

Work-Family Conflict and Family-Work Conflict and Their Effect on Quality of Life among Leather Industry Workers



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Abstract: Conflict refers to the difference of opinion in layman terms, but the term is used for a better understanding as a clash that exists among different things. In this study, the work life conflict has been discussed and it describes the level of disagreement every individual faces while meeting the demands of both work as well as that of the family. The common perspective that exists among every individuals is that the work life conflict affects the quality of life of the working individuals and since, this statement subjects to variation and it needs to be tested the following objectives have been framed for the study. The objective of this research is to examine the relationship between work to family and family to work conflict and their effect on the quality of life among leather industry workers in Vellore. Data were gathered from 761 married workers employed in leather firms through a simple random sampling technique. The study has adopted the simple random sampling technique of data collection mainly due to its advantage of the probabilities of selecting each and every member of the target population as the samples for the study. SEM model is used for data analysis. The study identified that the rewards and recognition factors have a strong correlation with work to family conflict and employees' health & that of their family members construct has a more positive association with the family to work conflict. On the other hand, work to family conflict possesses more impact over the quality of life than that of the normal family to work conflict. Results recommended that the government, Non-Government Organizations, and Women Self-help Groups must take necessary further measures such as quality of life awareness programs, alteration of working hours & ensuring employees' and their family members' well-being to avoid the work-life conflict issues and to improve their quality of life. This type of research would be highly helpful in order to conduct behavioural studies among the working individuals in the near future.

Keywords: Work-life conflict, Quality of life, SEM model, Leather Industry Workers, Vellore.

I. INTRODUCTION

Conflict occurs due to the difference of opinions among the individuals. But, it could also arise due to the presence of the clash between the different domains of life. The two most common domains of life are work and family and the collusion of such domains results in the work-life conflict. Such work-life conflict can be caused because of the work to family conflict and family to work conflict. The conflict arose at a specific point of time when an exacting common process makes a swap over [30].

As this concept of WLC describes, achieving the demands of one domain by foregoing the demands of other domains, the quality of life on another side, deals with, happiness an individual perceives through the contentment of meeting and achieving the demands of these domains. As the quality of life is not limited to the areas of occupation and family, but the emphasis is being laid on these factors due to the significance of such constructs among the individual respondents. Such quality of life is expressed as the level of gratification and displeasure every individual receives in different aspects of their lives [1].

These concepts of the profession and life conflict and quality of life were related among one another and it could be explained as the level of conflict determines the quality of life level among the individuals. In other words, it could be even stated as a work-life conflict is directly related to one another [26]. The common findings as supported by the past researches, it have been identified, the occupational family conflict is negatively associated with their life quality [29] and [11]. Henceforth, it could be highlighted that the work-life conflict influences the quality of life of the individuals.

Quality of life is essential for every individual's life as it investigates all facets of human life. Similar to the work-life conflict, the quality of life could also be further subdivided into the quality of work-life and quality of non-work life. As the name indicates, the quality of work-life deals with work-related aspects and the quality of non-work life is related to family-related life. Further, it could be revealed that the work-family conflict induces the work-life quality and the family-related work conflict affects their non-work life quality. As stated earlier, Quality of life is vital for every individual, but it is even more quintessential for the working individuals and such individuals belonging to the workers' category alone could categorize their quality of life into different dimensions namely work-life quality and non-work life quality. Henceforth, the association amid the profession and life conflict and their life quality could be easily established. The quality of life of the employees belonging to various businesses has already been studied by different researchers and authors. For instances, based on the earlier studies, certain authors deals with the healthcare workers [17], dealing with the factory workers [22], investigates about the emergency workers [8], about the rescue workers [24] and about the ambulance workers [6]. As all these research studies concentrate on the quality of life of the employees engaged in all types of industries except those employed in the leather industries.

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It was identified that there are no studies concerning the quality of life among employees of leather firms. At the same time, it has been also discovered that past researchers have failed to study the relationship among the factors influencing work-life conflict, work-life conflict and quality of life through developing a scientific model.

Henceforth, this research study has been undertaken mainly to develop a model based on the factors influencing work-life conflict, work-life conflict, and quality of life.

The present study utilized the structural equation modelling (SEM) method for constructing a model on the concept of work-life conflict and quality of life among married leather industry workers in the Vellore district. SEM referred to as the multivariate analysis which could be used for exposing the relationship between endogenous and exogenous factors that is among the dependent and independent constructs. Present study employs the variables namely work to family conflict, family to work conflict and quality of life are the endogenous factors and the constructs such as job responsibilities & work pressure, rewards & recognition, work atmosphere & occupational hazardous, career progression, job insecurity, constitutional rights from the organization, family support, spousal career, dependents care, employees' health & that of their family members and children's education are the exogenous factors considered for the study. In this model, the exogenous factors are the independent constructs considered for the study, while the endogenous factors are considered as the dependent variables for the study.

II. SIGNIFICANCE OF THE STUDY

The leather industry is considered to be one of the most revenue earning industries in India. Among the Indian leather industries, the firms located in the Vellore district of Tamil Nadu have a predominant place. It has been identified that the leather products of the Vellore alone contribute to about higher than 37% of the nation's entire leather exports [7]. The leather industry is one of the highly hazardous industries, where the workers are easily exposed both physically and mentally to such a hazardous occupational environment. So, as a result, it affects their well-being and ultimately towards the quality of lives among such workers. Since such leather industries are one among those pillars who are responsible for economic growth, it becomes quite significant to investigate their quality of lives in respect to the work-life conflict and the factors influencing such conflict. Henceforth, this research study has obtained relevant significance.

III. REVIEW OF LITERATURE

It has been identified that there is a positive association between participative management, work nature, rewards & recognition, occupational atmosphere, superior's relationship and performance enhancement with that of the work performed [25]. Certain studies also revealed that the work environment has a significant effect on the quality of the work-life of the employees [10]. It was described that high-quality works have a direct impact on occupational injuries [5]. It was found that the quality of work-life has a significant positive association with that of career

advancement [6]. It has been found a greater level of quality of work-life is positively related to the work-life balance of the respondents and in turn leading to a better quality of work life [21].

It was discovered that family support influences the quality of non-work life among working professionals positively [27]. It is exposed that the family dependents' health has an inverse impact on the quality of life of the respondents [2]. It is explored that the well-being of the employees i.e., physical, psychological, intellectual, spiritual, ethical, emotional and social well-being of the employees results in better organizational performance. This, in turn, leads to a better quality of work life [3]. Work-life conflict and quality of life are related to one another [29]. The work-life conflict has a negative relationship with that of the quality of life [26], [11] and [18].

A Researcher has conducted a research study to measure the quality of life among 218 patients suffering from the Marfan Syndrome (MFS). The study adopted the SEM model technique for analysis and it has been identified that all the indices fit the model. Through the study, it has been discovered that the quality of life was affected by societal support [19]. It was examined the factors influencing the quality of life amid the patients with the fibromyalgia via SEM model methods. Results of the study indicate that all the indices fit the model and it is concluded that self-efficacy enhances the physical component summary regarding the health-related quality of life among the workers [16]. In the earlier studies, through the Structural Equation Modelling (SEM) analysis discovered family and psychological functioning is the predictor of the quality of life among the family members and their children with Asthma [4]. Since all these three different studies are focused on assessing the health-related quality of life alone among the patients through the SEM model they failed to examine the quality of life amid the leather industry workers. For this purpose, to measure the same more systematically following hypothesis has been framed.

All the indices have a greater fit for the model.

IV. OBJECTIVES OF THE STUDY

Major objective of the study is to identify the relationship among the dependent factors such as job responsibilities & work pressure, rewards & recognition, work atmosphere & occupational hazardous, career progression, job insecurity, constitutional rights from the organization, family support, spousal career, dependents care, employees' health & that of their family members and children's education and with that of the independent constructs of the study such as work to family conflict, family to work conflict and quality of life in return for analysing that all the fit indices measure the suggested values and it displays the perfect fit of the entire model.

V. METHODOLOGY

A. Sample Setting

The leather industry has been selected as the sample setting for the study.



As stated earlier, the leather industry has its predominant place in the growth of the Indian economy, but the stable life quality amid the employees employed in those industries is questionable. So, to respond to this problem, the present research investigation has been done.

B. Sample Region

Vellore is considered as the sample area for this study and it has been selected mainly because of the existence of the cluster of the leather industries in that region. As the city has about 4.85 lakhs as its population [7] and it has been identified that there are 97,268 employees are working in the leather industry in the year 2015 as per the reports of Department of Economics and Statistics, Chennai, Government of Tamil Nadu [28]. It is considered to be even more significant because nearly 20% ($0.97 \times 100 / 4.85$) of the entire city's populations are being employed in such leather industries.

C. Sampling Technique

Data was collected through the simple random method of data collection. A simple random sampling technique possesses the advantage of providing chances for every member of the population being selected as the samples for the study.

D. Materials used and Sample Selection Criteria

The data has been collected through the questionnaire after conducting a pilot study to measure its reliability and validity. The respondents who fulfill those basic criteria only are selected as the samples for the study. The first condition is about the age limit of the workers, that is their age should be within 20 and 60 years old. The second criteria are that they are married and the third one is to make sure that they have at least a minimum of one dependent child.

E. Data Analysis

The alpha scale is used for assessing the consistency and uniformity of the questionnaire adopted, and then the final data are analyzed using the statistical tools such as frequencies to measure the personal factors of the respondents and Structural Equation Modelling (SEM) for measuring the relationship between the dependent and the independent constructs.

VI. RESULTS AND DISCUSSIONS

A. Demographic profile of the respondents

Table-I: Frequency distribution among the demographics of the respondents

Study constructs	Frequencies	Percentage
Workers' age		
20-30 years	378	10.64%
31-40 years	245	32.19%
41-50 years	106	13.93%
51-60 years	32	4.20%
Total	761	100.00%
Educational qualification		
Illiterate	23	3.00%
Semi literates (1 st to 10 th Standard)	258	33.90%
Higher secondary schooling (11 th to 12 th standard)	181	23.80%
Graduates & above	299	39.30%
Total	761	100.00%
Gender		
Male	386	50.7%
Female	375	49.3%
Total	761	100.00%
Occupation		
Office employees	206	27.10%
Operators	86	11.30%
Pasting	18	2.40%
Others	451	59.26%
Total	761	100.00%

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Work Experience		
Up to 1 year	37	4.90%
Greater than 1-5 years	303	39.80%
Greater than 5-10 years	263	34.60%
Greater than 10-15 years	74	9.70%
Greater than 15 years	84	11.00%
Total	761	100.00%
Monthly Income		
Upto Rs. 10,000	547	71.90%
Rs. 10,001 – Rs. 20,000	164	21.55%
Above Rs. 20,000	50	6.50%
Total	761	100.00%
Number of dependents		
up to 2 dependents	209	27.40%
Above 2-4 dependents	489	64.20%
Above 4 dependents	63	8.30%
Total	761	100.00%
Position of employment		
Permanent	453	59.5%
Contractual	84	11.00%
Temporary	224	29.40%
Total	761	100.00%
Sector of employment		
Public	18	2.40%
Private	743	97.60%
Total	761	100.00%
Working hours in a day		
Up to 9 hours	708	93.10%
9-10 hours	29	3.80%
Above 10 hours	24	3.10%
Total	761	100.00%

Source: *Primary data*

Table 1 shows frequency distribution for the demographic profile of the respondents. Considering the age of the workers, 378 workers are aged between 20-30 years of age, 245 employees are aged between 31-40 years of age, 106 respondents are aged between 41-50 years of age and the remaining 32 interviewees are aged between 51-60 years of age. As far as the educational qualification of the workers is considered, 23 workers are illiterates, 258 employees are semi-literates, 181 respondents are high secondary school level qualified and the remaining 299 workers are qualified up to graduation and above. Taking into account, the gender of the workers are concerned, 386 employees are males and 375 workers are females and considering the occupation of the employees, 206 respondents are working as office employees, 86 interviewees are employed as operators in factory, 18 professionals are employed as pasting type of job and 451 workers are working in other types of jobs such as helper, rubbing, attaching, replacement, brushing, rubbing, posting, checking, line supervisors, quality incharge, folding, skewing, fusing, novving (fantail), storekeeping, dyeing, leather asalter, packing runner, production manager, assorter and part-time worker.

As far as the work experience of the employees is considered, 37 workers are employed up to one year, 303 employees are experienced from above 1-5 years, 263 professionals are experienced within above 5-10 years range, 74 workers are employed from within above 10-15 years and the remaining 84 interviewees are working for above 15 years. A monthly salary of the employees, 547 employees are earning a monthly income of up to Rs. 10,000 per month, 164 employees are earning a salary of within Rs. 10,001 to Rs. 20,000 per month & 50 workers are earning a salary of above Rs. 20,000 per month. Considering the number of dependents into account, 209 workers are having up to 2 dependents each, 489 employees are having up to 3-4 dependents each and 63 professionals are having above 4 dependents each.

Concerned with the position of employment, 453 employees are permanent workers, 84 workers are working as contractual employees and the remaining 224 professionals are working as temporary professionals. Taking into account, the sector of employees, 18 workers are working in public, while the remaining 743 interviewees were working in private firms.



Working hours in a day, 708 employees are working for up to 9 hours, 29 employees are working for above 9-10 hours and the remaining 24 workers are employed for up to above 10 hours in a day.

B. Reliability and Validity analysis

Table 2 describes Cronbach's alpha scale of reliability analysis to check the validity and uniformity of the questionnaire adopted for the study. Considering study factors, constructs like JR&WP have .862 coefficients, RR has .853 coefficients, WA&OH consists of over .851 and CP has over .859 coefficients. FS has over .858 coefficients.

SC has the alpha values of over .858 coefficients, DC has over .855 coefficients and the EH&FM has over .851 as the Cronbach's alpha values. CE has over .852 coefficients. JI has .860 coefficients, CRFO has over .869 coefficients and WFC has over .855 coefficients. FWC has over .855 coefficients with a total WLC of over .855 coefficients and QOL has over .859 coefficients.

Table-II: Cronbach's alpha scale of reliability and validity

Study factors	Mean of the Scale	The variance of the scale	Alpha scores
JR&WP	62.6247	57.759	.862
RR	62.9765	56.226	.853
WA&OH	62.9265	55.155	.851
CP	62.9883	56.405	.859
FS	62.0209	55.419	.858
SC	62.8824	56.614	.858
DC	62.8419	57.154	.855
EH&FM	63.0530	54.378	.851
CE	63.0837	55.909	.852
JI	62.9625	58.633	.860
CRFO	62.5859	58.209	.869
WFC	62.8943	57.396	.855
FWC	62.9478	56.453	.855
QOL	62.8892	58.140	.859

Source: Primary data

.865 coefficients are the overall alpha score for study constructs and since the study factors lie between 0.8 to 0.7 coefficients which are acceptable reliability, the questionnaire is considered to be valid.

C. SEM model on QOL among Leather industry workers

SEM is a method used for examining and assessing that the estimated data fits the projected model. SEM modelling is also referred to as Analysis of Covariance modelling and causal modelling.

D. Factors in the model

The present study consists of the eleven independent factors and three dependent factors in the SEM model. That is the observed, endogenous variables of the study includes the factors such as work to family conflict (WFC), family to work conflict (FWC) & quality of life (QOL) while the

observed, exogenous variables includes the constructs like job responsibilities & work pressure (JR&WP), rewards & recognition (RR), work atmosphere & occupational hazardous (WA&OH), career progression (CP), job insecurity (JI), constitutional rights from the organization (CRFO), family support (FS), spousal career (SC), dependents care (DC), employees' health and that of their family members (EH&FM) and children's education (CE) and the unobserved, exogenous variables of the study includes the constructs such as error term for WFC (e1), error term for FWC (e2) and error term for QOL (e3).

Considering the observed, endogenous variables, work to family conflict referred to demands of the occupation intervening with the demands of the family ultimately causes the work to family interference. In such cases, the work to family intervention has resulted in the professional to personal life conflict. Family to work conflict is caused due to the demands of the family of the workers interfering with the work-related domains of the workers. It leads to the family to work interference and it ends up in the family to work clash. Lastly, quality of life (QOL) denotes the life value that each & every individual possesses in every phase of their life.

The observed, exogenous variables include job responsibilities & work pressure (JR&WP) which is referred to like the tasks associated with performing the work and the responsibilities connected with the execution of such jobs are related to the work-related responsibilities. The pressure associated with performing such occupation-related tasks is referred to as occupational pressure. Rewards & Recognition (RR) is the second factor. Rewards refer to the number of financial benefits received by the workers in the ordinary course of their business and recognition involves the gratitude provided to the employees for the work done. Work atmosphere & occupational hazardous (WA&OH) is the third construct for the study and a favorable environment is required for every worker to work peacefully without any hindrance. Such a professional environment improves the productivity of the employees at their work and it is possible only through the proper work environment. Career progression (CP) is the next construct considered for the study and it describes the level of progression, the workers achieve in their ordinary course of work.

Job insecurity (JI) refers to the unsecured feeling that prevails among the workers about the fear of losing their job. The employees' constitutional rights from the organization (CRFO) refer to the basic and essential rights that exist in the organization for the workers. Support obtained from the members of the family is essential for every beard winners of the family. With the support and the motivation received from the family, the earning members of the family (i.e., the respondents of this study) could easily concentrate and focus on achieving the demands of their family and that of their work. Through the income of the spousal career, it would be helpful for the employees to meet the demands of the family and so, there is an absence of family demands intersection with the work domain.

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Dependants refer to those persons who depend upon the income-earner, generally the head of the family for the fulfillment of their demands and even for their livelihood. Employees' health has a stronger part in the determination of their level of work and life conflict. In the present study, as the workers are from the leather industry which is generally of hazardous in nature, the workers employed in such industries are prone to certain diseases such as TB, Asthma, dermatitis and alike and as these diseases are transmitted to the family members, it also affects their health. So, during such cases i.e., the severely affected healths of the employees, as well as that of the family members, are resulting in the reduced family to work conflict & in turn on the QNWL. Providing quality education to the children is the utmost responsibility of any of the income-earner in the family.

Likewise, in this study, the workers tend to provide quality education to their wards without any compromise, but in the normal practical life, it becomes quite harder for the workers to do so due to a variety of reasons. Such reasons include factors like reduced income, absence of proper knowledge about providing quality education to the children due to the educational qualification of such employees and alike. During such times, it ultimately results in reduced levels of the family to professional life conflict & in turn on enhanced levels of quality of non-work life.

The actual numbers of variables in the SEM model are projected below as follows

- Number of constructs in the model: 14
- Number of observed constructs: 11
- Number of unobserved constructs: 3
- Number of exogenous constructs: 11

Number of endogenous constructs: 3

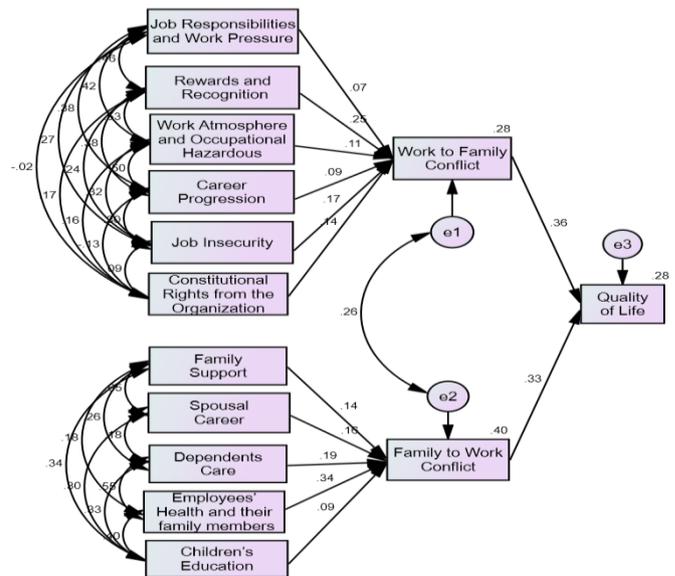


Fig. 1. Structural Equation Modelling (SEM) based on Standardized Coefficients of WFC and QOL

Table-III: Factors in Structural Equation Modelling Analysis

Variables		Unstandardized Co-efficient (B)	S.E. of B	Standardized Coefficients (B)	t value	p value
WFC	← JR&WP	.113	.058	.068	-.017	.643
WFC	← RR	.397	.059	.250	.165	.000**
WFC	← WA&OH	.177	.065	.107	.158	.000**
WFC	← CP	.143	.057	.093	-.135	.000**
WFC	← JI	.328	.062	.169	.091	.013*
WFC	← CRFO	.198	.045	.140	.298	.000**
FWC	← FS	.196	.051	.143	.317	.000**
FWC	← SC	.212	.050	.157	.239	.000**
FWC	← DC	.390	.068	.190	.270	.000**
FWC	← EH&FM	.541	.055	.338	.504	.000**
FWC	← CE	.176	.061	.091	.384	.000**
QOL	← WFC	.545	.047	.361	.379	.000**
QOL	← FWC	.479	.046	.329	.525	.000**

Source: Primary data

- Note: 1. ** denotes significant at 5% level
- 2. * denotes significant at 1% level

In table 3, JR&WP has unstandardized coefficient values of .113 on WFC by keeping other factors as constant. This project that the WFC falls for every unit falls at 11.3% in the JR&WP and as the p-value is not lesser than .05, it is insignificant at a 5% level. RR has the unstandardized coefficients of .397 coefficients over the WFC and this projects that the WFC falls for every unit rise in the RR at

39.7%. As the p values of the RR is lesser than .01, it is highly significant at 1% level. WA&OH have total unstandardized coefficients at .11 coefficients over the WFC and this shows that the WFC falls by 17.7% per unit fall in the WA&OH.

Since the p-value is lower than .01; it is highly significant at a 1% level. CP possesses .143 unstandardized coefficients and this shows that there the WFC falls by 14.3% for every unit rise in the CP. As the p values of CP are lesser than .01, it is highly significant at a 1% level. JI has standardized coefficient values of over .328 coefficients and this describes that the WFC falls by 32.8% per unit rise in the JI. Since the p-value is lesser than .05, it is significant at a 5% level. CRFO is having .198 unstandardized coefficients over WFC and it describes that the WFC falls by 19.8% for every unit rise in the CRFO. As the p-value of CRFO is less than .01, it is considered to be highly significant at a 1% level. .

FS is having .196 unstandardized coefficients over FWC and this shows that FWC of the workers reduced by 19.6% for every unit improvement in the FS. Since the p-value of FS is less than .01; it is highly significant at a 1% level. SC is possessing .212 coefficients on FWC and this describes that FWC lowers by 21.2% for every unit enhancement in SC. As the p-value of SC is lesser than .01, it is highly significant at a 1% level.

DC has .390 unstandardized coefficients over the FWC and this projects that FWC reduces by 39% for every unit rise in DC. As the p-value of DC is lesser than .01, it is highly significant at a 1% level. EH&FM has over .541 coefficients on FWC and this shows that the FWC of the workers falls by 54.1% for every unit rise in EH&FM. Since the p-value of EH&FM is less than .01, it is highly significant at a 1% level. CE has .176 unstandardized coefficients over FWC and this shows that FWC falls by 17.6% for every unit rise in the CE. Since the p-value of CE is less than .01, it is highly significant at a 1% level. WFC has .545 values as the unstandardized coefficients over the QOL and this projects that the QOL of the workers raises by 54.5% with a fall in every unit of WFC. Since the p-value of WFC is lesser than .01, it is highly significant at a 1% level. FWC has over .479 coefficients and it describes that the QOL of the employees improves by 47.9% for every unit decrease in the FWC. As the p-value of FWC is lesser than .01, it is highly significant at a 1% level of significance.

Based upon the standardized coefficients, it has been identified that WFC is the most inducing construct of the QOL at .361 coefficients, then the EH&FM is the next inducing construct of the FWC at .338 coefficients, thirdly by FWC at .329 coefficients on QOL, then by RR at .250 coefficients at , by DC at .190 coefficients, by JI at .169 coefficients, by SC at .157 coefficients, by FS at .143 coefficients, by CRFO at .140 coefficients, by WA&OH at .107 coefficients, by CP at .093 coefficients, by CE at .091 coefficients and by JR&WP at .068 coefficients.

Table-IV: Model Fit Indices

Fit Indices	Results	Suggested Values*
CMIN	174.677	p>.05
DF	53	-
CMIN/DF	3.296	<_5.00 [12]
The goodness of fit (GFI)	.923	>0.90 [13]
Adjusted Goodness of Fit (AGFI)	.919	>0.90 [9]
Parsimony Goodness of Fit (PGFI)	.415	Within 0.5 [20]
Normated Fit Index (NFI)	.953	>_0.90 [15]

Incremental Fit Index (IFI)	.741	Approaches 1
Tucker Lewis Index (TLI)	.552	>_0.90 [12]
Comparative Fit Index (CFI)	.939	>0.90 [15]
Root Mean Square Error of Approximation (RMSEA)	.071	<.08 [14]

Source: *Primary data*
* *Source for suggested values* [32].

The table above shows the information regarding the method through which all indices fit the model. CMIN (Chi-square), GFI, AGFI, PGFI, NFI, IFI, TLI, CFI and RMSEA are the common techniques utilized to assess the fit in the model. The commonly accepted values of the fit indices include the factors such as CMIN should be greater than 5.00, GFI more than 0.90, AGFI greater than 0.90, PGFI must be within 0.5, NFI should be more than or equal to 0.90, IFI should be equal to 1, TLI should be greater than or equal to 0.90, CFI should be more than 0.90 and RMSEA should be lesser than .08.

E. Hypothesis

All the indices have a greater fit for the model.

Since, the values of chi-square/df value are 3.296, GFI=0.923, AGFI=0.90, PGFI=.415, NFI=.953, IFI=.741, CFI=.939 and RMSEA=.071 are within the accepted values except for TLI=.552 which is not lesser than 0.90 and as the points are within the suggested values, the fit indices are considered to be within the accepted model. As all the measures lie within the recommended values, the SEM model has been considered to be having a good fit and so, it is accepted.

SEM model contains over 14 constructs of which 11 factors are consisting of over exogenous factors and the remaining 3 constructs are endogenous variables. As stated earlier, the study has over 11 exogenous variables like JR&WP, RR, WA&OH, CP, JI, CRFO, FS, SC, DC, EH&FM, and CE, while 3 endogenous constructs include the factors such as WFC, FWC, and QOL. The study also consists of 3 unobserved factors such as e1, e2, and e3. Considering the above variables, it has been identified that among the influencers of the WFC, RR is the highest influencer of the WFC at .397 coefficients and JR&WP is the least inducer of WFC. Secondly, among the predictors of FWC, EH&FM is the highest influencer of FWC and CE is the least influencer of FWC and lastly, WFC has more impact over the QOL than that of the FWC among the workers.

VII. CONCLUSIONS AND SUGGESTIONS

Through the analysis, it is very clearly identified that RR & JR&WP has a negative association with WFC, then the constructs such as EH&FM & CE possess an inverse connection with that of FWC, and WFC is inversely connected with the QOL than that of the FWC. Due to such a negative effect of the predicting factors over its outcomes, it ultimately causes conflict among the workers and affects their quality of life. Hence it is the responsibility of the organization, the family members, and the respondent themselves and the government altogether to eradicate these hindrances in maintaining proper life quality.



Work-Family Conflict and Family-Work Conflict and Their Effect on Quality of Life among Leather Industry Workers

Higher WFC & poor QOL are caused mainly due to the poor rewards and recognition and more levels of occupational workload and professional stress for the workers. The absence of appropriate rewards and recognition is due to the non-payment of salary, bonus and alike and also because of the non-existence of the recreation and refreshment facilities promptly. Therefore, it is the accountability of top-level management to make sure timely payment of the appropriate financial and non-financial benefits to the workers within a stipulated time limit. By releasing the financial benefits within the normal time limit, the workers could easily focus and concentrate on the fulfillment of the demands of the family such as taking care of the dependents with regard to their health conditions, children's education and ultimately satisfying all their needs pertaining to their livelihood will automatically improve the support of the family members. In turn, the family members would extend their support during the hard times of the respondents and as a result, the workers could easily focus on their work with the fullest concentration.

On the other hand, the excess job-related responsibilities could be mitigated and reduced by proper planning of the works to be done and executing it as per the plan by the workers and job sharing among the peers. The employees could provide their grievances about the excessive work-related tasks through their respective trade unions and this union in turn on the behalf of their workers would take this issue to the attention of the top-level management of the organization and the burden of the excessive workload of the workers could be easily avoided. This, in turn, results in the reduced levels of job-related stress among the employees and ultimately leads to the increased peace of mind, through which their work demands and family demands could be achieved in a prescribed time limit. Therefore, work-family interference is absent and results in the reduction of work-family conflict and on the improvement of the life quality among the workers.

As far as the FWC of the workers is considered, it is mainly caused because of the poor health conditions of the workers and by not providing quality education to their wards. Such poor health conditions are caused due to the poor professional atmosphere and it could be avoided and better improved through implementing the proper safety standards for the workers in the organization as stipulated by the Indian constitution. Once, the work environment is stable with the heavy types of machinery in proper working conditions and suitable training is being provided to the workers through imparting the knowledge regarding the handling of types of machinery, chemicals and alike would result in the reduction of hazards caused by the occupation. On the other hand, the government should also take appropriate measures to have a check over these safety and welfare measures laid down by the organization. Though this problem of poor EH&FM could be rectified through following the above-mentioned suggestions.

While, on the other side, it becomes quite significant to provide quality education to their children, as quality education only would result in reducing work-life conflict and in turn on improving the quality of life of the workers. Providing quality education to the children involves huge financial expenditure in the forms of tuition fees,

stationaries, uniforms and alike and to achieve meet such expenses, the workers' organization would extend their support through reimbursement of the same. So, through the proper health conditions of the workers, and by providing quality education to their children, the employees could easily concentrate on the enhanced levels of FS and could also obtain better help from their spouses. All these reduce the family work interference and ultimately results in the reduced family-work conflict.

Through the structural equation modeling analysis technique, the compelling conclusion that has been emerged that through the factors such as the reduced work-related responsibilities and lowered occupational pressure, better rewards and recognition, workers' centric professional environment and condensed probabilities of hazards from their occupation, progressive career, supportive family, improved chances of availing the help from the spousal career, taking care of dependents in a better way, maintaining stable health for the workers' themselves and also that of their family members, providing quality education to their children, reduced chances of occupational insecurity and availing better constitutional rights from their organization would result in the reduction of work to family and family to work conflicts. These reduced conflicts ultimately end up in better life quality among workers through the ways of better work life quality and non work life quality. Once, the quality of life of the employees improves, it is the indication of happiness in the family and as well as that of the increased concentration on the work by the way of enhanced organizational loyalty. As soon as the commitment of the workers goes up, it in turn leads to the better productivity of the employees and their organization. The increased organizational productivity ultimately results in the economic growth of the nation as a whole.

VIII. LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

Since the present research deals with leather industry workers under certain criteria, it would be complete if such conditions are relaxed and the employees of the whole leather industry in Vellore are studied. This, in turn, results in the projection of the overall quality of life situation of the leather Industry workers in Vellore.

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