess sufficient internal consistency. Cronbach's alpha was 0.86 for adjusting job responsibilities and 0.75 for adjusting social interactions, which is well above the required 0.70 (Nunnally and Bernstein, 1994), cited in van Ruysseveldt et al. (2021). Convergent validity was supported by positive and significant correlations between the SIWAL sub-scales and employee engagement in learning activities, indicating that the scales effectively capture the intended construct. Divergent validity was demonstrated by weak or non-significant relationships between the SIWAL sub-scales and emotion-focused coping, suggesting that the scales measure a distinct construct unrelated to coping strategies. Furthermore, concurrent validity was confirmed through significant positive correlations between the SIWAL sub-scales and dispositional learning goal orientation, indicating that the scales align with related, established measures of learning motivation. The responses are scored in a Likert scale format, with 1 being never and 5 being often.

**Procedure:** The data was collected by approaching the employees during their break times when they exited their respective offices. Some institutes permitted the data collection procedure within the premises, and hence they were accordingly approached and explained the nature of the study. No incentives were offered for the participation, and the participation was completely voluntary after they gave their consent.

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**Data analysis:**

This study employed descriptive analysis along with non-parametric inferential statistics. All these analyses were made with the Statistical Package for the Social Sciences version 20.

**RESULTS**

The Spearman correlation and Mann-Whitney U test. To investigate the relationships between the family environment variables and workplace attributes, Spearman correlation was used, while to test the gender differences among these relationships, the Mann-Whitney U Test was used. All these analyses were made with the Statistical Package for the Social Sciences version 20.

According to the normality tests, only the personal growth dimension was found to be normal, as per the Kolmogorov-Smirnov test. The other variables, which included the relationship dimension, the system maintenance dimension of the family environment scale, job satisfaction, interpersonal conflict at work, adjustment to job responsibilities, and social interaction of the self-initiated workplace adjustment scale, were found to not have a normal distribution.

*Table 1: Values of the mean and standard deviation for both the family environment variables and workplace variables:*

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Relationship dimension</b>	169.02	27
<b>Personal Growth Dimension</b>	61.83	8.694
<b>System Maintenance Dimension</b>	23.19	4.003
<b>Job Satisfaction</b>	137.73	28.699
<b>Workplace Interpersonal Conflict</b>	14.58	5.246
<b>Self-initiated workplace adjustment: adjustment to job responsibilities</b>	11.31	2.445
<b>Self-initiated workplace adjustment: adjustment to social interactions</b>	14.83	3.607

*Table 2: A table showing the correlation between the variables of family environment and job satisfaction:*

<b>Family Environment Variables</b>		<b>Job Satisfaction</b>
<b>Relationship Dimension</b>	Spearman Correlation Coefficient	0.159
<b>Personal Growth Dimension</b>	Spearman Correlation Coefficient	0.210*
<b>System Maintenance Dimension</b>	Spearman Correlation Coefficient	0.149

*\*Correlation is significant at 0.05 level (1-tailed test)*

Spearman's rank correlation was used to analyse the non-normal data to find the presence of any relationship between the variables of family environment and job satisfaction. The results suggested that personal growth is the only variable on the family environment scale that has a significant and positive correlation with job satisfaction.

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**Table 3: A table showing the correlation between the variables of family environment and workplace interpersonal conflict:**

Family Environment Variables		Workplace Interpersonal Conflict
<b>Relationship Dimension</b>	Spearman Correlation Coefficient	0.038
<b>Personal Growth Dimension</b>	Spearman Correlation Coefficient	0.097
<b>System Maintenance Dimension</b>	Spearman Correlation Coefficient	0.006

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

The results from the Spearman's correlation between the variables of family environment and workplace interpersonal conflict suggested that neither of the variables of the family environment scales had any significant relationship with workplace interpersonal conflict.

**Table 4: A table showing the correlation between the variables of family environment and self-initiated work adjustment learning:**

Family Environment Variables		Workplace Adjustment: Adjusting to job responsibilities	Workplace Adjustment: Adjusting to social interactions
<b>Relationship Dimension</b>	Spearman Correlation Coefficient	0.371**	0.242**
<b>Personal Growth Dimension</b>	Spearman Correlation Coefficient	0.301**	0.170
<b>System Maintenance Dimension</b>	Spearman Correlation Coefficient	0.324**	0.289**

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

The results from the Spearman's correlation between the variables of family environment and self-initiated workplace adjustment suggested that the relationship dimension of the family environment has a positive and significant relationship with both the adjustment to job responsibilities and social interactions of the workplace. The personal growth dimension is positively correlated to only adjustment of job responsibilities and not adjustment to social interactions. The system maintenance dimension has again been found to have a positive relationship with both the workplace adjustment domains.

**Table 5: A table showing the Mann-Whitney U Test to test gender differences across the variables:**

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Variables		Mean Ranks	Mann-Whitney U Values	Significance
Relationship Dimension	Female	59.05	1714.000	0.659
	Male	61.85		
Personal Growth Dimension	Female	58.41	1676.500	0.523
	Male	62.46		
System Maintenance Dimension	Female	59.09	1716.500	0.668
	Male	61.81		
Job Satisfaction	Female	62.96	1655.500	0.454
	Male	58.20		
Workplace Interpersonal Conflict	Female	61.77	1724.500	0.697
	Male	59.31		
Self-initiated work adjustment learning: Adjusting to job responsibilities	Female	61.57	1736.000	0.742
	Male	59.50		
Self-initiated workplace adjustment learning: Adjusting to social interactions	Female	60.63	1790.000	0.966
	Male	60.63		

The Mann-Whitney U analysis indicated no difference between the family environment variables and workplace variables among male and female workers.

## **DISCUSSION**

From the result tables it is evident that only the personal growth dimension of the family environment is positively correlated with job satisfaction (Spearman's  $\rho = 0.210$ ,  $p < 0.05$ ), highlighting the importance of supportive home environments in shaping favourable work attitudes. These findings are supported by Rice, Frone, and McFarlin's (1992) conclusion that although work-nonwork conflict does not directly predict global life satisfaction, it has a substantial impact on job and nonwork satisfaction, both of which contribute to total life satisfaction. Likewise, the current study is suggestive that a growth-orientated family environment influences job satisfaction through developmental support rather than direct mechanisms such as emotional expressiveness or household structure, allowing individuals to navigate their work roles with greater satisfaction and resilience. Greenhaus and Powell's (2006) work-family enrichment theory helps explain the study's finding of a positive link between the personal growth dimension of family environment and job satisfaction. The theory suggests that experiences in one domain (e.g., family) can enhance another (e.g., work) by building personal resources. The significant correlation found supports this view, indicating that a family environment fostering independence and development may boost

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emotional and cognitive resources, benefiting employees at work. As a result of having more resources, the person is more likely to be able to interact with and enjoy their work, which should lead to increased job satisfaction. The lack of significant correlations for the relationship and system maintenance dimensions ( $r = 0.159, p > 0.05$ ;  $r = 0.149, p > 0.05$ , respectively) lends support to Greenhaus and Powell's claim that not all family experiences lead to workplace benefits—only those that contribute to resource development and transfer across domains. Furthermore, research on Indian women employees in Delhi found that family expressiveness was not associated with job satisfaction, which is congruent with the current study. (Paliwal & Soni, 2024).

The evaluation of the correlation between the family environment variables and workplace interpersonal conflict revealed that neither of the three sub-variables of the family environment, namely the relationship dimension ( $r = 0.038, p > 0.05$ ), the personal growth dimension ( $r = 0.097, p > 0.05$ ), nor the system maintenance dimension ( $r = 0.006, p > 0.05$ ), had a significant relationship with workplace interpersonal conflict. Lim and Lee (2011), Ju et al. (2020), and Sharma and Mishra (2021) found findings that contradict this; their studies have found that family-related emotional elements, such as support, incivility, or emotional tiredness, might have a major impact on conflict and poor workplace behaviours. The deficiency of such connections in the present study indicates that, for this particular sample, family environment characteristics may not directly influence how employees handle interpersonal interactions at work. This distinction may be attributable to cultural, vocational, or contextual variables and requires further analysis.

The analysis of the sub-variables of the family environment and workplace adjustment showed that the relationship dimensions are significantly related to both the sub-variables of the workplace adjustment, namely adjustment to job responsibilities ( $r = 0.371, p < 0.01$ ) and adjustment to social interactions ( $r = 0.242, p < 0.01$ ). These findings are congruent with those of Habib and Mukherjee (2024), whose study identified family characteristics such as cohesion, conflict, expressiveness, acceptance, and caring linked to work adjustment in young people in Kolkata. The personal growth dimension, which promotes independence, achievement, and intellectual development, was found to be substantially associated with job adjustment ( $r = 0.301, p < 0.01$ ) but not with social interaction ( $r = 0.170, p > 0.05$ ). This trajectory suggests that, while personal development within the family setting provides individuals with the competence and confidence to manage tasks, it does not always translate into improved social adaptability. This is consistent with Greenhaus and Powell's (2006) work-family enrichment hypothesis, which holds that resource gains in one domain (such as competence or problem-solving skills learnt at home) can improve performance in another.

The positive correlation between the system maintenance dimension of the family environment and job responsibilities ( $r = 0.324, p < 0.01$ ) and social interactions ( $r = 0.289, p < 0.01$ ) highlights the importance of structured and rule-bound family systems in promoting workplace adaptability. grounded in person-environment (P-E) fit theory (Liu et al., 2019), represents that individuals from households with clear expectations, control, and organisation are more likely to experience a harmonic association of home-based resources and job needs, helping them handle duties and navigate social dynamics at work. Voydanoff (2005) suggested that people are better able to maintain work-family balance and function well in other areas of their lives when their families offer stability, regularity, and role clarity. A stable home environment can cultivate behavioural traits including self-control,

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discipline, and job focus, all of which are directly linked to better adjustment in work environments.

The present study found no significant gender disparities in job satisfaction levels. This finding is similar to Bhagat and Khanam's (2024) study, which revealed no significant gender differences in job satisfaction among corporate employees, indicating that factors impacting job satisfaction may be more directly tied to organisational culture and individual experiences than to gender alone. In terms of workplace interpersonal conflict, the lack of gender disparities means that male and female employees meet and manage problems in the same way, consistent with Tafvelin et al. (2019), who found that women and men in the same occupation encounter intragroup conflicts in the same manner. It implies that these disparities are not statistically significant and could be impacted by other factors such as organisational role and cultural background. The findings revealed no significant gender differences in workplace adjustment, implying that both male and female employees adapt to their work environments with equal efficacy. This finding is congruent with Foldes et al. (2018), who, in their study on expatriates job performance and adjustment, found that men and women working abroad (expatriates) felt equally comfortable adjusting to the new nation or environment.

The lack of gender disparities in the relationships, personal growth, and system maintenance dimensions of the family environment shows that male and female employees have similar familial structures and support networks. This could imply that, in the context of the present study, both genders gain equally from the support and organisation offered by their home contexts. The lack of gender disparities may also reflect shifting family dynamics in modern work environments, where gender roles within the family are becoming more fluid, allowing both men and women to share similar tasks and sources of support.

### CONCLUSION

The present study found significant relationships between the personal growth dimension of the family environment and job satisfaction, the relationship dimension of the family environment and the adjustment to job responsibilities, and the adjustment to social interactions of the self-initiated workplace adjustment learning. Along with these significant relationships, the personal growth dimension of the family environment could only be related to the adjustment of the job responsibilities, while the system maintenance dimension of the family environment was again related to both the adjustment of job responsibilities and social interaction of the self-initiated workplace adjustment.

No gender difference was found in any of the variables.

### Limitation

The present study did not consider one specific profession but rather a group of various professions consisting of varied age groups. Moreover, a number of other factors, like marital status, number of children, caregiving responsibilities, and participants job level, were not considered. Future works of similar interests can explore more along with the mentioned set of limitations.

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***Conflict of Interest***

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