

The Prediction of Work-Family Conflict and Job Attachment based on the Aspects of Success among Employees of the Red Crescent Society of North Khorasan Province

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Abstract

The purpose of this study was to predict work-family conflict and job attachment based on the aspects of success among employees of the Red Crescent Society of North Khorasan Province. The research methodology is descriptive and correlational. The statistical population is consisted of all the employees of the Red Crescent Society of North Khorasan which is 173 people. The sample size, based on Morgan table using a random-class sampling of 123 people - were selected. The data collection tool was the questionnaire of Ladahl and Kejner to measure the job attachment and aspects of success of Parker and Kazmayr to assess the work-family conflict questionnaire. The questionnaire has superficial and content validity. The Cronbach's alpha reliability coefficient respectively was 0.723, 0.758 and 0.815. The regression analysis and T-test was used to analyze the data. The findings show that work-family conflict and job attachment is predictable based on the aspects of success. Also there is a significant difference between work - family conflict and job attachment based on the gender.

Keywords: Work-family Conflict, Job Attachment, Aspects of success

JEL Classification: D1, J28

Introduction

Throughout history, working is one of the basic ways of social participation and the expression of character and human greatness and men define themselves with their jobs despite this, job is not the only way for social participation and that all human beings are not limited to work. People need to be relaxed and rest, to accept social responsibilities, time for the family and similar tasks, constitute another aspect of philosophy of human beings (Toffler, 2003: 97). Work and family constitutes two important aspects of each person's life. The overall health of each individual is affected by coordination and fitness of these two areas. The discrepancies and conflicts between these two areas often bring adverse consequences upon the individual, family, organization and society. Today most experts of

organizational behavior believe that the effects of overwork and lack of proper balance between work and personal and family life and its adverse effects on quality of life creates some factors that will aggravate each other in mutual or multiple way and as a result endanger living conditions and human, families and communities health seriously so that the imbalance between work and life has become one of the biggest challenges of this century (Turner, 2004: 43).

Work - family conflict is a conflict between the roles that the pressures of family and career roles of both parties or in some respects is inconsistent. This means that participation of work role and family becomes difficult (Akerstedt, 1996). Greenhouse and Biotel defined the conflict between work and family as a form of conflict in which the pressure of roles in various fields of work and family is leading to bilateral conflict between work and family. This phenomenon is a conflict between roles in which the individual feels disparity between the demands of his job role and the demands of his family which in turn, led to experience psychological pressure and eventually bring a dramatic drop in personal health and organizational measures. Thus, the conflict between work and family appears when employees figure out that their roles interact and interfere between workplace and family (Beverly, 1985: 394). Joshi et al (2000) have predicted that in the next 30 to 40 years, the balance between work and life will become the most important workplace issue and it is necessary that organizations have strategic programs in this field so that they can avoid the effects of imbalance between work and life. Today the balance between work and life may have a special meaning for everyone and maybe tomorrow it has another notion, but what is important is that all individuals, organizations and communities should reflect on this issue and find response and appropriate solution to the situation, goals and values because ignoring it bring conflicts between work and life which has terrible consequences (Castells, 2003:6).

In patterns of work - family conflict two different concept forms of "balancing role" and its effect on the incidence of work-family conflict has been noted. In some patterns such as Dukes berry and Higinis and Fran, Russell and Cupper, according to the concept of "asymmetric conflict between family and work roles" this was discussed. Fran et al (1992) suggest that such severe mental activity and involvement with a role can lead to increase of work - family conflict in two directions: first, it is likely that intense psychological conflict of one role would allocate too much time to that and as a result the individual hardly can handle the pressure of other roles. Second intense psychological conflict of an individual with a specific role causes that even when the person is trying to respond physically to the requirements of the second role, mentally be involved with the first role.

If the person suffers from a problem in a family or career path, its consequences not only affect him but also at the macro level it affects organizations and community. This conflict in organizations reduces productivity, organizational commitment, job conflict and finally leads to disability and the resignation of the work (Cohen and Brower, 2006: 200).

Organizational studies show that many conflicts between the roles are because of the tendency of people to achieve success in the goals and considered roles. The success has ongoing and continuous process and it should not be considered as something accidental and we should try hard to achieve that (Shearinejad, 2000:12). Parker and Kazmeyer (1991) assume that success has 6 aspects; achieving wealth and status, professional success, personal success, security, family relationships and also helping the community.

Several factors are affecting the success of which work and family are the most important issues. Work and family are two social institutions and the first necessity to maintain social stability and public health is the tunable performance of these two institutions but in some cases because of the multiple factors it disturbs the balance in favor of one of these two dimensions and it will also affect the success. Sometimes people may prefer participation in the work for a breakthrough to the role of the family or vice versa prefer family to job and business roles. In this case they are experiencing work-family conflict or family-work conflict (Rastgar Khaled, 2006:37). Many factors have been known effective in creating such tensions. Some of researchers know "job attachment" as one of the main explanatory variables of work-family conflict (Dukes berry and Higinis, 1992:68). Job

attachment can be defined as a time a person spends with his work (Moghimi, 2006: 24). Some employees may spend more time working due to the desire for more success in six dimensions of success and they may be involved in a kind of job attachment and job involvement and conflicts of family and job roles.

The results of some researches of Simon et al (2004) and Ebi et al (2003) has shown that employees who have promoted to higher ranks have worked longer hours and the results of this situation is creating more conflict between work and family and consequently job dissatisfaction and lack of family discontent (Ildrim and Akan, 2005). According to the mentioned issues and because the employees of Red Crescent society are among the most prolific members of society and because of their job conditions, sometimes they had to stay at work and away from their families for 24 hours and it could create an imbalance between the responsibilities of daily living conditions and problems in the work environment and disrupt their success in some aspects of life, in one hand a careful look at the lives of these people, it can be seen that some of them were successful employees of Red Crescent Society in helping suffering people which double the need to pay attention to this group. Some of the practical benefits of this research can be applied to job satisfaction; efficiency and providing better service to these pointed fellowmen and that job satisfaction and staff efficiency are leading to enhanced productivity of Red Crescent Society, efficient and effective services, time attendance at events and manage any crises caused by natural disasters and emergencies. Another point is that so far no research has been done on work-family conflict and job attachment in the Red Crescent Society based on job success and this academic shortage has doubled the necessity of this research. This research is trying to study the relationship between the work-family conflict and job attachment on the basis of the employee's success and also by presenting scientific results in this case play a functional role in proper control of work-family conflict and job attachment and also employee's success, therefore it raises this question that: is it possible to predict the work-family conflict and job attachment based on aspects of success?

The sub-questions are:

1. Is it possible to predict the work-family conflict of Red Crescent staff based on aspects of success?
2. Is it possible to predict the job attachment of Red Crescent staff based on aspects of success?
3. Is there a significant difference between work-family conflicts based on gender?
4. Is there a significant difference between job attachments based on gender?

Methodology

The present study in nature is descriptive and in methodology is correlational. The statistical population is consisted of all employees of the Red Crescent Society of North Khorasan province that is 173 people. The sample size based on Cochran formula is 123 people. The sampling method is random-stratified method.

Three questionnaires were used in this study:

- a. Ladahel questionnaire of job attachment which has 20 items.
- b. Parker and Kazmeyer questionnaire of aspects of success which has 42 items which calculates six aspects of success including:
 - 1 achieving status and wealth
 - 2 contributing to the community
 - 3 family relationships
 - 4 personal achievement
 - 5 professional success
 - 6 security
- c. The researcher questionnaire of work-family conflict. This questionnaire was written by researchers and considering the performance of personnel working in the Red Crescent

Society from a combination of the three questionnaires of scale conflict between the role, job interference - non-job of Odriksel, Olgin, Hildrig (1992), the scale of work-family conflict of Gregory, K. Stevens and Steven M. Summer (1996) and the scale of job roles-family pressure of Bohen, Wirzolong (1981).

To evaluate the superficial and content validity of questions the viewpoints of some professors were used and the validity was confirmed. The Cronbach alpha coefficient for job attachment questionnaire is ($\alpha=0.723$) and for the questionnaire of aspects of success is ($\alpha=0.758$) and for the questionnaire of work-family conflict is ($\alpha=0.758$).

Findings

Tables 1 are presenting the description of sample size in terms of gender, marital status, education, and the type of entering service, the service area and the position.

Table 1: Gender distribution of respondents

Gender	Number	Percentage	The cumulative percentage
Female	41	33.8	34
Male	79	63.2	97.1
Not answering	3	2.9	100
Total	123	100	

According to Table 2 the highest percentage (65.4) of respondents have bachelor's degree, their lowest percentage (4.4) of respondents have diploma degree or less and (0.7) percent did not answer the question.

Table 2: Distribution of respondents Educational Degree

Degree	Number	Percentage	The cumulative percentage
Diploma and less	6	4.4	4.4
Associated Degree	27	21.3	25.9
Bachelor	79	65.4	91.9
Post graduate	10	8.1	99.3
Not answering	1	0.7	100
Total	123	100	

The first hypothesis is that based on the aspects of success of the Red Crescent employees, their work-family conflict can be predicted.

Table 3: Multivariate regression between the aspects of success of employees and the of work-family conflict

Predictor variables	R	R ²	Regression coefficients	Test Statistics	P value
Employees' success	0.43	0.21	5.71	0.397	0.001
Work-family conflict	-0.65	0.53	0.327	4.42	0.001

As it is shown in Table 3 the correlation between aspects of success and work - family conflict is 0.43 which reflects the significance of the relationship between these variables therefore based on aspects of success of Red Crescent staff their work-family conflict can be predicted.

The second hypothesis is that based on the success of the Red Crescent employees, their job attachment can be predicted.

Table 4: The regression analysis

	sum of squares (s.s)	Degree of freedom (df)	Mean of squares (M.s)	Test statistic (f)	Correlational coefficient (R)	coefficient of determination (R ²)	Level of Significance (sig)
Regression	65.432	2	54.54	41.87	0.37	0.328	0.002
Error	28.754	121	66.53				
Total	94.546	123					

As it can be seen in Table 4 the correlation between job attachment and work - family conflict is 0.37 which reflects the significance of the relationship between these variables and the coefficient of determination is 0.328 and it means that 32% of the variance of job attachment can be explained by work - family conflict. The significant regression model test also showed that the significant level of 95% is meaningful (sig=0.000), therefore based on aspects of success of Red Crescent staff their job attachment can be predicted.

Table 5: The results of the regression coefficients

Variable	Non Standardized regression coefficients (B)	Standardized regression coefficients (Beta)	Test statistics (t)	Level of Significance (sig)
Fixed value	44.453		4.547	0.001
Job attachment	1.543	0.638	4.764	0.003
Work-family conflict	-1.589	-.546	-4.164	0.002

The test of third hypothesis: there is a significant differences between work-family conflict based on gender.

Table 6: t-test

t-test			
Gender	Number	Mean	Standard deviation
Male	81	3.95	0.665
Female	30	3.74	0.620
Minimum level of significance: 0.089		Degree of freedom: 121	
t-test value: 1.712			

Based on Table 6, the mean of male and female staff is almost the same and there is no difference between them and the given explanation about t-test has the minimum level of significance which is more than 0.05 and the fewer amount of t-test is 1.96 therefore it can be said that there is a significant difference between work-family conflict based on gender.

Testing the fourth hypothesis; there is a significant difference between job attachments based on gender.

Table 7: t-test for independent groups to review job attachment

Gender	Mean	Standard deviation	Degree of freedom	Test statistics	Level of significance
Male	112.46	15.51	121	3.120	0.003
Female	111.29	12.21			

The obtained findings indicate that the t-statistic is 3.120 and a significant level of 0.003. Because the level of significant is less than 0.05, the hypothesis is confirmed at the level 0.05 and by 95% certainty there is a significant difference between job attachments based on gender.

Conclusion and Suggestions

The findings imply that when the achievement of status and wealth is more it can be predicted that Red Crescent staff of North Khorasan had less work-family conflict and in terms of the contribute to the community at a higher level were successful unfortunately they experienced more work-family conflict. It seems that people that have dedicated themselves to work and help people unfortunately, they suffer more problems in the family and those who have thought about their personal success, had less conflict between work and family. These findings are consistent with Simon et al (2004) and also Ebi et al (2003) and not consistent with Parker and Kazmayer (1991), Shuaffer et al (2001). It seems that people who were looking for their personal success, have been able to meet their financial and social needs and more family care and satisfied them more. Generally, when a person pursues his own personal success, he can take care more of his family needs on welfare. Less need for employment of spouse, using various enterprises and institutions related to children, such as schools and appropriate child care, less need to do overtime and better social conditions are other factors which can play an important role in this regard. Results showed that the same people, who think more of their personal success, had less job attachment. It is possible either because of less attachment to their jobs they try toward other areas of personal success or more attractions in their individual fields have driven them to other side, although the role of personality variables in this field is considerable, but when we look to the second group of employees, we realize that a more substantial results have been achieved that individuals who have invested sincere in helping the people, unfortunately experience more work-family conflict and subsequent family problems. This is considerable concern that these issues can have adverse effects in the upbringing of children. Since these honest staff consistent with the findings of this study also has higher job attachment, it can be said that people who have more attachment to their jobs in Red Crescent of North Khorasan and are diligent and successful in contributing the community, but suffer more problems. Based on the mentioned background, the support of managers and supervisors is a key factor in reducing these conflicts. In this regard, the attention of managers is drawn to the fact that by identifying and helping of this valuable group, help them in contributing society and their family problems in one hand and helping Red Crescent Organization in another hand.

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