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THE EFFECT OF WORK-FAMILY CONFLICT AND WORK-FAMILY FACILITATION ON JOB SATISFACTION AND JOB PERFORMANCE IN NATIONAL IRANIAN DRILLING (NIDC)

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ABSTRACT

The main purpose of the current research is to investigate the effect of work-family conflict and work-family facilitation on job satisfaction and job performance at the National Iranian Drilling Company. The method used here is applied when considering the purpose, and descriptive by considering the nature of study. Among the statistical population of this research, which is N=5817, number of 361 samples have chosen using Morgan sample size table, that benefits the combination of proportional random sampling and systematic random sampling. In order to gather the required data to do this research, we have used a standardized Boles *et al.*, questionnaire to measure the conflict between the work and the family, a standardized Grzywaz and marks questionnaire to measure the facilitation of the work and the family, a standardized Hortline and Ferrel questionnaire to measure the job satisfaction, and a standardized Babin *et al.*, questionnaire to measure the job performance. The reliability of the above questionnaires was calculated using cronbach's Alpha that were (0.84), (0.79), (0.93) and (0.91) respectively. The data collected were analyzed through the linear regression test, structural modeling in SPSS environment using Amos techniques. The results indicate that the work-family conflict and the family-work conflict both have a negative effect on job satisfaction. In the other hand, work-family facilitation and family-work facilitation have a positive effect on job satisfaction. It should be noted that the job satisfaction is an effective parameter on job performance.

Keywords: *Work-family Conflict, Family-work Conflict, Work-family Facilitation, Family-work Facilitation, Job Satisfaction and Job Performance*

INTRODUCTION

In recent years, personnel job performance has been one of the issues at the focus of researchers and this tendency in both research and applied fields, led to various innovations (Li, 2001). In fact, job performance is one of the extensive topics which include a great deal of literature in management sciences (Marr and Schiuma, 2003). Despite of presence of various models and frameworks in this context, new conceptual models are being developed and in this work, two basic issues namely work and family and their role in personal job satisfaction will be studied.

In reality, work and family are two major social components for individual and society; so that keeping order and general health of the people is related to balanced and efficient performance of these parts. This issue is an inevitable matter in societies in which development of social roles is possible for all members of the society and requirements of the social structure and personal development favorites are affected by the role of people (Greenhaus and Beutell, 1985).

Conflict of work and family and their facilitation have mutual effects on personnel and organizations (Boyar and Mosley, 2007). Despite of all positive effects of work and income on personal life, the concept of work evolved imperceptibly by time, changed social and family relationship and ultimately led to problems for employed people. One of the greatest problems faced nearly all people is conflict of work and family and its effect on personal performance of employees.

Today, in new organizations, managers know that in order to improve organizational performance and satisfy personnel, their family status must be more taken into account and HR policies and strategies must be prepared to support employees and their personal affairs and families so that they can do their job

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without worrying about conflict of work with their family or any stress. This issue eventually leads to support of work – family relationships and emphasized the empowering role of work – family (Choi and Kim, 2012).

Problem Statement

An organization is a technical and social system whose life and stability depends upon a strong relationship between all elements and parts forming it and human force is one of the most important and inseparable part of each organization and paying attention to it is one of the most important tools for promoting goals of an organization so that study of the performance of personnel in work environment is important with regard to its significance.

In fact, job performance is the ability of personnel in achieving maximum of goals and satisfaction of organization beneficiaries (Abolfathi, 2011). However, the most important issue in improvement of personnel job performance is alignment of environmental factors with organizational goals and requirements and this will be accomplished when personnel perceive job satisfaction from organizational environment and its interaction with others personal and social needs (Hagger and Hein). On the other hand, in today societies, management of work and family responsibilities face increasing problems whose main factors include changes in nature of work environment and family such as increasing women collaboration in work environments and number of families in which both man and woman work (Kalhorian *et al.*, 2011). Although it is expected that a balance to be made between job and family demands, collaboration in both contexts and presence of conflict among them often makes unsuitable consequences for person, family, organization and society (Beygi *et al.*, 2010).

Problems prompted policy makers and managers to pay more attention to issues corresponding to interface of family and work. Therefore, there is an extensive literature about issues such as work – family conflict and balance or similar concepts. Some of the researches tested the relationship between work – family conflict with results of job and life satisfaction, exhaustion and absence (Allen *et al.*, 2000). Majority of works considered the negative effect of work – family conflict for people and their employment in organizations (Kossek and Ozeki, 1999). Although many experts have a negative look at the work – family relationship, recently, there have been positive visions toward it. Indeed, diverse experimental researches are done to find out whether work and family can support each other (Karatepe and Yavas, 2008).

The purpose of conflict is to follow a goal and moving away from other one; while facilitation forms when pursuing one goal makes the chance for achieving other one possible (Wiese and Salmela-Aro, 2008). Moreover, results obtained from researches reveal that both conflict and facilitation include accomplishment of job duties as well as life satisfaction and this issue has less been considered in Iran. On the other hand, investigation of operational structure of personnel of Iran National Drilling Co. illustrates that this issue is taken into account by personnel and can be a reason for carrying out this research. By relying upon national power and utilization of forces, facilities and equipment, experts of drilling industry provide technical and drilling services and play a pivotal role in self-sufficiency and economic independence of oil industry. The role and significance of oil industry is not unknown for anybody since the main part of currency income of the country is from oil exports and the organization responsible for extraction, utilization and purification of this vital material is ministry of oil and one of the secondary companies whose responsibility is to drill and extract oil independently is National Drilling Co., therefore, maintenance of human resources and experts of this industry is of great importance, the problems of personnel must be scrutinized and studied exactly. Other important issues corresponds to personnel families whose damage leads to serious damages to work environment.

Therefore, since personnel of national drilling Co. play a vital role in development of national economy, it is important that appropriate fields for personnel satisfaction is studied thoroughly and since personnel performance has a close relationship with their job satisfaction, ignoring this issue manifests itself as low efficiency and profitability.

Hence, recent work attempts to find an answer for the question of the effect of work – family conflict and facilitation on job satisfaction and finally, job performance of the personnel of National Drilling Co.

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Significance of Research

Today, role and importance of human force in all economic, social and cultural aspect is evident. In our country as well, due to major reconstruction and modification of economic, social and cultural structures or organizations, the role and importance of human resources manifests itself more than ever.

In fact, human force is the fundamental capital of organizations and the origin of revolution and innovation (Mir, 2010). Recent case studies illustrate that organizations face serious problems in understanding the challenge between emotional and work state of the person and multiple roles which may lead to excessive exhaustion of the employee as a result of work – environment conflict and management of losses arising from consequences of excessive work and conflicts of roles in family (Turner *et al.*, 2010).

It must be noted that these issues are considered in various works with different subjects such as work – family conflict and facilitation and carrying out various researches can prepare managers for addressing such challenges. Previously, many researchers suggested that there is a significant relationship between work – family conflict and job outcomes and satisfaction, organizational commitment and tendency to move personnel (Choy and Kim, 2012). Now, it can be said that the importance and necessity of doing research in National Drilling Co. is considerable from three points of view. First, in Iran, there are few researches carried out about this issue especially work – family facilitation and conflict on organizational outcomes. Therefore, this research can be an introduction to extensive researches of the future. Second, with respect to application, since the results of this work are in line with novel theories and working conditions, research suggestions are of significant importance.

Research Hypotheses

1. Work – family conflict affects job satisfaction.
2. Family – Work conflict affects job satisfaction.
3. Work – family facilitation affects job satisfaction.
4. Family – Work facilitation affects job satisfaction.
5. Job satisfaction affects job performance.

Research Background

Kalhorian *et al.*, (2011), investigated the relationship between organizational supports, work – family conflict and leaving job. Results revealed that organizational supports, moderate the role conflicts and reduces job leaving tendencies. Moreover, results illustrate that work – family and family – work conflict positively affect job leaving tendency.

Mohammad (2012) carried out a research about the status of work safety, mental health and job satisfaction of contractual personnel of Iran National Drilling Co. and results illustrated that work safety is low mental health is high and job satisfaction is moderate in this company.

Alhani and Ojian (2013) in a work entitled “work – family conflict in nurses and its accompaniment with their life quality”, they found out that work – family conflict is considerably higher than family – work conflict. Moreover, these variables have significant and direct relationship with each other. On the other hand, life quality of nurses was evaluated to be moderate. Life quality has significant and inverse relationship with work – family and family – work conflict.

Wiese and Salmela-Aro (2008) carried out a research entitled “conflict and facilitation as predictors of satisfaction and commitments”. Results revealed that conflict and facilitation are related with work outcomes especially satisfaction. When exclusive concentration on goal intervention or facilitation, dependency relationship of family with performance was less studied. Therefore, when the relationship between conflict and facilitation of goal are investigated, relative dominance of facilitation clearly showed the positive relationship between work and family indices.

Karatepe and Yavas (2008) in a research entitled preliminaries and outcomes of work – family and family – work facilitation discovered that work social facilitation is positively related to family – work and work – family facilitation. Moreover, personnel being supported from both aspects, have better performance in their work environment. Furthermore, results implied that family – work conflict lead to lower life satisfaction.

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Yannis *et al.*, (2012) studied the effect of life event of personnel (first marriage and child birth) on job satisfaction and found out that first child birth has a long term effect on job satisfaction. Furthermore, results revealed that improvement of job satisfaction in first marriage is weaker compared to first child birth. This study shows dynamic effects of non-working factors related to job satisfaction as well as dynamic interaction between work and life categories.

Choy and Kim (2013) attempted to find out the predictive effect of work – family conflict and facilitation on job satisfaction in Korean hotel industry. Their results illustrated that job satisfaction can be improved by limiting transfer of conflicts from work to family and evaluation of the nature of family – work facilitation. Another finding was that job satisfaction can improve performance. Unexpected result was that transferring conflict from family to work can have a positive and significant effect of job satisfaction.

NamasiVayam and XinYwan (2007) studied the strong and adjusting relationship between concentrating on work – family conflict and job satisfaction and results illustrated that in situations of work and family overlap, higher levels of concentration on progress leads to lower job satisfaction. On the contrary, in case of conflict of family and work roles, higher levels of strong concentration on conflict prevention results in lower job satisfaction.

Wayne *et al.*, (2007) using preliminary information corresponding to the relationship between five major factors of personality and conflict and facilitation of work and family roles. Results confirmed that extroversion has stronger relationship with facilitation compared to conflict, spirit has more relationship with conflict but weak relationship with facilitation, deontology has a weak relationship with conflict and conflict has a negative relationship with work – family performance.

Karley and Allen (2003) studied the relationship between type A negative affectivity state and five major personality traits with conflict directions (work – family and family – work). Results illustrated various aspects of conflict are related to both types of conflict. Agreeableness is related to conflict based on time and deontology is related to family – work conflict.

Carbonell and Rodriguez (2012) tested the relationship between management of official and unofficial control and job satisfaction of the team of new product development. In this work, direct and indirect effect of control management on job satisfaction through role expectations (such as role conflict and ambiguity) and moderating effect of collaborative decision making was studied. Results derived from 197 new product development projects imply the effect of control management on role ambiguity, conflict and job satisfaction in the team.

Madrea *et al.*, (2013) carried out a research over 130 hotels and managers residential places and discovered that managers who consider diversity positive, report lower levels of role ambiguity and conflict and higher job satisfaction.

Research Conceptual Model

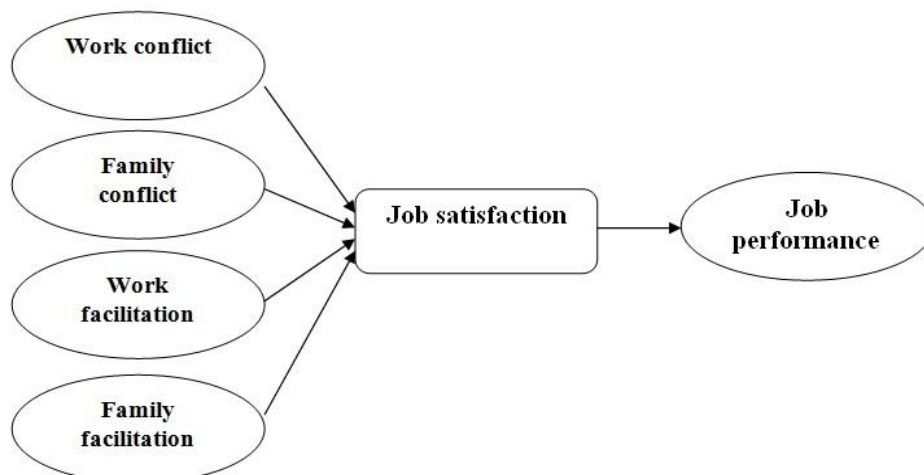


Figure 1: Conceptual model of research (Choy and Kim, 2012)

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MATERIALS AND METHODS

Research Methodology

Present work is descriptive that is one of the most appropriate methods used in social researches. With respect to the method of collecting data and variables interaction and research performance, the method of research is survey. Furthermore, from the point of view of utilization of organizational problems, this research is applied.

Research Statistical Population

Statistical population of research includes 5817 personnel of National Drilling Company.

Volume of Statistical Population and Method of Sampling

In this research, according to Morgan table, sample must at least include 360 people and according to Cochran formula, the population must cover 361 people.

In this work, to ensure correct return of questionnaires and preventing sample fall, 370 questionnaires were distributed which after collection and removal of incomplete questionnaires, 361 questionnaires were considered as basis of analysis. Moreover, to determine the sample, combined method was used; that is, at first stage, relative categorized sampling determined the population of each category. In this research, basis of relative categorized sampling is its being official or unofficial. At second stage, systematic sampling was used which is in accordance with a certain rule and like random sampling.

Data Collection Method

To achieve final goal of research, two methods of library and field studies including questionnaire, interview, observation, test and imaging were used to collect data.

Data Collection Tool

In present paper, data were collected using questionnaire. For this purpose, a questionnaire was prepared which includes two parts. First part corresponds to demographic information such as age, sex, marital status, educational level, employment history and second part which is the basis of measurement of research variables, includes 27 questions. Research questionnaire is derived from the following standard questionnaires:

- Standard questionnaire of measurement of work – family conflict (Bulls *et al.*, 2001)
- Standard questionnaire of measurement of work – family facilitation (Grawz and Marks, 2000)
- Standard questionnaire of measurement of job satisfaction (Hartline and Ferrell, 1996)
- Standard questionnaire of measurement of job satisfaction (Bobbin *et al.*, 1998)

To measure the variables of questionnaire, 7 options measurement scale of Likert is used ranging from absolutely disagree to absolutely agree.

Method of Data Analysis

In this research, to analyze statistical data and investigation of research hypothesis via SPSS, descriptive and inferential methods proportional to data and variable type by means of AMOS software and modeling of structural equations to validate statistical results are applied.

Description of Demographic Characteristics

In this research, among 361 people, 89 (24.7%) were female, and 272 (75.3%) were male. In official employment, 13.82% are female and 86.18% are male.

In unofficial employment, 32.54% are female and 67.46% are male. In this work, among 361 people, 301 (83.4%) are married and 60 (16.6%) are single. People having official employment are 7.89% single and 92.11% is married. Among people having unofficial employment, 22.97% are single and 77.03% are married. In addition, in this work, among 361 people, 11 (3%) are less than 25 years, 91 (25.2%) are 26-30, 119 (33%) are 31-35 years, 54 (15%) 36-40 years, 30 (8.3%) are 41-45 years and 56 (15.3%) are over 46 years.

In this research, among 361 people, 57 (15.8%) have diploma or less, 74 (20.5%) have associate degree, 169 (46.8%) have bachelor's degree and 61 (16.9%) have master's degree or higher. Furthermore, in this work, among 361 people, 68 (18.8%) have less than 5 years of experience, 144 (39.9%) 6-10 years, 59 (16.3%) 11-15 years, 21 (5.8%) 16-20 years, 27 (7.5%) 21-25 years and 42 (11.6%) have 26-30 years of experience.

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Inferential Analysis of Data

Research Hypotheses Analysis

1st hypothesis: The value of regression coefficient which represents the intensity of the work – family conflict effect of job satisfaction is -0.04 and since the level of significance (0.001) is less than error level, it can be said that the hypothesis is confirmed. In fact, job satisfaction decreases by increasing work – family conflict. Of course, small coefficient illustrates its determination capability. Analysis of modeling of structural equations reveals the intensity of the effect of work – family conflict on job satisfaction as much as -0.17 and since the value of Chi-square test is 16.57 with the level of significance of 0.000, therefore, presented model is confirmed.

2nd hypothesis: The value of regression coefficient which represents the intensity of the family – work conflict effect on job satisfaction is -0.184 and since the level of significance (0.000) is less than error level, it can be said that the hypothesis is confirmed. In fact, job satisfaction decreases by increasing family – work conflict. Of course, small coefficient illustrates its determination capability. Analysis of modeling of structural equations reveals the intensity of the effect of work – family conflict on job satisfaction as much as -0.22 and since the value of Chi-square test is 24.91 with the level of significance of 0.000, therefore, presented model is confirmed.

3rd hypothesis: The value of regression coefficient which represents the intensity of the work – family facilitation effect on job satisfaction is 0.529 and since the level of significance (0.000) is less than error level, it can be said that the hypothesis is confirmed. In fact, job satisfaction increases by increasing work – family facilitation. Analysis of modeling of structural equations reveals the intensity of the effect of work – family facilitation on job satisfaction as much as 0.59 and since the value of Chi-square test is 54.93 with the level of significance of 0.000, therefore, presented model is confirmed.

4th hypothesis: The value of regression coefficient which represents the intensity of the family – work facilitation effect on job satisfaction is 0.769 and since the level of significance (0.000) is less than error level, it can be said that the hypothesis is confirmed. In fact, job satisfaction increases by increasing family – work facilitation. Analysis of modeling of structural equations reveals the intensity of the effect of work – family facilitation on job satisfaction as much as 0.49 and since the value of Chi-square test is 48.66 with the level of significance of 0.000, therefore, presented model is confirmed.

3rd hypothesis: The value of regression coefficient which represents the intensity of the job satisfaction effect on performance is 0.792 and since the level of significance (0.000) is less than error level, it can be said that the hypothesis is confirmed. In fact, job satisfaction increases by increasing job satisfaction. Analysis of modeling of structural equations reveals the intensity of the effect of work – family facilitation on job satisfaction as much as 0.85 and since the value of Chi-square test is 112.29 with the level of significance of 0.000, therefore, presented model is confirmed.

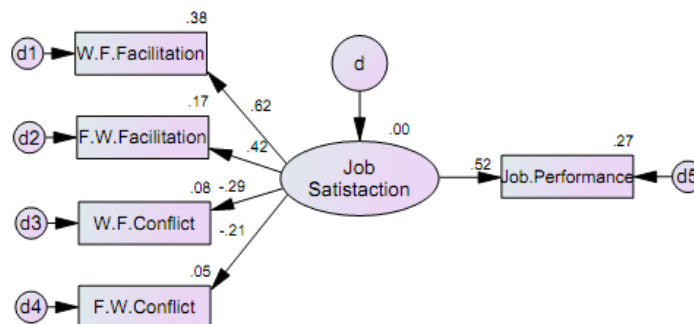


Figure 2: Research analytical model

As can be seen in Figure 2, analysis of modeling of structural equations illustrates the level of intensity for each factor over variables. Job satisfaction has 0.52 effects on performance despite of conflict and facilitation and model shows positive effect for work – family and family work facilitation and negative

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effect for work – family and family work conflict. Since Chi square value for model is 162.21 with level of significance as much as 0.000, the presented model is approved.

Conclusion

1st hypothesis: in explaining this hypothesis, it can be said that if personnel are employed for hard works and their assigned duties have negative effects on their personal life; that is, personnel engage in works and forget their social and family duties, instead of considering their duties in family think about their duties in work and because of work in leisure plans, they do not enjoy working and their job satisfaction decreases. These findings are in agreement with the works of Amiri and Davarzani (2008), Beygi *et al.*, (2010), AriziSamani *et al.*, (2012), Showli *et al.*, (2011), Barrack and Allen (2002), Byron (2005), NamasiVayam and XinYwan (2007), Ahmad (2008), Choy and Kim (2012), Wiese and Salmela-Aro (2008), Boyer and Mosley (2007) and Madrea *et al.*, (2013).

2nd hypothesis: in explaining this outcome, it can be said that among personnel, those whose family expectations are not compatible with their work activities and sometimes as a result of their family expectations, they are forced to postpone their job duties or even fail to do their job, have low job satisfaction and the conflict of work and family leads to reduction of interest and tendency of that person for more active presence in work environment. Findings are compatible with the works of Amiri and Davarzani (2008), Beygi *et al.*, (2010), AriziSamani *et al.*, (2012), Showli *et al.*, (2011), Barrack and Allen (2002), Byron (2005), NamasiVayam and XinYwan (2007), Ahmad (2008), Choy and Kim (2012), Wiese and Salmela-Aro (2008), Boyer and Mosley (2007) and Madrea *et al.*, (2013).

3rd hypothesis: in explaining this finding, it can be said that in organizations in which through performing job, personnel tackle their family responsibilities easily and their experiences help them become a useful and effective person in the family and when they have a good day in work environment, they can have a better interaction with and the best utilization from their personal skills, work environment will be enjoyable for people and increase their satisfaction.

4th hypothesis: to explain above finding, it can be said that consultation with family for better solution of work problems, supplying family needs in line job activities, having confidence in performing job and finally, more preparedness for performing duties, causes the person looks at job as a fun and consequently, job satisfaction increases. Literature review reveals that this is in accordance with findings of Wayne *et al.*, (2007), Karatepe and Yavas (2008), Yannis *et al.*, (2012), Choy and Kim (2012), Wiese and Salmela-Aro (2008) and Boyer and Mosley (2007).

5th hypothesis: in explaining this issue, it must be noted that if personnel are satisfied by their work and enjoy being in their work environment and respect their colleagues in work interactions, be satisfied by their salaries and consider it fair, recognize their job path clearly, have equal progress opportunities and in general, be satisfied by their work and working environment, it leads to their more attempt in performing duties and this leads to improvement of their job satisfaction. To compare the results, it must be kept in mind that results are in agreement with that of Attar (2001), Ahmad (2008), Pogi (2010) and Choy and Kim (2012).

Recommendations for Research

- Managers by taking various actions such as educational enrichment, training complex duties and make a job as challenge compatible with people's skills and abilities, can reduce work difficulty whereby reduce stresses, working problems and work – family conflicts.
- Corresponding units of the organization especially social harms prevention units (i.e. medical services and work improvement administration) can help development of personnel social support by holding consecutive training courses for families.
- Sick leave, presenting medical benefits, practically considering personnel special conditions including sickness, pregnancy and so on and taking future job path and clarification of personnel progress policies can make job a joy for them. Therefore, it is suggested that for increasing work – family facilitation whose outcome will lead to an improvement in job satisfaction, managers must consider above issues.

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- By providing consultation opportunities for personnel and their families, managers can act to resolve work problems and be effective in improving personnel morale and recognize fields of their mental improvement.
- If personnel – after a while – feel that the organization has become prison of their soul or organization exploits them and limits their freedom, they become skeptical about their work and consequently their job satisfaction reduces. Hence, it is recommended that managers use appropriate tools to prevent reduction of their personnel's satisfaction such as group tours, sport programs, cultural and sport competitions and so on.
- It is suggested that in order to prevent people's being bored mentally, spirit making and satisfier factors can be used in organization such as award system, feeling of equality in payments, attending growth and development of personnel and so on which can keep personnel's job satisfaction and prevent the sense of inability.

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