

The Effects of Working Woman Conflict and Job Satisfaction (An Empirical Study of Nursing Industry of Pakistan)

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Received: September 1, 2014

Accepted: November 13, 2014

ABSTRACT

The research study was conducted to examine the consequences of working woman conflict and its impact on the employee's job satisfaction. To carry out the study, data was collected from all the private hospitals in Islamabad and Rawalpindi. The targeted employees were nurses of these hospitals. The study revealed that the effects of working woman conflicts with the employers on employees' job satisfaction are numerous. A survey through questionnaire was conducted with a sample size of 450 nurses. The Pearson correlation estimated among the Time Based Conflict (TBC), Strain Based Conflict, (SBC) Behavior Based Conflict (BBC), Job Satisfaction (JS), and the result was found comparatively highly insignificant. Nurses working in conflict reported that high level of time based conflict and strain based conflict adversely effects their job satisfaction and they were experiencing low level of behavior based conflict. The study was primarily confined to only two cities of Pakistan, and was also limited to nursing industry only. The theoretical and practical implication shows that working woman satisfaction with their jobs could be improved through their adequate facilitation and institutional performance level. If the three form of working woman conflicts were reduced, it would have positive influence on nurses' job satisfaction. Flexible schedule in the nursing industry has vital role in the health care sectors as well. The favourable organizational culture has significant impacts in the nursing industries, because employees are favouring to choose their own hours of working due to their cultural flexibility. The results of the study reveals that job satisfaction of employees (nurses) at work could increase, if the adverse effects of working family conflicts in the form of time based conflict, strain based conflict, behavior based conflicts are minimized or eliminated. Elimination of such conflicts will strengthen their (nurses) satisfaction level and performance in the organization as well.

KEYWORD: Time Based Conflict, Strain Based Conflict, Behavior Based Conflict, Job satisfaction.

1.INTRODUCTION

Female employment and family life related issues have become very significant to be analyzed for the prosperity of the family life, especially in the Muslim culture. The problem of WFC(work family conflict) occurs because of the latest trends of higher living standards on account of economic growth, globalization and given equal right to male and female focus on the working life related issues. Most vital cause of employees life were work and family problems

Two important factors of life were work and family domain of the employees. Family and work life conflict issues were mostly faced by the professional females, single working mother and married female. Actually working women's are performing two types of duties; therefore, their responsibilities have been tremendously enhanced. Consequently, the performance of one domain will certainly be affected adversely due to stress on account of working schedules, work pressure and environment prevailing in the organization. (Mazerolle; etal.2008).

Nurses are called "the back-bone" of health care institutions because they come in closest contacts with the patients. Nurses provide care to the patient and are directly linked with the comfort and satisfaction of the patients. Fulfilling the expectations of the patients, their families, the physicians, technical and non technical staff, and also the organization could become a heavy burden over their

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shoulders in their duty places. Generally conflicts occurs among healthcare providers and the nursing community due to the unfavourable structural features, organizational unfavorable environment that characterize the healthcare professions difficult and unfriendly and that represent serious barriers in achieving working life and family ties in a balance position. Healthcare profession is quite a demanding job and has to ensure 24 hours availability in the hospital if the patient is in critical situation or if there is any emergency declared due to the various reasons. Therefore in this profession the nurses have to ensure delivery of quality care to the patients and satisfaction to the organization as well. Therefore, such overwork and 24 hours involvement of the employees in the job creates stress and strain (Simon et al., 2004), which sometimes leads to the breakdown of family bonds.

The schedule of working nurses is always very tough, tied and hence their work pressure makes them unable either to perform their family roles adequately or sometimes adversely affect their professional work. Nurses are usually facing tension and stress on account of jobs pressures and further on account of their increased family tensions as well in the form of low income level, children educations, female children related issues, family bonds, and working as a house wife etc. Therefore, resultantly quality of family life is also remains under stress and strain. Hence such employee's behaviors also adversely affect quality of family life. (Eby et al., 2005).

1.1working Family Conflict: Such conflicting inter-dependence of work and family life creates complications in different forms of conflict. Work life conflict occurs while the role demands stemming from one domain (work/family) was mismatched by role demand stemming from another domain (family or work). Time based work family conflict, strain based work family conflict, and Behavior based work family conflict were three sources of work life conflict in employee's life. (Green house et al.,2006).

Work Family Conflict in the employee life had three forms i.e Time based conflict, Strain based conflict, and Behavior based conflict. (Carlson et al., 2000).

1.2Time-based conflict: Individual perform multiple tasks at the same time and give more time to one domain as compared to another domain on account of multiple reasons. Time base conflict arises in the life of such employees. Time based conflict is due to too much work time and inflexible working hours (Pleck et al., 1980). Time management is an important factor of employee life. Flexible schedule can reduce conflict in the employee's life and they can balance their responsibilities required in both domain. Schedule flexibility is very beneficial for the working females. Flexibility in working hours reduces conflict of working mother with primary childcare responsibility (Long, 1981)

1.3strain-Based Conflict: Strain in one role affects one's performance in another role in such cases. Work or family responsibility trait produced strain produces those results in work-family conflict. Strain-based conflict is experienced when strain or fatigue in one role affects performance in the other. (Carlson,2000)

1.4Behaviour-Based Conflict: This type of conflict occurs when behaviors suitable in one role are not well-matched with expected behaviors in another role. (Greenhouse&beutell,1985). Behavior based conflict can take place in the employee life as well .The Behavior and attitudes of employee's at job are not comfortable with the behavior in performing family duties. (Lambert et al., 2006a). A person is expected to be affectionate with his family, but when he is unable to adjust his behavior according to different roles he is prone to experience behavior based conflict (Greenhaus., &Beutell, 1985). Role conflict is a relationship linking two vital area of worker's life. Therefore three types of conflict are associated with family work conflict. (Carlson et al., 2000). Role behaviors of employees are detailed patterns of Behavior based conflict. Behavior based conflict is an experience, when behavior of individual in one role are miss-matched with the behavioral expectation of another role and are therefore counterproductive for the other role performance.(Kinnunen et al.,1998). Employee's job satisfaction increase when strain based conflict and behavior based conflict are reduced. Research revealed that relief in strain based conflict and behavior based conflict have important link with the job satisfaction. (Lambert et al.,2006b).

1.5 job Satisfaction: Job Satisfaction is an attitude associated with the degree of at what level people like or dislike their job. In low level of job satisfaction there is a negative attitude and vice versa (specter, 1997). Work family conflict was a basic reason in the employee's life so it is very important element effecting employees work satisfaction and organizational loyalty. Locke (1976) identified that "job

satisfaction is an employee's positive behavior and attitude and their emotional condition. "Job satisfaction is resulting from assessment of one's work or work know-how." (p. 1300).

2.PROBLEM STATEMENT

Nursing is a major component of Pakistan health care system. Nurses aim to provide care to families and individuals. Since almost last 70 to 80 year, the number of women working outside their homes has been increased tremendously. Dual-career female, working as a mother and also as a divorced ladies faced work family conflict issues. Nursing is a stressful occupation. These negative consequences directly affect nurses' job performance and the quality of patient care as well. (Pani&Chariker, 2004). The work-family conflict is indeed a hurdle for the nursing profession that may be the reason of the shortage of nurses in Pakistan in particular. (Grzywacz et al., 2006). Most of the females though like this profession but are not joining this sector due to work life problems. Work family conflicts are very important issue now a day. Every organizations success depends on the performance of the employee's. If the employees are satisfied with their job the performance will also increase. Most of the research focusing on employee's job satisfaction has been conducted in western countries therefore this study is an attempt to ascertain as to how work family conflict impact on job satisfaction . **"The Study analyze to what extent Work family conflict corresponds to interrole Conflict that has influence on the Employee's Job Satisfaction.**

3.Significance of the Study: Work family conflict was the source of interrole conflict. Interrole conflict occurred while responsibility demands stemming from one domain were mismatched with the responsibility demand stemming in another domain. Consequences of work family conflict are of three types. They are Time Based Conflict, Strain Based Conflict, Behaviour Based Conflict, Carlson et al (2000). Work family conflicts have direct and indirect effects on employees performance and job satisfaction level, Ahmina et al.,(2008). Work-family conflict is a hurdle for the nursing profession, Grzywacz et al., (2006). This study will show relative information about the different consequences of Work Family Conflict (WFC) and its impact on nurses' performance working in different hospitals of Pakistan. Performance level measurement will help the organization to measure the different Job Satisfaction levels by relating it with different Work Conflict or Family conflict that has caused by employees low or high Job Satisfaction levels. This study will also help to identify what are the major WFC in Nursing Staff in various hospital that have Positive and Negative impacts on Employees performance.

4.Research Questions:

- To what extent work family conflict have negative impacts on job satisfaction?
- To what extent time based conflict have negative impact on job satisfaction?
- To what extent strain based conflict have negative impact on job satisfaction?
- To what extent behavior based conflict have negative impact on job satisfaction?

5.Objectives of the Research Study

- To identify the work family conflict on employee job satisfaction
- To investigate the impact of work family Time based conflict on job satisfaction.
- To examined the work family strain based conflict impact on job satisfaction
- To evaluate the impact of behavior based conflict on job satisfaction. .

6.Scope of the Study:

The aim of the study was to examine the link of work family conflict in working domain with three possible variables, which influence the employee's performance. This study examined the work family conflict and job satisfaction. The study have be conducted in nursing industry in Islamabad and the research has been confined to six private sector hospitals located in Islamabad and Rawalpindi, i.e Al shifa

International Hospital, Kulsoom International Hospital, Bilal International Hospital, Al maroof International Hospital, Quaid-e-Azam International Hospital, Ali International Hospital.

Literature Review: The Relationship Between Work Family Conflict & Employees level of satisfaction

The association of family and work conflict had vital impact on technology based units and industries based units are co related. work issue associated with employees likeness and dis likeness of the job. Research revealed subordinate had more like their jobs when their management shows supporting behavior and given them relaxed and flexible time schedule so this supporting behavior created individual person life satisfaction. Employee work duties intensive responsibilities. Sometime these duties create difficulties in employees work family life. work and life both are negative to each other because management not show supportive behavior . The results further revealed that the hypothesis have close relationship in linking work-family conflict and life satisfaction with negative and highly insignificant, when organization is non supportive and hard (Naz et al.,2011).

Conflict in family associated with employees jobs and institutional organization environment and also on employee feel overload which made him dis- comfort with their life and work. professional mother performance reduce due to time strain and behavior (Grandey.A,2005).

The Study based on employee issued related to work and family. These issues create discomfort for their jobs. These issues seen in Pakistani culture. The study investigated work and family problems related to work overload, ambiguity in role.finding show that researcher have further revealed that manager want relaxed and flexible work timing (Nadeem & Abbas, 2009).

The research study has closely examined links between work family conflict and job satisfaction under various terms. In this research study nine facet of job satisfaction were measured with six variables relevant to both work and non work sphere work life conflict. Three are relevant to work domain and 3 variables were relevant to family domain, hence the result shows that 7 facet of job satisfaction significantly related to time based conflict, 8 Facet of job satisfaction are negatively related to strain based conflict and one facet of job satisfaction is significantly related to behavioral based conflict (yan& Bin, 2010).

According to the research analysis, work family conflict is the inter role conflict significantly linked to two forms of job satisfaction that is composite job satisfaction, and global job satisfaction, Data was gathered from 160 hospital employees who were married worker, living with their partner's, or had at least one child or dependent living at home and worked a minimum of 20 h/week. The study identified the work family conflict was having significantly stronger relation to composite job satisfaction than global job satisfaction. In this research three forms of role conflict are also considered and their results shows that only behavioral based conflict is significantly related to job satisfaction (Bruck.c,2002).

2.1 Work family job satisfaction and the three kinds of commitment.

Stress theories and Loyalties of employee with their work unit shows consequence in work and family life. Loyalties with their working unit had less and very high due to time, strain and behavior. The research on nurses shows they were feel dis-comfort with their time and strain issues (Buonocore.F,2010)

Changes in employee's mental level and attitudes due to work and family overload responsibilities. These burden created problems in worker work and family life. Person likeness and dislikeness regards their job was related to flexibility in working hours and performance was also dependent it (Engle & Dimitriadi,2006).

Culture difference in work was also related to work and family life problems. The study reveals that time ,strain were causes for employees dislikeness of their jobs and turnover rate in the organization was also increase (Spector, 2007).

The studies revealed working time, age ,year of services and behavior had association with employees attitude toward favourable and un favourable situation at work. work-roles behavior had the largest affect on job satisfaction (Lambelt et al., 2002).

Timing of work, fatigue in job and role behavior problems were seen on Mid western correction staff. worker timing related issues was vital factor related to employee likeness and dis likeness level of the job

the finding show that time ,strain and behavior related issues were associated negatively with employee's performance and satisfaction at work (Lambert et al., 2003).

The study was conducted at Midwestern prison correctness staff.strain and time had vital factors that create work and family related issues in employees life. (Lamblet et al.,2006).

North Italian nurses research was show work and family related issues.the study revealed if three form of conflict TBC(time based conflict),STB(strain based Conflict),BBC(Behavior based Conflict) less interfere will create nurses job favourable for nurses in the nursing industry(Cartese.C et al .,2010).

Professional working female were faced time strain and behavior related issues. Time flexibility create likeness in the job for professional working woman. This show positive effect on female worker performance in the job (Risavy, 2011).

Characteristic of Finland mother jobs created work and family related problem in life. becuse both domain were class with each other. Same study was investigated on Finish mothers. they all are work at long time that will create difficulties in their professional life. Time demand at work were very high so they cannot give proper time to their family this create issues in their life. These working women were satisfied when their management control timing and strain related issues in life. (patel,2010).

2.2Work family conflict, job satisfaction and job turnover among the female worker in the university.

University Female staff also faced timing and strain related issues. If university facilaliated flexible time schudle and reduce their work strain they will also statisfied with their job(Ahmad&Massod, 2011).

Hypothesis

H₁. Work Family Conflict has significant negative impact on job satisfaction.

H₂. Work Family Time based conflict has significant negative impact on job satisfaction.

H₃. Work Family Strain based conflict has influence on the job satisfaction significantly negative.

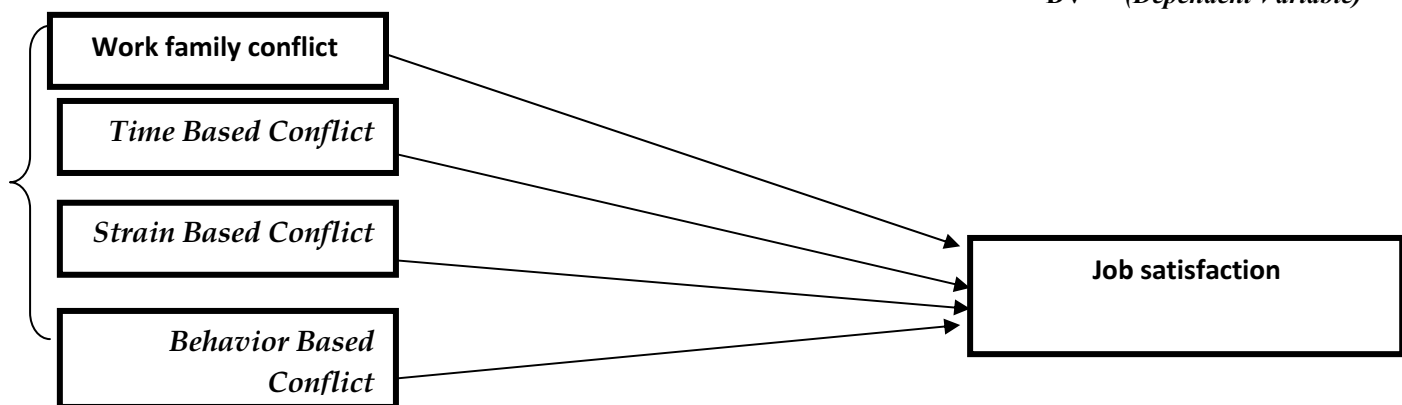
H₄. Work Family Behavioral based conflict has influences on job satisfaction significantly negatively.

SCHEMATIC DIAGRAM OF THEORETICAL FRAMEWORK:

IDV (Independent Variable)

Work family conflict

DV (Dependent Variable)



3.1Research Design: It was an explanatory or casual research study because it focuses on studying the impact of one variable (work family conflict) on the other variable (job satisfaction). It explains the relationship between variables, whether they were positively related or negatively related or even no relationship exists between variables. This research involves testing of the hypotheses.

3.2Participants: Population : (N=12554)The Current study was conducted in health care sector and targeted Nursing Industry in Pakistan. The population of current study comprises of nurses working in the Pakistani private hospitals located in Islamabad and Rawalpindi.

3.3Sample (N=450) This study focuses on the Work Family Conflict, job satisfaction and Employee performance. Six private hospitals were selected through non probability convenient random sampling. Target was private hospitals located in Islamabad and Rawalpindi namely ,Shifa International Hospital, Bilal International Hospital, Kulsoom International Hospital, Quaid.e. Azam International Hospital, Maroof International Hospital, Ali International Hospital.

3.4Sampling Technique: The aim of this study to used connivance non probability sampling technique. Research on nursing industry of Islamabad and Rawalpindi

3.5Instrumentation: In this study, the researcher utilized three instruments. A valid questionnaire used to collect the data for recent study. The questionnaire was adopted to achieve the objectives of the study. There was one independent variable work family conflict was measure through three facets; time based conflict, strain based conflict, behavior based conflict. The first section of the questionnaire collects demographical information of the nurses' staff

Part1: work family conflict source Carlson (2000)

Part2: job satisfaction source war cooks and wall (1979).

3.6Work Family Conflict: A valid work family conflict questionnaire Carlson (2000) was used to check the work family conflict. There were three facet of work family conflict. That was time based conflict, strain based conflict, and behavior based conflict. A total of 9 questions in the questionnaires contain 3 questions of measuring time based conflict, 3 questions of measuring strain based conflict, and 3 questions of measuring behavior based conflict. The work family conflict was also based on 5 points like scale ranging from strongly disagree (1) to strongly agree (5).

3.7 Job Satisfaction: A valid job satisfaction questionnaire war cooks and wall (1979) to measure the job satisfaction level of the employees. The job satisfaction was also based on 5 point like scale ranging from strongly disagree (1) to strongly agree (5).

3.8Demographic variables: In the questionnaire was also contained demographic variables (Gender, Status. age, level of education, work schedule, duty hours per day, year with this organization, children age). The 400 questionnaires placed in the offices of nursing superintend of the hospital of Islamabad. Five points like scales was used, points 1 from strongly disagree and 5 strongly agree.

3.9Unit Of Analysis: Our study related to behavioral sciences and in behavioral sciences the unit of analysis was individual i.e. Nurses working in different private hospitals of Pakistan.

3.10Data Collection: The researcher herself visited to all the hospitals during the survey and administered the instrument containing work family conflict, employee's performance and job satisfaction. Questionnaires were given to 400 nurses.

4.Results& Discussion: Reliability Analysis:

4.1Table Reliability Analysis Of variables

Variable	Items	Cronbach's Alpha
Time Based Conflict	3	0.860
Strain Based Conflict	3	0.849
Behavior Based Conflict	3	0.776
Job Satisfaction	16	0.911

4.1Reliability:The above table shows reliabilities of the five variables that is 3 item of TBC (Time based conflict), 3 item of SBC (Strain Based Conflict), 3 item of BBC (Behavior Based Conflict), 16item of Job Satisfaction (JS), and their reliability was 3 item TBC value was 0.860. 3 item SBC value was 0.849. 3 item BBC value was 0.776. 6 item Job satisfaction value was 0.911. These values are in acceptable range , indicating that internal consistency reliability for the measure used are consider to be good. According to

Uma Sekaran, reliability less than .60 are consider to be poor, those in .70 range acceptable, and those over .80 good

4.2 Correlation:

Table 4.2.2. Means, Standard Deviations and Correlation among Variables

Variable	M	SD	wfc	TBC	SBC	BBC	JS
Work family conflict	3.15	1.13					
Time Based Conflict:	3.14	1.12	(.84)				
Strain Based Conflict	3.38	1.15		.89			
Behavior Based Conflict	1.96	0.96			.79		
Job satisfaction	2.61	0.4	.620	(-.29**)	-.46**	-.05*	.84

Note: *p<.05; **p<.01; ***p<.001

Time Based Conflict and Job Satisfaction has significant level ($r = -.29^{**}$ at level of $p < .01$) statistically negatively significant.. Strain Based Conflict and Job Satisfaction has negative significant at the level of ($r = -.46^{**}$) i.e. ($p < .01$), behavior based conflict and job satisfaction correlation at the level of ($r = -.05^{*}$) i.e. negative correlation at the level of ($p < .05^{*}$).

4.3 Regression Analyses

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620 ^a	.385	.367	.61611

a. Predictors: (Constant), WFC

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.151	2	8.075	21.274	.000 ^b
	Residual	25.812	68	.380		
	Total	41.962	70			
a. Dependent Variable: JS						
b. Predictors: (Constant), WFC						
Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.325	.290		11.482	.0000
	WFC	-.348	.60	-.596	-5.810	.000

a. Dependent Variable: JS

Hypothesis1: is accepted “t” value is greater than 1.96 in absolute term and significant at acceptable level.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
TBC SBc BBC	-.48.	.028	.021	.66733		
ANOVA ^a						
Model	Sum of Squares		df	Mean Square	F	Sig.

1	Regression	5.056	3	1.685	33.784	.000 ^b
	Residual	176.350	396	.445		
	Total	181.406	399			
Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.110	.171		18.148	.000
	TBC	-.050	.048	-.065	-1.029	.000
	SBC	-.040	.047	-.064	-1.028	.000
	BBC	-.034	.045	-.048	-.753	.000

Hypothesis H2, H3, H4 are accepted “t” value is greater than 1.96 in absolute term and the significant at accepted level. As hypothesized, nurses on average reported high levels of time-based conflict and strain-based conflict, whereas low levels of behavior-based conflict were experienced. On average time based conflict and strain-based conflict were negatively associated with job satisfaction,

4.4 Discussion: Discussion On Outcomes Of The Research

The research model of the study have different finding. Each variable has itself findings. The finding of each variable is discussed separately as below at the end complete discussion on overall model.

The result of the current study presented that Time based Conflict has negative influence on Employees’ job satisfaction. This influence was tested with the help of hypothesized. Furthermore, when Time Based Conflict was reduced and the making flexible working schedule in the organization. The employee job satisfactions are increased. The result of the study proved that time based conflict are not significant positive impact on employees’ job satisfaction. Hence the result of the present study justified with the previous literature review (Botha. H, 2007). The work family time based conflict on job satisfaction (yan, 2010) is clear. WFC had an impact on job satisfaction. Time based conflict had the significant impact on job satisfaction (Lambelt, 2002). The current Study established empirically not significant impact between work family Time based conflict and job satisfaction (Brucks, 2002). The current finding are in line with work on social worker (Lambelt, 2006). Work family conflict reduces, when employees receive high level of job satisfaction. The time based conflict and strain based conflicts are strongly associated with job satisfaction (knech, 2011).

The cross national Difference in relationship of work demands job satisfaction and turnover intention with work family conflict have close relationship. This study examined that time based conflict and strain based conflict has significant impact on job satisfaction and intention to quit (Spector, 2007). The result shows that work hours are positively relationship toward the work family conflict and influence on employees’ job satisfaction (Sabil, 2011). Time-based WIF, family overload was positively related to time-based FIW, time-based WIF was negatively related to family satisfaction time based FIW was marginally negatively related to job satisfaction (Risavy, 2011).

The result of the current study presented that strain based Conflict has negatively influence on employees’ job satisfaction. This influence was tested with the help of hypothesized. Furthermore, when Strain Based Conflict are reduced, the employee job satisfaction are increased. The result of the study proved that Strain based conflict are significant negative impact on employee job satisfaction. Hence the result of the present study justified with the previous literature already conducted explained earlier.

The current Study established empirically significant impact between work family Time based conflict and job satisfaction on the Tele worker’s job satisfaction and performance. Results of previous literature shows that Tele worker’s are less strain based conflict as compare to non Tele workers, because they have less pressure of work and are more satisfied with their jobs (Madsen. R, 2005). Work family conflict reduces satisfaction when employees receive high level of job satisfaction. Therefore, this study is based on representative longitudinal data base of Swiss households. The result indicates that the time based conflict and strain based conflict strongly associated with job satisfaction (knech, 2011).

Dual earning couples have also faced time based conflict, strain based conflict. The result shows the mostly female faced work family conflict due to culture and family responsibilities (Steiber, 2008). Work family strain based conflict on job satisfaction (Buonocore, F 2010), and role ambiguity role overload create the strain that will effect the employees job performance and job satisfaction of the employees (Engle & Dimitriadi, 2006). Strain based conflict were significant impact on job satisfaction (Brucks, 2002). Strain based conflict influence job satisfaction (Yan & Bin, 2010). This study examined that time based conflict and strain based conflict have negative impact on job satisfaction and intention to quit (Spector, 2007).

The result of the current study presented that Behavior Based Conflict has significantly influence on Employee job satisfaction. This influence was tested with the help of hypothesized. Furthermore, Behavior Based Conflict influences the employee job satisfaction. The result of the study proved that Behavior based conflict are significant positive impact on employee job satisfaction. Hence the result of the present study justified with the previous literature (Brucks, 2002). The current Study established empirically significant impact between work family behavior based conflict and job satisfaction on social worker. The finding of the study shows that behavior-based conflict had a significant impact on job satisfaction (Lamblet et al., 2006).

The work family conflict and job satisfaction.

In this research six dimensional of work family conflict are tested with nine facet of job satisfaction. so the result show that behavioral based conflict are significant related to job satisfaction (yan, 2010). Work family Behavior based conflict significant impact on job satisfaction. (Buonocore, F, 2010)

5. Conclusion, Implications, Limitations And Future Research

5.1 Conclusions: The basic aim of this study is to develop conceptual framework that examines the effects of work family conflict on employees' job satisfaction. This study provides the significant insight into the employees' job satisfaction of the nursing industry in Pakistan. The model test shows that work family conflict and job satisfaction make significant contribution to nurses' performance in Pakistan.

This study also shows practical evidence of the contribution of work family conflict to the nurses' performance. The relationship among work family conflict, job satisfaction and employee performance is very fair concept for the Pakistani culture. The reason is that women in the Pakistani culture cannot come to this profession due to work family conflict. The results of the study analyzed that job satisfaction of employees (nurses) at work will increased when the reduction in the consequences of work family conflict (time based conflict, strain based conflict, behavior based conflict), will strengthen their (nurses) performance.

5.2 Managerial Implications: This study has a significant implication for nursing industry of Pakistan. This study observed that work family conflict is an important factor influencing the nurse's performance. Nurses' are facing work family conflict due work schedule, work burden, family bonds, the prevailing cultural hindrances and stress of work. Better performance of the nurses' are essentially required to have patient safety, care and satisfaction. Nurses' satisfactions with their job could positively affect the quality of care that affects patient satisfaction and loyalty to the hospitals. Job satisfaction is the feeling of pleasure and positive attitude of employees toward their job. The present study can be used for improvement of nurses' performance in the health care sectors.

A practical and theoretical implication shows that employees' satisfaction with their job will improve their performance level. Reduction in the three form of work family conflict may positively influence on nurses performance and job satisfaction. Flexible schedule has vital role in the health care sectors. Positive administrative attitude in hospital may make effective policies to increase nurses performance by increasing job satisfaction. The administration may plan for reducing the work burden and also make the effective flexible schedule. Flexible work schedule will reduce the work family time based conflict, strain based conflict, Behavior based conflict increase and the performance of nurses would adversely be affected.

Job satisfaction examined as a mediator in work family conflict and employee performance in the present study. In fact, this study provides a new idea about employee performance in the nursing industry. Consequences of work family time based conflict, strain based conflict, and behavior based conflict proved that conflict influence on the nurses' performance. Because their work schedule is very tough, work demand, work pressure makes them unenergetic and they cannot perform their family responsibilities.

There is very few empirical research of nurses' performance in the human resource management research. And, this study opens the significant insight that reduces work family conflict, and increases job satisfaction and employee performance.

5.3 Limitations

- The data was collected from selected private hospitals in Rawalpindi and Islamabad and targeted only Nurses of these selected private hospitals. Therefore, the results may not be generalized to overall Nursing Industry in Pakistan.
- There were short term limitations for conducting this study; owing to short time span the researcher conducted the present study. The result of the present study will not match with actual phenomena from the real life.
- The sample size is not large enough to effect the factual situation of the nursing industry operating in Pakistan in context with measuring the relationship between work family conflict and job satisfaction
- The questionnaire method was used to collect the data for this study; other methods could have been used for this research study like interviews and group discussions.

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Appendices A

Questionnaire

Dear Participant,

I am a lecturer of at Preston University, Kohat campus. I am conducting a research on “**THE EFFECTS OF WORKING WOMAN CONFLICT AND JOB SATISFACTION (AN EMPERICAL STUDY OF NURSING INDUSTRY OF PAKISTAN)** ” . Kindly fill up this information and return. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard

Please tick the appropriate check box below

Status:	Age Group:	Level of education:	Work schedule:
<input type="checkbox"/> Unmarried	<input type="checkbox"/> 22-30	<input type="checkbox"/> MSN	<input type="checkbox"/> Morning shifts
<input type="checkbox"/> Married	<input type="checkbox"/> 31-38	<input type="checkbox"/> MPH	<input type="checkbox"/> Day shifts
	<input type="checkbox"/> 39-47	<input type="checkbox"/> BSC	<input type="checkbox"/> Night shifts
		<input type="checkbox"/> BSN	
		<input type="checkbox"/> Diploma in nursing	

Duty Hours per day:	Year with this organization	Childrens Age
<input type="checkbox"/> 8 hrs per day	<input type="checkbox"/> 1-5year	<input type="checkbox"/> 1 to months6
<input type="checkbox"/> 12 hrs per day	<input type="checkbox"/> 6-10 year	<input type="checkbox"/> 1 to 2 yr
	<input type="checkbox"/> 11-15year	<input type="checkbox"/> 3 to 4yr
	<input type="checkbox"/> 16-15year	<input type="checkbox"/> not applicable
	<input type="checkbox"/> 20 years or above	

Please use following scale for your kind response:

Strongly Disagree=SD (1), Disagree=D (2), Neutral=N (3), Agree=A (4), strongly Agree=SA (5)

Work Family Conflict:

Source Carlson (2000)

Time Based Conflict:	SD(1)	D(2)	N(3)	A(4)	SA(5)
1. My work keeps me away from my family activities more than I would like.					
2. The time which I give to my job keeps me away from participating equally in household responsibility.					
3. I miss my family activities due to the time I spend on work responsibilities					
Strain based conflict:					
4. When I get home from work I am often too tired to participate in family activities/responsibilities.					
5. I am often so exhausted when I get home from work that it keeps me away from contributing to my family.					
6. Sometime due to all the pressure at work, I am too stressed to do the things I enjoy at home.					
Behavior based conflict:					
7. The problem solving behaviors I use in my job are not effective in resolving problems at home.					
8. Behavior that is effective and necessary for me at work it would not be appropriate at home place.					
9. The behaviors that makes me effective at work does not help me at home to be better parent and spouse.					
Job Satisfaction: Source Warr cook and Wall (1979)					
Job satisfaction items	SD(1)	D(2)	N(3)	A(4)	SA(5)
10. I am satisfied with the physical condition of my organization.					
11. I am satisfied to choose my own method of working.					
12. I am satisfied with my fellow workers.					
13. I am satisfied with the recognition I get for good work.					
14. I am satisfied with my supervisor.					
15. I am satisfied with the work responsibilities given to me.					
16. I am satisfied with my pay.					
17. I have the opportunity to use my abilities.					
18. I am satisfied with the relationship between management and workers in my organization					
19. I am satisfied with my promotion policy.					
20. I am satisfied with the management of my organization.					
21. My suggestions and ideas are welcome by management.					
22. I am satisfied with my working hours.					
23. I am satisfied with different variety of work in my job.					
24. My job is secure.					
25. I feel about my job as a whole					