

Analysis of Work Family Conflict in View of Nurses, in Health Sector of Pakistan

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Abstract

Work family conflict effects employee performance at work place and also their personal life. Women have increasingly entered in the workforce and increased their aspirations for careers, and financial independence. These facts created a lot of room for current study. The aim of this study was to investigate the relationship between work family conflict and job satisfaction, employee job performance and psychological wellbeing. A self-administered and supervisor rated questionnaire was used for data collection. Data was collected from female nurses working in public health sector hospitals in Pakistan. Approximately 366 questionnaires were distributed. 154 questionnaires were returned out of which 143 were useable that constitutes the response rate as 39.07%. The results reflect that the work family conflicts are negative and significantly related with employee job satisfaction, employee job performance and psychological wellbeing.

Keywords: Nurses, Work family conflict, Psychological wellbeing, employee job performance, employee job satisfaction

1. Introduction

The impact of multiple roles at work and in family may be bond to the culture in different countries. Social role in Pakistan society still remain very traditional, so in most cases, it may be more difficult today than ever for a women to manage a balance commitment to work and family.

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In a conventional family the husband always goes to job or to take care of his business and the wife stays at home to take care of the children but such a family setting is perishing with the passage of time (Greenhaus & Powell, 2006).

Women have increasingly entered in the workforce and increased their aspirations for careers, and financial independence all around the world (Davidson and Burke, 2012), which has changed the role of women in society. Women are very successful in professional work life, despite the fact that they are more vibrant in family liveliness. As the consequence, a balance between work and family responsibilities has become a challenge (Fleetwood, 2007).

The work–family conflict issue has been studied comprehensively in the literature, but precise focus on nursing profession is missing (Burke & Greenglass, 2001). Nursing is a female-dominated profession with challenging work situation that's why examining work–family conflict in the nursing perspective is important for its theoretical and practical implications.

Work environment for nurses are easier in many first and second world countries, but in developing countries due to certain tabos and values work environment becomes difficult. This brings on to stress, low job satisfaction, low employee job performance and consideration for psychological wellbeing (Elfer & Dearnley, 2007). Long and rough work hours as well as challenging work conditions and job stress intensifies work–family conflict for nurses in developing countries. Pakistan is with low gender egalitarianism. Due to increasing involvement of women in the workforce (Winefield, Boyd & Winefield, 2014), cultural ethics and norms about gender-roles have been undergoing a rapid change.

Spill over theory, helps us to explain the imbalance between increasing work hours and family life. This theory defines the work aspects that can psychologically influence a worker to experience work-family conflict (Grzywacz & Marks, 2000). The purpose of this study is to examine the work–family conflict faced by nurses in public health institutions in Pakistan. More specifically, the aim of the study is to investigate the extent to which work–family conflict, influence their performance and psychological wellbeing. This study is very helpful for organizations to boost the work outcomes and employee performance in a work family conflict situation.

2.1. Theoretical Approaches of Work Family Conflict

Work family conflict is a type of a stress. Employees with high work load always face work family conflict which effects their performance at work place and also their personal life (Naithani, 2010).

Greenhaus and Beutell (1985) defined work family conflict as “a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects”. Carlson et al., (2000) in more advanced stage manifest three forms of work/family conflict: strain based conflict, time based conflict and behaviour based conflict.

The work family conflict literature reflects that it affects the cognitive-affective of employees, psychological well-being and behavioural, aspect of their lives (Allen et al., 2000; Greenhaus, Collins, and Shaw, 2003). Moreover work family conflict is significantly related with Burnout, and turnover (Burke, 1988; Frone et al., 1992), low levels of job satisfaction (Kossek and Ozeki 1998; Allen et al., 2000), lack of organizational commitment (Lyness and Thompson 1997), absenteeism (Gignac, Kelloway and Gottlieb 1996), depression, marital satisfaction and life satisfaction, career satisfaction, job satisfaction, family satisfaction (Higgins and Duxbury, 1992), and spillover moods (Williams & Alliger, 1994). Whereas the Source of conflict depend on the accessibility of various support system within and outside the family as well as the organization where she work.

2.2. Psychological well Being

Well-being is a panoptic conception that permits to exercise of a variety of effects and aspects of satisfaction and mental health (Sonnentag, 2001). Positive well-being comprises affects and aspects of mental wellness and satisfaction. These consist of feelings for instance passion, motivation, contentedness and enthusiasm. To be involved in non work activities that encourage balance and promote enjoyment may refill depleted physical and emotional resources, and consequently get better well-being (Eden, 2001; Haworth, 1997).

In the literature there are two major areas of health related outcomes have been examined in detail psychological stress and physical symptoms. Psychological well being is not just the absence of psychopathology it comprises of positive attitude and feelings (Diener, 2000).

Research on work family conflict reflects that work family conflict has a lot of consequences, including life satisfaction, carer satisfaction, psychological well-being, low job performance, depression, marital satisfaction and (Gutek et al., 1991; Voydanoff, 1988), Various family-related stressors have been related to strains. We thus examined psychological well being and employee performance as outcomes of work family conflict.

Further, Frone (2000) has measured whether work family conflict is related to more severe psychiatric disorders that might dramatically vitiate an individual's talent to occupation adequately at work or at home. The result also indicated that work family conflicts were positively related to mood disorder, anxiety, and essence reliance. Consequently work-family conflict has a greater impact on the well-being of employees affecting physical and behavioural aspects of their lives (Allen et al., 2000; Greenhaus, Collins, and Shaw, 2003). Frone (2003) recommended that work-life balance is a recipe of low conflict and high assistance, an increase in positive well-being stages may also indicate greater condition of work-life balance.

2.3. Employee Job Performance

Organizational success depends on achieving high level of employee performance. Organization goal are accomplished by employee efficiency and loyalty to their work. Employee performance is negatively affected by work family conflict (Harrison, Newman & Roth, 2006). Work family conflict reduces level of satisfaction and employee performance.

Work family conflict is negatively related to job stress and performance. The work family conflict have negative significant influence on perceived employee performance in the context of Pakistan (Anwar & Shazad, 2011). Work family conflict occurs due to long hour of work, and employee's high commitment with the organization as compared to their commitment with family as a result they miss their family activities due to tight work schedule (Andreassi & Thompson, 2007; Voydanoff, 2007).

The results point out that work and family demands both influence the employee's job performance. Married women face significantly higher work family conflict than unmarried women. Number of children and family related factors strongly interfere the women executive's job.

Day care facility in the organization is positively related with employee job satisfaction and employee performance and it also reduces turnover and improves work climate. Working female is more satisfied when their children's are near to their work place which positively affects their performance (Ezra & Deckman, 1996).

2.4. Employee Job Satisfaction

Work family conflict is a type of inter role conflict. Researcher suggested that work burden was faced employee due to work over load and inflexible work schedule. The result show that work burden and irregular working hours made employee dissatisfied from their job and life satisfaction (Yildirim & Aycan, 2008). Dual earning couples have also faced time and strain based conflict. The result show the mostly female faced work family conflict due to culture and family responsibilities. Engle and Dimitriadi (2006), found that role overload create the stress that effects the employee job performance and job satisfaction further it reduces the time based conflict, increases performance and satisfaction level of female workers. In another study the work family conflict is due to enrichment of work and professional female require flexible working hours whereas work hours are positive related with work family conflict (Sabil & Marican, 2011).

Work family conflict is mostly because of employee's dissatisfaction with their job due to over work burden. Whereas low work family conflict increases female worker's performance and satisfaction level (Grandey, Cordeiro & Crouter, 2005). Work family conflict has become a problem of particular concern for businesses curruntly. A negative consequence of this conflict is that managers have to spent more time to deal with it. Carrasco González et al., (2010) concluded that women experiencing work interference with family has low job satisfaction then man. The relevance of job satisfaction in the nursing profession is important because of its effects on the quality of patient care and other significant organizational performance level, such as absence, turnover and extra role presentation (Blegen, 1993).

3. Hypotheses

On the basis of the above arguments and theoretical approach of the work family conflict, psychological wellbeing, employee job performance, employee job satisfaction the following hypotheses is purposed.

- H1. There is a negative and significant relationship between work family conflict and Psychological well being.
- H2. There is a negative and significant relationship between work family conflict and employee job performance.
- H3. There is a negative and significant relationship between work family conflict and employee job satisfaction.

4. Research Design

Population for this research was nurses of public health sector of twin cities of Islamabad and Rawalpindi in Pakistan. Convenience sampling technique was used to collect the data from nurses. This research was based on self-reported and supervisor rated questionnaire. The questionnaire was distributed among the public hospitals nurses in different twin cities of Islamabad and Rawalpindi in Pakistan. The data was collected through personal visit and courier services. Approximately 366 questionnaires were distributed among the different hospitals in twin cities. Almost 154 questionnaires were received back, out of which 11 questionnaire were discarded due to incomplete responses. 143 questionnaires were used. The overall response rate was 39.07%.

A self-reported and Supervisory rated questionnaire was used to collect the data from respondents and supervisors to meet the objective and purpose of the study. The work family conflict, employee job satisfaction and psychological wellbeing questionnaire was self reported and employee job performance questionnaire was supervisory rated.

The questionnaire consists of five (5) parts. In part 1 we collected the information about demographic: age, nature of job, education level and the second part of the questionnaire focused the questions about work family conflict. Instrument of Netemeyer, Boles and McMurrin, (1996) was used to collect data about work family conflict. In third part of the questionnaire job satisfaction was focused and instrument of Tsui et al., (1992) was used to measure the job satisfaction.

The psychological well being instrument of Cohen, Kamarck and Mermelston, (1983) was used it is a 10 items self reported scale measured on a 5 point likert scale ranging from 0 (never) to 4 (very often). The fifth part of the questionnaire was related to the employee job performance of the nurses that was rated by supervisors.

The employee job performance scale was consisting of 21 items, adopted from Williams and Anderson (1991).

5. Results and Discussion

The sample size was 143. The largest group of the respondent is around about 90 (62.94%) is among the age of 20-29 years, 30 (20.98%) among the ages group of 30-39, 23(16.08%) among the age group of 40-49. For nature of job 115 (80.41%) respondents are working on permanent basis and 28 (19.58%) respondents are working on contract basis.

Descriptive analysis reflect that majority of the respondents were facing the work family conflict problem. The values of Skewness and Kurtosis indicate the normality of the data. Table 1 also describes the value of kurtosis was between -3 and +3 and value of skewness was between -1 and +1, which conform the normality of the data.

Table 1. . Descriptive and Correlation Analysis

Variable	Mean	Std. Deviation	Skewness	Kurtosis	WFC	PWB	EJP	EJS
WFC	3.7000	.62406	-.022	.919	1			
PWB	3.2912	.54095	-.269	1.028	-.463**	1		
EJP	3.6350	.54888	-.208	1.129	-.630**	.645**	1	
EJS	3.6925	.61838	-.239	.892	-.395**	.226*	.549**	1

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

WFC=Work Family Conflict, PWB= Psychological Wellbeing, EJP= Employee Job Performance, EJS=Employee Job Satisfaction.

Table 1 presents the values of correlation. The instrument of the work family conflict has an internal consistent of 0.863 on the cronbach alpha scale. The cronbach alpha coefficient 0.818 was obtained for the psychological wellbeing. It shows that the internal consistency of the items is relatively high and the items are measure the same thing and also correlated with each other. 0.463. The cronbach alpha was obtained for the employee job satisfaction 0.679. The employee job performance cronbach alpha was 0.826.

Overall cronbach alpha described that the internal consistency of the items are relatively high. The overall questionnaire Alpha coefficient was 0.934.

Table 2. . Model Fitness summary

MODEL	GFI	AGFI	CFI	CMIN/DF	RMR	RMSEA	PCLOSE
Scale level measurement model of WFC	.866	.737	.891	3.009	.066	.122	.053
Scale level measurement model of PWB	.925	.810	.936	2.680	.044	.130	.013
Scale level measurement model of EJS	.992	.960	1.00	.770	.106	.000	.545
Scale level measurement model of EJP	.772	.673	.797	2.924	.079	.119	.043
Structure Equation Model	1.000	-----	1.00	-----	.000	.000	.000

Figure.1 Structural Equation Model

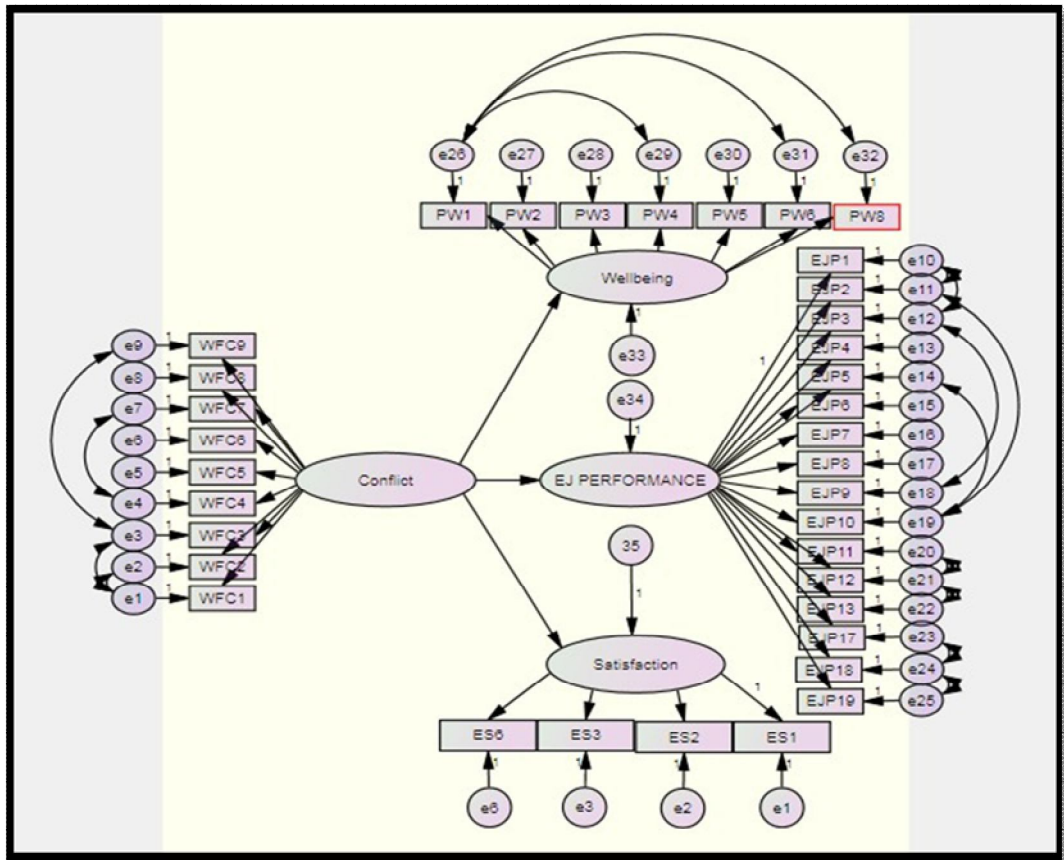


Table 3. .Regression Analysis

Variables	β	Std Error	C.R	Sig
WFC → EJP	-.463	.077	-6.012	***
WFC → PWB	-.930	.032	-29.06	***
WFC → EJS	-.904	.268	-3.374	***

Note: WFC=Work family conflict, EJP=Employee job performance, PWB= Psychological wellbeing, EJS=Employee job satisfaction. *** Significant at $\alpha=0.001$ level.

The structure equation model in Figure 1 was developed by representation the direct paths from WFC, towards Psychological wellbeing, Employee job performance and employee job satisfaction.

In the above the Table 2 indicate the Statistical values (CMIN/DF= 000, GFI= 1.000, AGFI=000, CFI=1.000, RMR=0.000, RMSEA=0.000) suggest that overall model is good fit because all the values are following the fit criteria suggested by different authors. CFI (Comparative fit index) analyzes the fitness of model. The values range of CFI is from 0 to 1. Elevated value of CFI represents the model as good fit. CFI value 1.000 that the model is acceptable and good fit (Hu & Bentler, 1999). GFI and AGFI are the abbreviation of 'goodness of fit index' and 'adjusted goodness of fit index'. These values also are support to find fitness of model. The range of these values is between 0-1. If model has 0.90 or soaring values, which describes that the model is good and acceptable. RMR is short of 'Root mean square residual.' RMR small values lead the model towards goodness (Tabachnick & Fidell, 2007).

Root Mean Square Error of Approximation RMSEA is acceptable at .08 or below. The path from work family conflict to psychological wellbeing is significant as these values suggest (regression weight= 0.930, p value= 0.00). While, the path from work family conflict to employee job performance is significant as these values represent (regression weight= 0.463, p value=0.000). The path of work, family conflict to employee job satisfaction (regression weight= 0.904, p-value= 0.000) is also significant. So all hypotheses are accepted.

The result of this analysis showed that there is direct and significant relationship. These results suggested the confirmation of our hypotheses of the study, which is negative relation between work family conflict and employee job satisfaction, employee job performance and psychological wellbeing.

6. Conclusion

Work family conflict is a form of interrole conflict. Interrole conflict occurred when multiple roles are performed at the same time. Role conflict occurred among health care providers. Healthcare profession require demanding work at 24 hours availability in the hospital if the patient is in critical situation. In this profession the employee are to deliver quality of care to the patients who are in critical condition. Employee's high level involvements in the job creates stress. Work family conflict is a barrier for the nursing profession.

A key finding of this study was the negative and significant relationship found between Work Family Conflict and the employee job satisfaction, employee job Performance and psychological well-being—a finding consistent with previous studies (Allen et al., 2000; Eby et al., 2005; Lambert & Hogan, 2010; Mesmer-Magnus & Viswesvaran, 2005; Rupert, Stevanovic, & Hunley, 2009; Aryee, 1992; Frone et al., 1997; Boles et al., 2001; Aryees et al., 1999). While working in a bureaucratic and low job autonomy environment, public health sector nurses have little control over their work schedules (Arches, 1991; Kim & Stoner, 2008).

7. Practical Implication and Future Research

Our findings have important practical implications for administration of human service organizations. Organization leaders and administrators can create a culture that promotes effectiveness in balancing family and work demands through human resource programs. Flexible work schedule practices can include such factors i.e. a compressed work week, proper leave policies and flexible arrival.

Future studies should use such a instrument that can measure the specific family-supportive supervisory behaviours because organization supervisors and administrators seek to promote well-being among their organization's workforce, it would be beneficial to explore evidence-based management, administration, and human resource interventions that reduce Work Family Conflict among employees. The study has some limitations that must be noted. The small sample size limits the generalize ability of the study findings. The questionnaire method was used to collect the data for this study other method could have been used for this research study like interview and group discussion.

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