

# EVALUATING THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT AND JOB SATISFACTION (A SURVEY OF NURSING STAFF IN PUBLIC SECTOR HOSPITALS OF BHAKKAR DISTRICT)

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## ABSTRACT

Job satisfaction of workers has captured the attention of social-researchers. Many organizations are facing reduced job satisfaction among employees. Little attention has been given to work-family conflict as one of the many causes for dissatisfaction of employees with their jobs. This research study has been conducted to examine the impact of three forms of work-to-family conflict (WFC): Time, Behavior and Strain-based, on job satisfaction of nurses in hospitals of district Bhakkar, Pakistan. Data were collected via survey approach by distributing questionnaires among 120 nurses selected from the population of 350 via convenience sampling technique. Correlation and regression analysis showed that, in the direction of work-to-family conflict, WFC-Time and WFC-behavior were significant predictors of reduced job satisfaction. In the direction of family-to-work conflict, FWC-Behavior significantly predicted reduced job satisfaction. These findings have inferences and suggestions for nurses to manage their work and family commitments responsibly.

**Keywords:** Time, Strain, Behavior, Job Satisfaction

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## INTRODUCTION

Hospitals are the central part of healthcare system. Hospitals face many challenges by the external and internal environment while providing healthcare facilities to the patients. Nurses are the largest group of professionals in hospitals. They play a vital role in defining the quality and cost of healthcare services (Al-Aameri, 2000). Nurses face a lot of problems while performing their duty. Work-family conflict is one of those problems faced by nurses (Yildirim & Zeynep, 2008).

**Employees face critical situations between their work-life and personal or family-life**, which often produce conflict in both roles. This conflict is known as work-family conflict (Grant & Donaldson, 2001). Work-family conflict occurs for employees when they feel pressure from both work and family roles, and this role becomes mutually incompatible for them or when participation in one role affects the

participation in other role. Both work and family life are the two most important parts of any individual. In the past, work and family lives were taken as two distinct and independent areas. But by the time it is recognized that a reciprocal relationship between them exists (Theunissen et al, 2003). In past studies, researchers explored the work related attitude in work and family contexts. The factors mostly studied to explore work-related attitude included job satisfaction (Bruck et al, 2002; Boyar & Mosley, 2007)

It is a normal perception that a satisfied worker will be effective one and the worker will be satisfied if he is contented with his job (Amiria et al, 2010). When specific likes and dislikes which are experienced in a particular job are balanced and summarized they form an attitude about the job which is known as job satisfaction. Job satisfaction among nursing staff is a significant sign in measuring the performance and effectiveness of health care facilities (Tran et al, 2013).

## LITERATURE REVIEW

### *Work-family conflict*

“A form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects is known as work-family conflict”(Greenhaus & Beutell, 1985). Being women nurses have to do the household duties along with their jobs. Nurses face excessive work demands which interfere with their family demands and make them torn apart between the both work and family roles. They become unable to satisfy both domains without a compromise. Nurses, who face work family conflict, mostly blame their job and working condition for this (Burke & Greenglass, 1999). Grzywacz, Frone, Brewer and Kovner (2006) studied the issue of work family conflict and identified following reasons why investigating work-family conflict is important in the nursing profession. Firstly, nursing shortage may increase due to work family conflict and secondly it may serve as a barrier for those who intend to enter the profession. This conflict makes nurses dissatisfied with their job and with their life also.

Most researchers agreed that, time dedicated to a certain role or strain and behavior created by a particular role are basic elements of the conflict between work and family life (Greenhaus & Beutell 1985; Sharafi & shahrokh, 2012). Work-family roles often compete for a precious commodity-time, known as *time based* work family conflict. It is a common type of work-family conflict. **It occurs when time spent on performing the activities of one role impedes the fulfillment of responsibilities other role.** (Greenhaus & Beutell, 1985). Role produced *strain* is second type of work-family conflict. When the performance of one role is affected by the strain produced in another role, it creates conflict (Judge, & Colquitt, 2004).

Specific patterns of behavior which is required in one role may become incompatible with expectations regarding behavior in another role. A person is likely to face conflict between the two roles when he is unable to adjust behavior to comply with the expectations of different roles (Greenhaus & Beutell, 1985).

### **Impacts of work family conflict**

Work family conflict has an inverse relation with job and life satisfaction. It also increases the desire to leave the job (Eby et al., 2002). It also leads to the emotional exhaustion (the first stage of burn out syndrome), decreases job performance, and creates negative spillovers Theunissen, (2003). Work family conflict affects the career satisfaction of employees very badly. Specially, it affects the women and the older age employees. It promotes turnover intention in the employees. Judge & Colquitt, (2004). These negative outcomes show the importance of studying the mutual relationship between work and family roles (Alam, M.S Biswas, K, Hassan, K. 2009).

Previously researchers have classified work family conflict into two different aspects wfc (work to family conflict) and fwc (family to work conflict) (Frone et al., 1992). But In the present research work-family conflict is considered as overall concept. Because findings of previous researchers have recommended that it's better to study work family as an overall construct because work-family conflict as an overall construct has greater combined consequences than each of the individual aspects (Frone, 2003).

### **Job Satisfaction**

Job satisfaction is defined as “the degree to which people like their jobs.” People who consider their job as central part of their life seem to enjoy it, while the rest only perform the job as their routine as they

have to do so (Spector , 1985). Sempanes, et al (2002) refers job satisfaction to aggregate of attitudes which employees build about their jobs. There are a variety of reasons which have an impact on a worker's job satisfaction (Lambrou, Kontodimopoulos & Niakas, 2010). Few of these reasons are the salaries and other compensation benefits, the apparent fairness of the promotion criteria of the organization, the overall working environment, colleagues and sociable interactions and the job itself (the diversity of responsibilities assigned to job, the interests and conflicts that job creates and the overall organization policies (Ghoniem et al, 2011).

An employee's attitude towards his job and job situation is normally regarded as job satisfaction. Organizations consists of people, their satisfaction from job can make or mars the performance of an organization (Riaz & Ramay, 2010). Organizational goal achievement largely depends on the satisfaction level of its employees (Rao & Malik, 2012). An employee will hold positive feelings about his job if he is satisfied from his job and job situation, whereas an employee who holds negative feelings will be dissatisfied from his job (Khalid et al, 2012). A satisfied worker always proves to be a productive worker, while an unsatisfied worker becomes a liability for his organization (Abbas, et al 2013).

Job dissatisfaction leads to problems like absenteeism, it promotes turn over intention in the employees, Performance of unsatisfied employee is not up to the mark, so ultimately productivity of the organization is affected (Amiria, Khosravib, & Mokhtari (2010). Job dissatisfaction is also a major cause of low organizational commitment If job dissatisfaction increases, retirement rate also increases

Aydogdu, S. & Asikgil, ( 2011) : (Rao & Malik, 2012).

Nursing shortage and high turnover is a worldwide phenomenon now days, job dissatisfaction is considered to be the key element behind this problem (Lu, While & Barriball, 2007). Modern day developments in health care system and nursing profession can also cause dissatisfaction among nurses. Work family conflict, stress and less organizational commitment also increase job dissatisfaction among nurses (Abbas et al, 2013).

Reasons for nurses' dissatisfaction have been identified by the researchers in nursing literature. These reasons are lack of participation in decision-making process, poor relationship with coworkers and superiors, low remunerations and poor welfare facilities, fear of losing job, poor recognition and fixed scheduling (duty and shift timings) (Alam, & Mohammad, 2009). Nurses' dissatisfaction has been also interrelated to problems like emotional exhaustion and absenteeism, which ultimately affects patient-care (Maria et al, 2010).

A lot of research work has been done on job satisfaction and basic factors which modify employee's attitude towards his/her work considered by researchers are pay, supervision, promotion and work environment. (Khan et al, 2009).

#### **Relationship between work family conflict and job satisfaction**

The relationship between work family conflict and job satisfaction has been studied by the researchers globally. Aryee (1992) conducted a cross-cultural study which examined the antecedents and outcomes of work-family conflict among working women in Singapore. Results of his studied showed that work-family conflict and job satisfaction were inversely correlated with a correlation of -.31. Noor

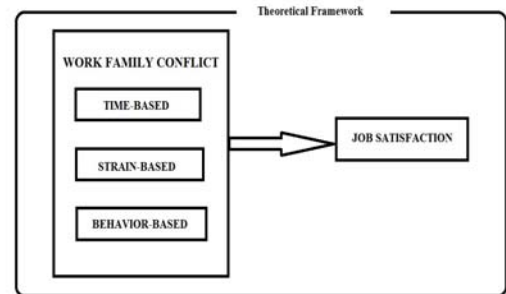
(2004) conducted a study on the issue of work -family conflict among Malaysian women, results of his study showed a significant but negative association of -.18 between work-family conflict and job satisfaction. Netemeyer et al. (2004) conducted a cross national study which examined the job related outcomes of work-family conflict. They took a sample of employees from Puerto Rican, Romanian and American. Results showed that work family conflict was inversely related to job satisfaction with the values of  $r = -.17, -.33, -.11$ . Karimi et al. (2012) conducted a study among Iranian female teachers and found a negative association ( $r=-0.269$ ) between both work family conflict and job satisfaction. Salguero et al.(2012),conducted a study among the Spanish employees from public organizations and found an inverse relation between work family conflict and job satisfaction with  $r=-.023$ . Same results were found by Anafarta,(2011) , he studied the association of work family conflict and job satisfaction among health staff(nurses and doctors) in turkey and found an inverse relation between the work family conflict and job satisfaction.

#### 4.1 Hypotheses

H<sub>o 1</sub>: work family conflict and job satisfaction are inversely correlated.

H<sub>o 2</sub>: work family conflict predicts the job satisfaction.

#### 4.2 Theoretical Framework



### METHODOLOGY

#### population and Sampling

Female nursing staff working in public sector hospitals in Bhakkar district was taken as population. Total population was 350, A sample of 120 nurses was selected . The questionnaire was distributed to 120 nurses and 85 % of the questionnaires turned back with 99 usable questionnaires.

#### Data collection Instruments

The secondary data for this study was gathered through survey method. For this purpose, a questionnaire was prepared. This questionnaire was based on two parts, part 1 consisted of questions regarding to work family conflict, and part two consisted of questions regarding to job satisfaction. For the purpose of work family conflict questions were adopted from Netemeyer et al. (1996) and for job satisfaction model built by (Stamps, 1997) was used. All the Items were scored on five-point Likert scale (1=strongly disagree; 5=strongly agree).

## Data Analysis methods

### Correlation Analysis

Table 1 shows the correlation analysis

		Time	Strain	Behavior
Time	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	99		
Strain	Pearson Correlation	.270**	1	
	Sig. (2-tailed)	.007		
	N	99	99	
Behavior	Pearson Correlation	.192	.609**	1
	Sig. (2-tailed)	.056	.000	
	N	99	99	99
Job Satisfaction	Pearson Correlation	-.292**	-.247*	-.195
	Sig. (2-tailed)	.003	.014	.053
	N	99	99	99

### Regression Analysis

Table 2 shows the model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.343 <sup>a</sup>	.118	.090	.28496	4.229	.007 <sup>a</sup>
2	.340 <sup>b</sup>	.115	.097	.28385	6.267	.003 <sup>b</sup>

a. Predictors: (Constant), Behavior, Time, Strain

b. Predictors: (Constant), Time, Strain

Table 3 shows the collenarity statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.456	.197		22.611	.000
	Time	-.113	.047	-.241	-2.407	.018
	Strain	-.074	.063	-.144	-1.165	.247
	Behavior	-.027	.055	-.061	-.501	.617
2	(Constant)	4.429	.189		23.459	.000
	Time	-.113	.047	-.243	-2.436	.017
	Strain	-.093	.051	-.181	-1.815	.073

Table 4 shows the excluded variable

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
2	Behavior	-.061 <sup>a</sup>	-.501	.617	-.051	.628	1.592	.605

a. Predictors in the Model: (Constant), Time, Strain

b. Dependent Variable: Job Satisfaction

## RESULTS

### Correlation

Table 1 shows the results of correlation analysis. All the three variables of work family conflict (Time, Strain, Behavior) had the p-value less than .05 in association with job satisfaction, so it can be concluded that work family conflict and job satisfaction were found correlated but the value of r for them is negative in all three cases. So it means that there is inverse relationship between work family-conflict so H<sub>01</sub> is accepted.

### Regression

To check out that which variable of work family conflict is strongly correlated with job satisfaction backward regression was applied. Table 2, 3 and 4 show the results of regression analysis. Table 2 shows the model summary of two best fit models. It means that these two models have the strongest impact on job satisfaction. But value of R<sup>2</sup> tells that model one is the best fit model. Table 3 shows the collinearity statistics of variables and their significances. while table 4 shows the list of excluded variables it excludes out behavior. It means that behavior had the least impact on job satisfaction while time and strain were the variables which had the strongest impact on job satisfaction. So, H<sub>02</sub> is accepted.

## DISCUSSIONS

This study was conducted to check association between work family conflict

and job satisfaction among female nurses of public hospitals in Bhakkar-Pakistan. The results showed that nurses who face the problem of work family conflict are less satisfied from their job. **The findings of this research study are in concordance with the findings of the research studies by** Namasivayam and Mount (2004), Michael et al. (2004); Martins et al. (2002); Howard et al. (2004); Boles et al. (2001), Karimi (2008); Ngah et al. (2009); Cohen & Liani (2009) who also concluded that when the issue of work family conflict arises, employees' satisfaction from his job decreases. i.e; It can be concluded from available evidence that work family conflict is consistently been the antecedent of job satisfaction. i.e the conflict arises when nurses gives more time to his work than family due to the nature of work or whatever that requires more time Like wise nurses who gives time to their family hardly can give time or concentration to their duties at work area which again gives rise to a conflict situation thus causing dissatisfaction with job

## CONCLUSIONS

Findings of this study confirmed the associations claimed in the two hypothesis. On the basis of findings it can be concluded that job satisfaction among female nurses is inversely related to work-family conflict. Time and behavior are the two attributes of work family conflict which have a significant but negative impact on job satisfaction. i.e work

schedules giving extra time to family, balancing in dissimilar manner at work and home have negative impacts upon nurses satisfaction with their job. Results of this study were supported by relevant literature and also were consistent with the findings of previous researches in developed countries.

### RECOMMENDATIONS

On the basis of findings of the present study few recommendations have been made.

- 1) Organizations must introduce flexible work schedule programs meaning that authorities must develop such a type of work schedule that allows the nurses a certain degree of freedom in deciding how the work will be done and how they'll coordinate their schedules with those of other nurses
- 2) Nurses must be educated to adjust their behaviors at work and family life by the help of seminars and trainings.
- 3) All work-related issues of nurses must be resolved.
- 4) Family oriented benefits (like: taking care of family members in connection with their health and education related matters.
- 5) Initiatives should be taken to increase level of satisfaction among nurses by enhancing their remuneration and timely promotion.

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