The Relation Between Businesses – Family Conflict And Role Uncertainty, Role Conflict And Work Satisfaction

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Abstract

The objective of this study is to analyze the affects of the conflict between business life – family life on the employees' attitudes towards work and their behavior patterns during work in the frameworks of the concepts. In this respect this study identifies the affects of business – family conflict on of role conflict, role uncertainty and work satisfaction. The universe of the research is constituted by 150 people who are among the members of Antalya World Trade Center. As a result of the hypotheses; there is a relation between the role uncertainty and role conflict perceived by the employees and work-family life conflict. Also, there is a relation between the role uncertainty and role conflict perceived by the employees and their work satisfaction. There is also a relation between work satisfaction and work-family life conflict.

Keywords: Businesses – Family Conflict, Role Uncertainty, Role Conflict, Work Satisfaction

1. INTRODUCTION

Is it possible that the employees may establish a healthy balance between their private and business lives by simultaneously being able to sustain their professional efficiency and to reserve sufficient time to their families in order to be happy? The importance of this proposed balance between business life and private life in professional success and household happiness is frequently accentuated by the publications concerning popular business life.

Research undertaken till today indicates that providing the above-mentioned balance is difficult. The reason is that the business and family lives have constantly changing natures. When it is considered that business organizations are open systems, it can be easily stated that the organizing objectives, which shape the employee's life, the organization's culture and structure, the administrator's directing style, business process, administration system shaping this process, the work definition of the employee, work requirements and standards are all elements and processes which are subject to changes. Besides, the employee's family life is also quiet open to change since it is directly related with the family which is a social institution with biological, psychological, educational, social and legal dimensions.

Therefore the relation between businesses – family life has also a changeable character. It is mostly probable that this changeable character leads to clashes in the personal life. When conflict is inevitable, one is obliged to manage the conflict (Efeoğlu, 2006: 1).

2. CONCEPTUAL INFORMATION

2.1. The Conflict between Business and Family Roles

In our age, business life, which constitutes the major part of daily life, is the primary determinant of one's personal life standards, expectations and future plans. Everyone has two roles shifting between work and home and inevitably reflects his / her professional problems to home and private problems to work. When the household roles and expectations of the family from the person is considered along with the long and concentrated work hours, the great personal load can be better appreciated. One's expectations concerned with work and home point to success in his / her roles together with the feelings of satisfaction and tranquility. The conflict between businesses – family is defined as the clash of roles that happens due to the disaccord between the role expectations originating from work and family (Greenhaus et al., 1989: 313).

If the working member of the family is a married person also being a mother / father, this means that his / her workload is heavy. The work – family conflict emerges when one has more than one role. The theories about being overloaded and obscured state that high work conflict brings together the conflict of work – family. Business facts such as role uncertainty, role clash, high intellectual and physical effort, psychological pressure due to heavy workload, insufficiency of time, milieu under stress etc., are directly related with the work – family conflict (Higgins & Duxbury, 1992: 392-393). Problems due to the dual roles related with work and home is accompanied with clash of roles. The reason of the role clash is the incompatibility of these roles attributed to one person (Çarıkçı, 2001). Acquisition of more than one role and disaccord between these roles lead to role stress. The concepts of role stress and role clash is more related with the nature of the role than with individual incapabilities in the accomplishment of the role. The individual gets disappointed due to this situation (Özgüven, 1989: 35). The greatness of the clash between work – family roles forces one to choose between the family or work and this results in dissatisfied and pessimist behavior.

The work-family conflict is two-directional: work-family conflict happens when the work does not let one fulfill the family role, while the work-family conflict happens when the family does not let one fulfill the work role (Duxburry at al., 1994: 450). The work-family conflict is a multidimensional and multidirectional process. While the level of attachment of the person to his / her work or family, the problems experienced at home or work and the requirements and expectations of the family or work determine the situation before the conflict, as a result of the conflict, one's satisfactions with the life at home or work and related with this, one's general level of satisfaction with the life may decrease (Jackson et al., 1985: 575; see Çarıkçı, 2001).

The simultaneous requirements of work and family may lead to stress on the person and may direct the person to thinking his preoccupations. It can be argued that the work-family conflict is a result of the clash between three roles: being at the same time mother / father and wife / husband. Because of this situation, the responsibilities of the individual increase and roles may be complicated with each other (Carlson & Kacmar, 2000).

2.2. Role Uncertainty

Different definitions of role uncertainty agree on the fact that it emerges due to the individual's insufficient information about his / her roles. Role uncertainty within an organization is defined as the uncertainty of professional expectations from the employee and the insufficiency of orientation about his / her role in the work environment (Şimşek & Aslan, 2007: 725).

Özkalp and Kırel analyze the types of role uncertainty under two main groups (Kundakçı, 2003):

• Mission Uncertainty: It is the ambiguity about the missions or duties of the employees working for an organization. It has different levels according to the shortage of information and definition on the mission.

• Social – Emotional Uncertainty: It is the situation when the employee does not know how he / she is evaluated by others. Uncertainty happens because the criterions of evaluation are not clearly defined. The individual experiencing this problem does not know into which extent he / she is necessary for the organization and this may lead to dissatisfaction.

2.3. Role Conflict

Role conflict is the problem of an individual who has conflicting roles and who is obliged to fulfill the requirements of these roles at the same time. In this case, the individual neglects one of these roles for the sake of accomplishing the other one. In another sense, this is a psychological situation originating from the disaccord between the inner and outer worlds of the individual (Randolph & Posner, 1981: 89).

For Stanley (Stanley, 2006: 32) this problem is mostly observed in employees working in the field of medicine. The most frequent reason of their problem is the hidden clash between the clinic roles related with the professional values and administrative roles related with the organizational values.

Kahn and his friends classify the types of role conflict as the inner conflict of the role sender, the conflict amongst the role senders, the conflict between the roles, the conflict between the individual and the role and excessive load of roles (Kundakçı, 2003):

• the inner conflict of the role sender: In this case the expectations of the person who requires the role are conflicting with each other. Hence fulfilling one requirement may render the

other impossible. For instance, a man who wants to be successful in his husband and father roles by at the same time being obliged to work hard, exemplifies this case.

• the conflict amongst the role senders: When there are more than one role senders with clashing requirements this creates a tension on the role obligator.

• the conflict between the roles: This problem is observed when a role obligator responsible for many requirements cannot decide which role is the most important one.

• the conflict between the individual and the role: This is the dissonance between the personal values, faiths, preoccupations and capabilities of the role obligator and the requirements of his / her role.

• the excessive load of roles: This is the loading of roles which exceeds the capabilities of an individual.

2.4. Work Satisfaction

An important portion of one's lifespan passes at the work environment. For this reason, one's level of satisfaction at work considerably affects his / her overall life and pleasure felt through work and the resultant positive affect of this on the life gradually improve psychological and physiological health. This leads to happiness in family life and efficiency in business organization (Örücü at al., 2003). One of the most important factors, which determine the employee's behavior patterns at the business organizations, is their level of contention with their job. It is difficult to define work satisfaction because it is an abstract concept. Although generally definitions of work satisfaction are similar, there are still different definitions of this term. These definitions may be summarized as follows: in its most basic sense, work satisfaction is one's positive attitude towards his / her work (Noe at al., 2004: 325). This definition regards work satisfaction as a feeling. In general, work satisfaction is the employees' positive or negative reactions against situations that constitute the overall working milieu. (Özgüven, 2003: 127). Work satisfaction may also be defined as the pleasure or positive behavior reached at the end of an evaluation of working milieu. (Babin & Griffin, 1998: 128). This definition emphasizes the behavioral dimension of the concept.

Therefore employees' feelings concerning any kind of work-related situation constitute work satisfaction. Dikmen argues that work satisfaction is an emotional rather than intellectual reaction against work. (Dikmen, 1995: 116). This definition emphasizes the emotional rather than cognitive dimension of the concept.

3. DEVELOPMENT OF HYPOTHESES

3.1. The Relation between Work-Family Life Conflict and Role Stress

Role is the process or activity which is expected from an employee by others. The following features of role differentiate it from mission: Some of the activities and processes undertaken

for the requirements of the role may not be related with the mission of the employee, those who expect roles may be someone else than the superiors. However, the processes and activities undertaken for the fulfillment of the mission is related with the objectives of the business organization and the accomplishment of these tasks are required by superiors in the basis of legal documents (Başaran, 1982).

Role conflict happens when expectations emerging from the roles assigned to the employee clash with each other. In other words, role conflict occurs as a result of the state of ambivalence due to different and contradictory roles. On the other hand, as the role of the employee becomes more indefinite, the intensity of the employee's ambivalence increases.

The factors that increase role uncertainty are employee's lack of information concerning his / her authorizations, responsibilities and employer's expectations, non-existence of a clear definition of the work and planned objectives and required standards regarding the work, incertitude about the efficient usage of time during work.

Role conflict increases when the works that have to be done by the employee are quite varied and unrelated with each other, when there are insufficient number of personals to fulfill the given task, when the employee is sometimes obliged to violate certain rules for the accomplishment of the task, when the employee is in relation with working groups which take part in quite different components of the business organization, when the employer receives contradictory requirements during the work.

The following hypothesis is derived in order to assess the nature of the relation between role conflict, role uncertainty and work-family conflict:

H1: There is a relation between role uncertainty and role conflict perceived by the employee and work-family life conflict.

3.2. The Relation between Role Stress and Work Satisfaction

Work satisfaction is the gratification due to the harmony between the character of work and personal expectations and character (Fisher, 2001). Work dissatisfaction, on the other hand, is the incapability of the work in fulfilling the professional expectations.

The following hypothesis is derived in order to assess the nature of the relation between the constituents of role stress and work satisfaction:

H2: There is a relation between role uncertainty and conflict perceived by the employee and work satisfaction.

3.3. The Relation between Work-Family Life Conflict and Work Satisfaction

While the pre-conditions of conflict is constructed by the level of one's attachment to work or family, the problems one experiences at work or family and obligations originating from work or family, as a result of the conflict, there may be considerable decrease in one's satisfaction concerning work and family life and general life. (Jackson at al., 1985: 575).

The more employees realize that their institutions support family, the more they make advantage of existing work-family benefits and the less they experience work-family conflict. In addition, these kinds of employees become more satisfied with their work, their institutional engagement increase and their tendency to hand over their jobs decrease. On the other hand, the employees which think that their institutions support their families very little, experience work-family conflict even after the administrative support and population-related parameters are controlled. Because of this, the improvement of the enterprise culture in a family supportive direction is the prerequisite for using the advantages of family supportive policies. (Donovan & Halpern, 2002: 32).

Work satisfaction is a central issue also from the viewpoint of work-family conflict. The level of the employees' work satisfaction is mostly related with their companies. Employers give importance to employees' gratification because they think that this factor increases work efficiency and decreases the handing over of the jobs and firm costs. Therefore, in the context of the current environment of professional competence certain fields of specializations emerge. The reason of the companies' effort to gratify their employees is the high level of efficiency presented by the satisfied employees.

The following hypothesis is derived in order to assess the nature of the relation between work-family conflict and work satisfaction:

H3: There is a relation between work satisfaction and work-family life conflict.

4. METHODOLOGY AND ANALYSIS

4.1. The Objective of the Research

The objective of this study is to analyze the effects of the work-family life conflict on the employees' attitudes towards work and their behavior at work in the framework of the concepts of Role Conflict, Role Uncertainty and Work Satisfaction. In so doing, this part will identify the effects of the work-family life conflict on Role Conflict, Role Uncertainty and Work Satisfaction.

4.2. Sample Selection and Data Collection

The data used in this research is composed of primary type information. Questionnaires are collected by using face-to-face communication method.

The universe of the research is constituted by the members of Antalya World Trade Center during 2010. The sample concerned with the research is formed as a result of coincidental sampling method. A total of 150 completed questionnaires were received.

4.3. Scales Used

During the research, a questionnaire form composed of the variables is set up in order to render the hypotheses measurable. The study plans to use the 10-entried Work-Family Life Conflict Scale developed by Netenmeyer, Boles and McMurrian (1996) ; 6-entried Work

Satisfaction Scale developed by Rusbult and Farrell (1983), 14-entried "Role Conflict and Role Uncertainty Scale" and "Personal Information Form" developed by the author. The resultant evidence will be evaluated by using the SPSS 17.0 program.

5.FINDINGS

5.1. Demographical Characteristics

Age:

23,3 % of the participants are between the ages of 26 – 33, while 36,7 % are between 34 – 41, 23,3 % are between 42 – 49 and 16,7 % are 50 and above.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26–33	35	23,3	23,3	23,3
	34–41	55	36,7	36,7	60,0
	42–49	35	23,3	23,3	83,3
	50+	25	16,7	16,7	100,0
	Total	150	100,0	100,0	

Education:

3,3 % of the participants are primary school graduates while 20 % have secondary school, 43,3 % have high school, 30 % have university (bachelor) and 3,3 % have post-graduate degrees.

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	5	3,3	3,3	3,3
	Secondary School	30	20,0	20,0	23,3

	High School	65	43,3	43,3	66,7
	University (Bachelor)	45	30,0	30,0	96,7
	Post-Graduate	5	3,3	3,3	100,0
	Total	150	100,0	100,0	

Profession:

The professions of the participants are given below. The most frequent professionals are teachers, journalists and public relations specialists.

Profession

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Teacher	50	33,3	33,3	33,3
	Journalist	25	16,7	16,7	50,0
	Public Relations	25	16,7	16,7	66,7
	Manager	25	16,7	16,7	83,3
	Vice-manager	25	16,7	16,7	100,0
	Total	150	100,0	100,0	

5.2. HYPOTISES TESTING

H1: There is a relation between role uncertainty and role conflict perceived by the employee and work-family life conflict.

Correlations

		Role Conflict and Role Uncertainty	Work-Family Conflict
Role Conflict and Role	Pearson Correlation	1	,285**

Uncertainty	Sig. (2-tailed)		,000
	N	150	150
Work-Family Conflict	Pearson Correlation	,285**	1
	Sig. (2-tailed)	,000	
	N	150	150

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

The value of the Correlation coefficient Sig. (2 tailed) is found 0,000. H1 is accepted. There is a relation between role uncertainty and conflict perceived by the employee and work-family life conflict. This relation is a positive weak Correlation at the value of 0,285.

H2: There is a relation between role uncertainty and conflict perceived by the employee and work satisfaction.

Correlations

		Role Conflict and Role Uncertainty	Work Satisfaction
Role Conflict and Role Uncertainty	Pearson Correlation	1	-,742**
	Sig. (2-tailed)		,000
	N	150	150
Work Satisfaction	Pearson Correlation	-,742**	1
	Sig. (2-tailed)	,000	
	N	150	150

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

The value of the Correlation coefficient Sig. (2 tailed) is found 0,000. H1 is accepted. There is a relation between role uncertainty and conflict perceived by the employee and work satisfaction. This relation is a negative strong Correlation at the value of 0,742.

H3: There is a relation between work satisfaction and work-family life conflict.

Correlations

		Work Satisfaction	Work-Family Conflict
Work Satisfaction	Pearson Correlation	1	-,328**
	Sig. (2-tailed)		,000
	N	150	150
Work-Family Conflict	Pearson Correlation	-,328**	1
	Sig. (2-tailed)	,000	
	N	150	150

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

The value of the Correlation coefficient Sig. (2 tailed) is found 0,000. H1 is accepted. There is a relation between work satisfaction and work-family life conflict. This relation is a negative mediocre Correlation at the value of 0,328.

6. CONCLUSION

The majority is between the ages of 34–41. Most of them are teachers, journalists and public relations specialists. Most of them have high school education as 43,3 % and university (bachelor) education as 30 %.

As a result of the Hypotheses; there is a relation between the Role Uncertainty and Role Conflict perceived by the employees and Work-Family life Conflict. There is a weak relationship as positive. Also, there is a relation between the Role Uncertainty and Role Conflict perceived by the employees and their Work Satisfaction. There is a negative strong relationship. There is also a relation between Work Satisfaction and Work-Family life Conflict. There is a negative mediocre relationship.

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