THE EFFECTS OF WORK-FAMILY CONFLICT ON JOB SATISFACTION AND AFFECTIVE COMMITMENT

Abstract

One of the factors affecting today's business life is conflicts among employees' work and family life. This issue, known as the work-family conflict, can be influential on many factors in the work life as well as on the affective commitment of employees to their jobs and job satisfaction. The purpose of this study is to verify the perspectives of work-family conflicts and to establish whether opinion differences about these types are present, investigate the level of the relationship between work-family conflict, job satisfaction and affective commitment in Turkey. The study is conducted on 180 employees in Istanbul. Data obtained from the survey is subjected to a series of statistical analysis. The determined hypotheses were tested and significant differences in opinion of employees have been exposed. The results of the research show that the work-family conflict negatively affects job satisfaction and affective attachment. Secondly, affective commitment and job satisfaction are two-way positive effects of variables.

**Keywords:** Conflict, Work-Family Conflict, Job satisfaction, Affective commitment
İŞ-AİLE ÇATIŞMASININ İŞ TATMİNİ VE ÜZERİNE ETKİLERİ

Öz

Anahtar kelimeler: Çatışma, İş-Aile Çatışması, İş tatmini, Affective commitment

INTRODUCTION
Conflict can be defined as a part of organizational life. According to researchers; it is important that the conflict between managers and employees is important, because if the conflict is not well managed, the organization has determined that it will lead to employee deterioration and productivity weakening (Tjosvold and Chia, 1988). As the impact of conflict management on the effectiveness of knitting has become more important, the richness of this field work has also increased in the literature on conflict over the years. While conflict in the workplace has been shown to be a protective against monotony and static of useful and group thinking by some researchers (Jehn and Chatman, 2000; Sullivan and Feltz, 2001; Wheaton, 1974, Gero, 1985; DeChurch and Marks, 2003).

In particular, the changing of business life with the effects of globalization, flexibility and diversity in the concept of time and space, the increase in the time spent at workplace, and the entering of work and family life. Nevertheless, the more active role a woman plays in the business life and the increasing day-to-day employment can disrupt the balance between the various roles of the individual (Kinnunen et al., 2004). In this context, social environment and familial expectations have also changed (Perry-Jenkins et al., 1992). All these changes bring about difficulties to come from above, but they disrupt both the familial and institutional balance of the employee and open up possible conflicts (Kinnunen and Mauno, 1998). It is foreseen that this unbalance will be the messenger of the troubles experienced in the organization. An important finding that something went wrong in the organization is that job satisfaction is low (Tütüncü, 2000: 108). The work is that conflicts within the organization diminish the employee's job satisfaction. From this, we can conclude that there is a negative relationship between conflict and job satisfaction. Organizational factors affecting job satisfaction and job satisfaction are often the most searched topics. Another important variable related to organiza-
tional productivity is emotional attachment. Patterned emotional commitment determines worker performance, turnover, absenteeism, job satisfaction, etc. (Riketta, 2002, Griffeth et al., 2000, Benkoff, 1997). There are studies that show that employees who do not have work-family imbalance will increase their mood emotional attachment, although it is not common in the literature to search for work in the context of work-family conflict in the field of emotional commitment (Meyer et al., 2002). In the light of these studies, it is thought that the conflicts within the organization are related to emotional attachment. In this study, it was aimed to investigate the relationship between the work-family conflict experienced by the employee and the job satisfaction and mental emotional attachment. Through this research, it was aimed to reveal important elements in the organization practices for the managers and employees. The following sections summarize the work's definition of family conflict, job satisfaction and emotional commitment, and important work outcomes.

1. LITERATURE REVIEW

1.1. Conflict

Conflict in general terms is based on the weakness of power, resources or social positions, and on varying value judgments, which means any opposition and mutual negative relationship (Robbins, 1974). The definition of what the Rahim had done for the conflict was; "It is an interaction that occurs in the form of disagreement or disagreement within or among individuals and groups (Rahim, 1985: 81).

1.1.1. Work-Family Conflict

The worker has succeeded in attracting researchers because of his/her contribution to the balance of work life and organizational productivity that he/she has established in his/her work life and family life (Allen et al., 2000). There are a variety of roles that an individual has to deal with throughout his or her life, but it begins to show incompatibility and conflict between the roles that it periodically undertakes. These conflicts can cause the individual to be massively affected not only in his/her social life, but also in the business life, from a number of problems and the living individual problem (Higgins et al., 1992). According to the definition of Greenhaus and colleagues, "work-family conflict" is "incompatible with each other in some aspects of role claims originating from work and family" (Greenhaus et al., 2003: 512) 1992), that is, any problem living in business life is the family; any conflict in the family can affect the business life. In this study we will only deal with the work-family conflict from these two dimensions (Frone et al., 1992). In short, business-family conflict; we will deal with the conflicts that arise from the fact that individuals cannot fulfill their roles and duties as well as the problems they have experienced in business life. Literature studies have shown that work-family conflict is more common than family-work conflict (Kinnunen et al., 2004).

1.2 Job Satisfaction

One of the most important reasons why job satisfaction is so much in the literature is that job satisfaction is at the top of the main factors affecting long-term employees' staying at work (Whitehead, 1989). Persons who are not satisfied with their needs and desires at work may soon feel uncomfortable and intend to leave the workplace. Vroom defines job satisfaction as an emotional reaction to the role of employees in their jobs and expresses positive responses to one's job as job satisfaction and negative responses as job dissatisfaction (Vroom, 1967: 99).
Spector (1997) suggests that job satisfaction is an individual's feelings about jobs and different aspects of work, the likes or dislikes of their work.

### 1.3. Relationship between Work-Family Conflict and Job Satisfaction

Organizational efficiency is one of the most important issues when viewed by the organization. As a result, productivity and its influential variables have been explored for many years. The efficiency of the performance at the point where we arrive is indisputable. Performance has direct positive effects on job satisfaction (Robins, 2003). The meaningful and negative relationships between job-family conflict and job satisfaction have been studied in many studies (Adams et al., 1996, Kinnunen et al., 2004, Bedeian et al., 1988, Greenhaus et al., 2003, Netemeyer et al., 1996). In the light of this information, the hypothesis established to show the effects of general work-family conflict on job satisfaction is as follows:

**Hypothesis 1:** There is negative relationship between employees’ work-family conflict level and job satisfaction level.

### 1.4. Affective Commitment

Although organizational commitment has begun to be debated towards the end of the 1970s, there is no definite consensus on the definition of the concept yet. The most important of the reasons why there is no consensus arises from the fact that the concept divides the concept into two as the affective commitment and the normative commitment by the researchers. Normative commitment focuses on associations with employees’ organizations (Bayram, 2005). Affective commitment focuses on the individual's past behavior, the process of organizing it (South, 2007). Meyer and Allen (1990) considered organizational commitment in a single dimension as a psychological state in the past; emotional, compulsory and normative. The most researched approach in organizational commitment literature is affective attachment. In this study, especially affective attachment is emphasized in relation to other variables.

Affective commitment is the willingness of the employee to identify himself / herself with the goals, values, and objectives of his / her organization and organization, and to work in organization for these values and goals (Oktay and Gül, 2003). They work emotionally and actively and voluntarily within the organization. Studies show that there is also a relationship between employees’ affective attachment to their managers' relationships with their managers. Employees have a strong affective commitment when they are dealing with employees (Rowden, 2000; Ceylan et al., 2001) and when they are fair (Allen and Meyer, 1990).

### 1.5. Relationship between Work-Family Conflict and Affective Commitment

There is a lot of research in the literature that investigates the relationship between organizational commitment and work-family conflict, although there are not many studies investigating affective commitment and work-family conflict. Conflicts will cause employees to be less connected to the job and seek opportunities to leave the job. The role of the manager in the face of possible conflict is thought to be influential on the affective attachment of the employee to the martial arts (Marchiori and Henkin, 2004: 353). In recent years, there has been a significant negative relationship between organizational commitment and work-family conflict (Netemeyer et al., 1996). Organizational commitment and work-family life conflict are significantly related to each other and organizational commitment decreases as work-family life conflict increases. However, in some studies, there is a weak negative relationship between the two
Affective commitment, which is the organizational commitment sub-dimension of our work, is addressed. Although there is no direct relationship between work-family conflict and affective commitment in the literature, our hypotheses in the light of the existing studies are as follows.

**Hypothesis 2:** There is negative relationship between employees’ work-family conflict level and affective commitment.

### 1.6 Relationship between Affective commitment and Job Satisfaction

Affective commitment is expressed as the attachment of the employee to positive emotions. The emotionally connected worker comes to his or her hand to reach its goal and sees itself as a part of the organization (Mowday et al., 1982). Job satisfaction is defined as the general attitude towards the employee’s work (Robbins, 2003). Researchers have a job satisfaction; the positive state of being at work, and the emotional response to work (Weiss, 2002). Based on the assumption that a positive relationship will be formed between two positive emotional states against this work, the following hypothesis has been established.

**Hypothesis 3:** There is positive relationship between job satisfaction and affective commitment.

### 2. DATA AND METHODOLOGY

#### 2.1. Aim of the Study

The collected data were entered into the SPSS 24 program and analyzed. Factor analysis and internal consistency analysis were conducted to establish the factor structure and reliability of the scales. Correlation analysis was used to examine the relationship between continuous variables, t-test and ANOVA were used for intergroup comparison. Statistical significance level was accepted as 0.05.

#### 2.2. Sample and Data Collection

The survey was conducted on employees in different companies in Istanbul. Participants work in many different sectors such as health, education, production, technology and service. The data collection is based on volunteerism and the survey has been put on a website that everyone can access for free (www.freeonlinesurveys.com). A total of 195 people returned to the survey. The data of 15 people who did not fill most of them were removed from the analysis and the data of the last 180 employees were analyzed.

85 of the participants were male (47.3%) and 95 were female (47.3%). Their ages ranged from 18 to 65 years (median: 31.93 years). It is seen that 40 of the participants are in high school (22.22%), 120 of them are university graduates (66.68), and 20 of them (11.11%) are studying at master and doctorate level. 140 (77.78%) of the employees were married, and 40 (22.22%) were single. Participants' experiences in the total business life range from 1 to 40 years, while experience in existing institutions ranges from 1 to 26 years. Demographic data are summarized in Table 1.

#### 2.3. Measures of the Study Variables
Work-Family Conflict Scale: The work-family life conflict scale developed by Netemeyer et al. (1996) was used to measure the levels of work-family life conflicts among employees. The scale was asked 5 questions measuring the work-family conflict arising from work life of employees. The questions are evaluated using the six Likert method and are rated to vary between (1) fully agreeing strongly disagree with (6) strongly disagree.

Job Satisfaction Scale: Job satisfaction within the scope of the research; general job satisfaction, satisfaction with manager and working environment. Overall job satisfaction was measured by taking 3 questions from the 4-item general job satisfaction scale developed by Quinn and Staines (1979). The reliability coefficient for this scale is .79. Satisfaction with the managerial and business environment was measured by a number of questions developed by researchers (“Satisfaction with my manager”, “Satisfaction with my manager's subordinates”). High scores indicate that employees have a high level of confidence.

Affective commitment Scale: The Turkish translations of the affective commitment scale were taken from the original scale of 8 words published by Allen and Meyer in 1990. Meyer and Allen's affective commitment scale is self-reporting scale. The questions are evaluated using the six Likert method and are rated to vary between (1) fully agreeing strongly disagree with (6) strongly disagree. Four reverse scoring questions in the original questionnaire were corrected. The reliability of the affective commitment scale has been tested by many researchers.
**3. RESEARCH MODEL AND HYPOTHESES**

A number of scientific studies have been conducted on the relationship between the variables involved in this study. For this reason, the variables studied and the relationships between them were determined by literature review. The model in this study is as follows.

- **Dependent Variable:** Job Satisfaction, Affective Commitment
- **Independent Variable:** Work-Family Conflict
In accordance with the model, the following research hypotheses were illustrated;

**Hypothesis 1:** There is a negative relationship between Work Family Conflict and Job Satisfaction.

**Hypothesis 2:** There is a negative relationship between Work Family Conflict and Affective Commitment.

**Hypothesis 3:** There is a positive relationship between Affective Commitment and Job Satisfaction.

**4. FINDINGS AND DISCUSSIONS**

**4.1. Statistical Analysis**

Factor analysis; Principal component analysis was used to determine the sub-dimensions of the work-family conflict, job satisfaction and affective commitment. All three variables came together under one single factor separately. Also, the degree of internal consistency and the reliability analysis is measured.

**4.2. Correlations Results**

In order to test the validity of the three hypotheses a correlation analysis is done. Table 2 - Pearson Correlation Analysis Summary Table is shown below.

**Table 2: Pearson Correlation Analysis Summary**

<table>
<thead>
<tr>
<th></th>
<th>Work-Family Conflict</th>
<th>Job Satisfaction</th>
<th>Affective Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-Family Conflict</td>
<td>1</td>
<td>-0.595**</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>-0.295*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Affective Commitment</td>
<td></td>
<td>0.642**</td>
<td>1</td>
</tr>
</tbody>
</table>

*p<.05, two-tailed ** p<.01, two-tailed

When Table 2 was examined, it was found that there was a significant and negative relationship between Job-Family Conflict and Job Satisfaction (r = .595, p <.01). Accordingly, it can be seen that as job-family conflict increases, there may be a decrease in employee job satisfaction. So the first hypothesis we established is verified.
A relationship between the work-family conflict and the affective commitment was found to be weak and negative \((r = -0.295, p < .05)\). According to this relationship, as the work-family conflict increases, the employee's emotional attachment will decrease. So our second hypothesis was also provided.

There was a significant positive correlation between job satisfaction and affective commitment \((r = 0.642, p < .01)\). According to this relationship, job satisfaction and affective commitment positively affect each other. The third hypothesis has been verified.

5. CONCLUSION

One of the compulsory phenomena to manage for today's complex structured organizations is conflict. The conflict can be originated from the institution or from the conflict of roles within the institution and the family. When the conflicts arising from the role are examined, conflicts of work-family and family-work can arise in two ways. In this study, however, researchers only examined the direction of work-family conflict. When the results of the study are examined the effects of work-family conflict, job satisfaction and affective commitment variables on the negative side of the conflict, the theoretical assumptions supported in the study are supported.

According to the results of the research: As a result of the correlation analysis between job satisfaction and affective commitment, the results are equivalent to the literature. There was a high positive correlation between job satisfaction and job commitment. It is therefore very beneficial for the organization to ensure that emotional networked people are not satisfied at the same time, or vice versa, at the same time that they are satisfied with their work (Bicer et al., 2009). Hence, organizations can seriously overcome at least one of these variables, affect other variables positively, and naturally, this will lead to advantageous results for the organization as a whole.

As a result of the research, it was concluded that hypotheses based on conflict theory on work-family conflict and effects on job satisfaction were accepted. From the theoretical point of view, it seems reasonable to assume that the work-family conflict will have a negative effect on job satisfaction.

When the research findings were evaluated in terms of work-family conflict and effects on the affective commitment, it was found that the resulting conclusion gave meaningful results when compared with the literature. According to this result, if the employee attaches importance to family life and sees priority, the level of conflict of work-family life seems to affect the level of employee's organizational commitment (Meyer and Allen, 1990). It is meaningful that the work-family balance is shaken by the work load of the employee and the time pressure on his / her family life, and this imbalance affects the emotional attachment of the employee.

There are also some limitations of this study. The first of these is that participants do not have a lot of knowledge about working conditions (private / public, corporate / small-scale company, family business / other). Another limitation is that this study does not take any theoretical model as a basis among the factors to be considered in relation. As a first step, this work, which demonstrates the relationship between work-family conflict and prominent concepts, can be accessed in more detail by using theoretical model and hypotheses in subsequent studies. Because this study was a correlational study, no causal relationship was established between
variables. Future studies in which the causal relation can be established enrich the Turkish literature.

The results of this research provide important information for professionals working as managers. In today's conditions, in which economic rivalry between big business enterprises is similar to wars, it is the primary duty of managers to manage and control individual and organizational conflicts within the enterprise. Every manager has to manage the conflicts within the organization. Otherwise, conflicts will make organizations unable to work and lose their jobs, and the aims of their organization will not be realized. The interactions of employees' family structures and lives and their work life can be very important in terms of businesses and businesses they work as well as themselves. Based on the results of this research, managers working in the field of human resources and other organizational managers should make efforts to improve the family life of the employees.

REFERENCES


İş-Aile Çatışmasının İş Tatmini ve Affective Commitment Üzerine Etkileri


