

Influence of Growth Need Strength on the Relationship between Work-Family Conflict and Job Satisfaction

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Abstract

This study is to determine the influence of Growth Need Strength [GNS] between work-family conflict and job satisfaction among SRN's. Data were collected through survey using questionnaire. This study employed stratified random sampling involving a total of 390 nurses at selected general hospitals. The finding of the study contributes in the specific area of literature, theory and also in research design. The results of this study suggest that the GNS as moderator have played significant important role between work-family conflict and job satisfaction. It is also providing a much better conducive working environment and by incorporating policies that can improve job satisfaction.

Keyword: GNS; Job Satisfaction; Work-Family Conflict; Linear / Hierarchical Regression.

Introduction

Due to the rise in societal health conscious, the demand for health care has been skyrocketed. Nursing is an essential part of the medical and health-care systems, playing an important role in maintaining and promoting human health [1] the important person between patients and medical staff, enthusiastic and patient nurses improve the quality of medical services and promote the harmonious nurse-patient relationship. However, most of the time heavy workloads and volatile working environment put an enormous pressure on nurses, making them more prone to negative emotions such as anxiety and depression[2]. Ministry of Health [3] has found itself in a position where it has inadequate empirical information that might guide its efforts in enhancing psychological well-being for SRN of ensuring effective and efficient operation for any general hospital.

It has been established that, the psychological well-being for SRNs is determined to a large extent by that person's satisfaction with the individual experience of the various domains of life[4, 5]. One important domain is job satisfaction among the SRN [6].

According to [7] the decline in job satisfaction and the lack of a comprehensive approach to improve it may be the result of the limiting assumption on Growth Need Strength [GNS] towards nurses working in government hospitals. Moreover, in hospital operation, it is especially important for the SRNs to experience a better GNS that will contribute to job satisfaction [8, 9]

Review of Literature

Work-Family Conflict

Many studies have especially paid attention to job satisfaction in relation to work-family conflict [10, 11]. In fact, [12] stated that work-home interface for working women will be the foremost concern in the new millennium. In view of empirical evidence, a number of research studies have generally supported the association between work-family conflict and job satisfaction [11, 13, 14]

A study by [10, 11] indicated that the way in which organisational commitment influences the relationship between work-family conflict and job satisfaction is a question that has produced contradictory results. They addressed this issue by developing and testing a model that integrates role conflict theory and major research on organisational commitment, to elucidate the consequences that time-strain, and behaviour-based conflict has on job satisfaction. The research is based on data collected among Italian nurses, and the results show that time- and strain-based conflict are negatively related to job satisfaction. In addition, affective commitment moderates the relationship between strain-based conflict and job satisfaction, whereas normative commitment moderates the relationship between time-based conflict and job satisfaction [10, 11]

This is contradicting from a study by [14, 15] that emphasized that work-family conflict has become an issue of particular concern to today's businesses. Although there have been researches into the relationship between work-family conflict and job satisfaction, only a few studies have analysed the role of gender in this relationship. The objectives of this study are to analyse the moderating role of gender and of the salience of family and work roles in the work-to-family conflict and general job satisfaction, while the job's characteristics are controlled. Total 162 workers from Spanish public organisations took part in the study. The result from the regression analysis confirms the influence of gender on the relationship between work-to-family conflict and job satisfaction, such that women show a lower level of job satisfaction than men. However, the salience of the family and work roles were not found to have an influence on the aforementioned relationship, neither in the cases of men nor in those of women. The results are discussed

in the context of the theory of role identity salience and the gender role theory, as well as the possible cultural effects [14, 15].

Nevertheless, in a study done in Malaysia, there has been an increased in the number of single mother employees and their concern over the work-family conflict that they experience when tried to balance the demands of work and family roles [10, 16]. Recognizing the influence of the conflict on job satisfaction and the need for supervisor support, this study examined the interrelationships between these variables, and the mediating role of work-family conflict in the relationship between supervisor support and job satisfaction. The results of correlation analyses revealed that work-family conflict is negatively related to supervisor support ($r=-.23$; $p<.05$) and job satisfaction ($r=-.35$; $p<.05$), and supervisor support is positively related to job satisfaction ($r=.19$; $p<.05$). Results of regression analyses indicate that work-family conflict mediates the relationship between supervisor support and job satisfaction. Supervisor support leads to a reduction in work-family conflict ($\beta=-.23$; $p<.05$) which in turn leads to a reduction in the level of job satisfaction ($\beta=-.32$; $p<.05$). The results suggested that importance of providing social support at the workplace to help single mother would reduce the conflict that they experience and subsequently increase their job satisfaction [2, 17].

Influence between Work-Family Conflict and Growth Need Strength

[7, 18] identified three achievement motivation variables; Learning Goal Orientation (LGO), Growth Need Strength (GNS), and Action Orientation (AO) were positively related to work-family conflict. Data were collected from 428 individuals through a web-based survey. Results indicated that all three achievement motivation variables were clearly related favourably to work family balance and facilitation, while only AO was negatively related to conflict. The relationships between schedule flexibility and all work-family outcomes were moderated by both LGO and GNS. The majority of proposed interactive effects between achievement motivation variables and work-family stressors on balance were not significant. However, several interactions were significant when conflict or facilitation served as the criterion measure. Overall the results provided support for LGO, GNS, and AO as both direct and indirect contributors to work-family balance [19, 20].

Methodology

This study is a quantitative research with 390 of nurses at selected general hospitals. This study intends to determine the influence of GNS on the relationship between work-family conflict and job satisfaction among SRNs at selected general hospitals. The scope of the study is limited in the areas of sample size, data collection methods and data analysis. The study used the *critical mass* of the sample population from the total population to measure the influence of GNS on the relationship between work-family conflict and job satisfaction among SRNs at selected general hospitals and thus may result in a smaller sample size.

Work-Family Conflict

Work-family conflict was originally measured based on the 20 items instrument developed by [9, 13]. It was developed from her studies on the various role-switching occurrences in a dual-career life. In the adapted instrument, respondents were asked to indicate the extent of work-family conflicts being experienced on 21 statements. Responses were indicated based on a five-point Likert type scale format ranging from "Almost none (0-20%)" to "A Great Deal (81-100%)". The coefficient alpha reliability of the

scale was 0.89 among professionals and non-professionals in the studies conducted by [5, 9, 13, 14].

Growth Need Strength

The measure of GNS was adapted from the instrument developed by [18, 19]. The intention to develop the original instruments was derived from previous empirical and theoretical works proposing that such needs may moderate the relationship between job characteristics and job satisfaction [8]. The entire items on 12 items from 76 to 87 are statement questions with nil positive and negative items. The instrument was also best considered in conjunction with [1, 3, 19] GNS instrument. It was reported that an initial sample of 332 varied government employees obtained an alpha coefficient of 0.93 using ten items from the scale. Responses were on a five-point Likert type format ranging from "Almost none (0-20%)" to "a great deal (81-100%)". The mean item score was used as the overall index.

Job Satisfaction

According to [12, 15, 21] job satisfaction was measured based on the Minnesota Satisfaction Questionnaire (MSQ). The measure was of the primary indicators associated with a comprehensive theory of work adjustment developed by [7, 14, 17] Responses to the questionnaire were given on a five- point scale ranging from "very dissatisfied" to "very satisfied". [17] indicates that the MSQ appears to provide a sound measure of job satisfaction since it has tapped a wide range of features. The Hoyt internal reliability coefficients for the scale have been respectable (ranging from 0.59 to 0.97 across occupational groups). Substantial inter correlations among the MSQ scales justified the global satisfaction score [6, 8] the level of measurement selected for measuring all the variables discussed above was categorized at the interval scale. It is defined as a level of measurement that provides equal intervals from an arbitrary origin. The interval level of measurement is superior to the nominal and ordinal measurement scales. This level of measurement yields continuous data, which can be analysed by more powerful correlation and multiple regression procedures.

Discussion on Findings

Sampling Result

A total of 390 questionnaires were returned with a response rate of 87% from 450 of questionnaires. The statements were put on a Likert scale of 1 to 5 to measure the influence of GNS on the relationship between self-esteem and job satisfaction among the SRN at the selected general hospitals.

The study targeted SRNs who work at selected general hospitals. The selected general hospital has 11 departments which include:

1. Ophthalmology,
2. Ear, Nose and Throat,
3. Rehabilitation,
4. Orthopedic,
5. Pediatric,
6. Obstetric and Gynae,
7. Surgical,
8. Medical,

9. Neurosurgery,
10. Intensive Care Unit and
11. Emergency Department.

Based on the communication with representative of the hospital director, it has been acknowledged that the population consist of 3200 SRNs working at selected general hospitals. It represents a crude yardstick to achieve the aim of this study. Thus, in the context of this study, the appropriate sampling design selected was stratified random sampling.

According with [19, 20] stratified random sampling is a “process in which certain sub-groups or strata are selected for the sample in the same proportion as they exist in the population. Since there are eleven departments in selected general hospital, this research design would increase the likelihood of representativeness. In order to calculate and gain a more accurate result on the sample size, Slovin’s Formula was used. A few studies of job satisfaction have used Slovin’s formula to estimate the sample size of the study [8, 22]

Figure 4.1, illustrates the basis to estimate the sample size through Slovin’s Formula.

$$n = \frac{N}{1 + Ne^2}$$

Figure 4.1: Slovin’s Formula

Where,

n = Sample size

N = Population of SRNs in selected general hospitals

e = Desired margin of error

The estimated sample size is 356 by using 0.05 desired margin of error (e) and the population of SRNs in selected general hospitals is 3200. The result from Slovin’s formula proves that the estimated sample size falls within the same range which is suggested by Varkevisser, [22]

Figure 4.2 justification of the Slovin’s calculation:

$$\begin{aligned} &= 3200 / (1 + 3200 * 0.05^2) \\ &= 3200 / (1 + 3200 * 0.0025) \\ &= 3200 / (1 + 8) \\ &= 3200 / 9 \\ &= 356 \end{aligned}$$

Figure 4.2: Slovin’s Calculation

The Sloven formula shows that the number of 356 observations can efficiently represent the population in this study. However, in order to increase accuracy with a larger sample, the survey was conducted with 450 respondents.

In order to illustrate the accessible population located in eleven departments in selected general hospitals, a sampling frame was constructed. The 450 respondents were selected in proportion to the accessible population in the eleven departments. Out of the 450 questionnaires, 390 were filled completely and the response rate was 87%. It can be perceived that there was relatively high external validity. There was also confident that the responses were representative of the total sample [19]

Table 4.1 shows the breakdown of respondents in the eleven departments.

Table 1

Distribution of Respondents from Selected General Hospitals

| Departments | Population | Sample | Percentage (%) |
|--------------------------|------------|--------|----------------|
| 1. Ophthalmology | 250 | 35 | 7.8 |
| 2. Ear, Nose and Throat | 102 | 14 | 3.2 |
| 3. Rehabilitation | 290 | 41 | 9.1 |
| 4. Orthopaedic | 245 | 35 | 7.7 |
| 5. Paediatric | 240 | 34 | 7.5 |
| 6. Obstetric and Gynae | 350 | 49 | 10.9 |
| 7. Surgical | 450 | 63 | 14.1 |
| 8. Medical | 720 | 101 | 22.5 |
| 9. Neurosurgery | 100 | 14 | 3.1 |
| 10. Intensive Care Unit | 276 | 39 | 8.6 |
| 11. Emergency Department | 177 | 25 | 5.5 |
| Total | 3200 | 450 | 100.00 |

The summary of sampling flow and result in this study as illustrated in figure 4.3 below.

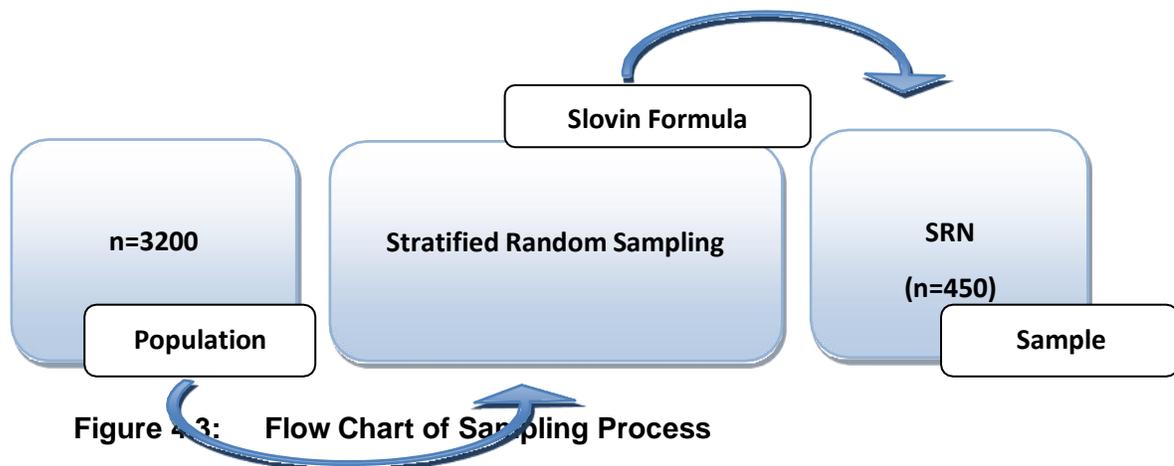


Figure 4.3: Flow Chart of Sampling Process

Relationship Analysis between Work-Family Conflict and Job Satisfaction

Based on the result, it reveals that work-family conflict are statistically significant at 1% levels, contributing to the work-family conflict and have positive effects on job satisfaction among 390 respondents. R² is the coefficient of determination, interpreted as the percentage of variance in Y (work-family conflict) that can be explained by X (job satisfaction). The highest R² of 0.601 indicates that 60.1 percent of the variance in job satisfaction can be explained by work-family conflict.

Table 4.2 shows regression analysis is performed to determine the relationship between work-family conflict and job satisfaction by using linear regression.

Table 2

Linear Analysis between Work-Family Conflict and Job Satisfaction

| Variable | Constant | R ² | SE B | Beta | Sig |
|----------------------|----------|----------------|-------|-------|--------|
| Work-Family Conflict | 1.211 | 0.601 | 0.026 | 0.627 | 0.001* |
| Job Satisfaction | | | | | |

*p < 0.01

Influence of GNS between Work-Family Conflict and Job Satisfaction

The results of hierarchical regression analysis, as presented in Table 4.8, indicate that 60.1 % of the variance of the job satisfaction is explained by work-family conflict which has significant relationship between work-family conflict and job satisfaction ($R^2 = 0.601$, $F\Delta = 337.862$, $p < 0.05$). With GNS variable, it gives additional contribution of 3.5% to explain the job satisfaction ($R^2 = 0.636$, $R^2\Delta = 0.035$, $F\Delta = 247.712$, $p < 0.05$). In the Step3, with both work-family conflict and GNS variables incorporated in the equation, the results show that the interaction variables (work-family conflict \times GNS) contributes additional 32.3 % of the explanation of the variance of job satisfaction, which is statistically significant ($R^2 = 0.959$, $R^2\Delta = 0.323$, $F\Delta = 2,398.655$, $p < 0.05$).

This finding indicates that there is evidence to suggest that the GNS as moderator in the relationship between work-family conflict and job satisfaction.

The following regression equations were used to analyse the role of GNS as moderator of the relationship between work-family conflict and job satisfaction:

$$\text{Equation 1} = \text{job satisfaction} = a + b_1 (\text{work-family conflict}) + e$$

$$\text{Equation 2} = \text{job satisfaction} = a + b_1 (\text{work-family conflict}) + b_2 (\text{GNS}) + e$$

$$\text{Equation 3} = \text{job satisfaction} = a + b_1 (\text{work-family conflict}) + b_2 (\text{GNS}) + b_3 (\text{Work-family conflict} * \text{GNS}) + e$$

Table 4.3 presents the result of hierarchy regression.

Table 3

GNS between Work-Family Conflict and Job Satisfaction

| Variable/s | R ² | R ² Δ | F Δ | SE B | Beta | Sig |
|---|----------------|-------------------------|------------|-------------------------|---------------------------|----------------------------|
| Step 1 Work-Family Conflict | 0.601 | 0.601 | 337.862 | 0.026 | 0.627 | 0.001* |
| Step 2 Work-Family Conflict GNS | 0.636 | 0.035 | 247.712 | 0.066 0.059 | 0.258 0.355 | 0.001* 0.001* |
| Step 3 Work-Family Conflict GNS Work-Family Conflict \times GNS | 0.959 | 0.323 | 2,398.655 | 0.031 0.021 0.005 | -0.936 -0.051 0.297 | 0.001* 0.016* 0.001* |

Note: $R^2 = 0.601$ in Step 1; $R^2\Delta = 0.035$ in Step 2 ($p = 0.05$); $R^2\Delta = 0.323$ in Step 3
* $p < 0.05$

Conclusion and Implication

Significant of Work-Family Conflict for Job Satisfaction

As the results of the linear regression analysis show that 60.1 % of the variance of the job satisfaction is explained by work-family conflict, which is statistically significant.

Result from hierarchical regression with GNS variable shown that contributes additional 3.5% to explain the job satisfaction. With both work-family conflict and GNS already in the equation, the results show that the interaction variable (work-family conflict \times GNS) gives additional contribution of 32.3 % of the variance, which is statistically significant.

The finding indicates that there is an evidence to conclude that the GNS as moderator in the relationship between work-family conflict and job satisfaction.

Role of Growth Need Strength

Growth needs strength play an importance role because it acts as a strong need for personal challenge and accomplishment, for learning, and for professional development on the job.

From the result, it can be concluded SRN's who have strong growth needs strength are predicted to develop a strong internal motivation when working on complex and challenging jobs. In other words, nurses with strong growth needs strength will respond more positively to the conflict in their personal life due to their job satisfaction. Therefore, it is important to consider the roles of growth need strength to develop job satisfaction.

Based on hierarchical regression, the findings suggest that although nurses face challenge as a result of overall life satisfaction, but most of them show that they have a high satisfaction level with their profession. Work-family conflict indicating that GNS have played significantly important role in nurses' job satisfaction as moderator.

Policy and Practical Implications

Hence, merely improving work-family conflict will not necessarily improve job satisfaction. Subsequently, the pursuit of better job satisfaction by changing things within the context of the organization must be viewed cautiously. Job satisfaction should probably be perceived as the result of a complex interplay work-family conflict.

It is important to take a constructive step in this direction by recognizing, understanding and accepting the fact that the concept of job satisfaction has indeed expanded. This realization will help policy – makers in developing a clearer and more comprehensive approach of managing employee job satisfaction. The policy maker should pay more attention to work-family conflict and GNS as potential sources of providing a much better conducive working environment that can improve job satisfaction.

This research study is hoping to add the much-needed anticipated knowledge about ways to raise job satisfaction in one aspect of the social science field and may also create awareness by influencing the GNS on the relationship between work-family conflict and job satisfaction among SRNs at selected general hospitals.

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