

An Impact of Role Conflict on Work Life Balance and Career Success in the Hospitals

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Abstract : *The paper aims to provide empirical evidence on impact of role conflict on work life balance and career success in the hospitals in Kathmandu valley. The structured questionnaire survey of 100 doctors and nurses was made in two hospitals - Tribhuvan University Teaching Hospital and B & B Hospital. The study followed descriptive research design and tested the reliability with Cronbach's alpha. Correlation and regression analyses were carried on and proposed hypotheses were tested. The significant negative impact of role conflict was found on work life balance. Further, the negative effect of role conflict was also found on career success.*

I. INTRODUCTION

Work life balance is the maintenance of a balance between responsibilities at work and at home. Role conflict is the simultaneous occurrence of two or more sets of pressures, such that complying with one would make compliance with the other more difficult (Pandey & Kumar, 1997). The conflicts have negative impact in effective work life balance, resulting into employee's lower performance, job stress and dissatisfaction and negative impact on work life, ultimate career and consequently family life. Meanwhile, working spouses in dual-career families were found to experience greater role conflict and poorer mental health because they could not place their careers above their families.

II. OBJECTIVES AND HYPOTHESES OF THE STUDY

The objectives of the study are to:

- evaluate the impact of role conflict on work life balance, and
- evaluate the impact of role conflict on career success.

The following hypotheses are tested in the study.

Hypothesis 1: Role conflict negatively affects to work life balance.

Hypothesis 2: Role conflict negatively affects to career success.

III. REVIEW OF LITERATURE

Work Life Balance : Work life balance (WLB) is defined as satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000). Work life balance is more an individual issue, which affects the organization and not an organizational issue that affects the individual. Accordingly, the literature on work family conflict provides a basis for which to hypothesize about relationship between work life balance and other variables. It is believed that high conflict in organization and families are associated with lower balance in work life. Grzwacz & Marks (2000) extrapolated from the work family conflict literature by hypothesizing that greater organizational support would be associated with work life balance.

Role Conflict : Work-related conflict has been found to directly and indirectly influence work-family conflict (Fu & Schaffer, 2001; Carlson, 1999; Aryee, 1992;). Inter-role conflict occurs when supervisors make simultaneous request to perform important activities or responsibilities at the same time. Intra-role conflict occurs when an employee who values a particular role is constrained by membership with the role to spend less time than he/she would like in that role.

Conflict at work may draw an employee's time devoted to family-related activities away from the family domain, resulting in higher levels of work-family conflict (Greenhaus & Beutell, 1985). Role conflicts including perceptions of a non-supportive work environment were also found to be associated with high levels of work-family conflict. Work conflict appears to be a more powerful predictor of work family conflict than family conflict, because people have less control over their work lives than over family lives. For instance, Role conflict in the form of behavior-based work-family conflict is problematic for both genders and when asked to enact multiple roles at the same time, the magnitude of stress is heightened.

Career Success : Career success (CS) can be defined as the collections of values, experiences and perceptions of achievements and satisfaction that individuals hold about their careers over the span of their lifetime. As recent career literature has begun to link career satisfaction to work-family conflict (Martins et al., 2002; Powell and Mainiero, 1992). Martins et al. (2002) found strong support for their hypothesis that work-family conflict and career satisfaction for both male and female managers and professionals were negatively related. As Powell and Mainiero (1992) pointed out, women's careers cannot be understood without also examining their non-work as well as work issues. Because women in general are more likely to give priority to their family roles over their work roles, their career success to suffer and be as well more negatively affected by work-family conflict than that of their men counterparts. Put another way, it may be that the greater an individual's family responsibilities the lower will be their career advancement.

CONCEPTUAL FRAMEWORK

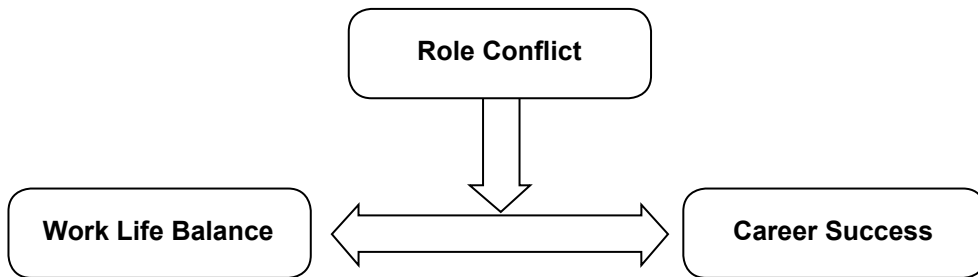


Figure 1: An Impact of role conflict on work life balance and career success in the Hospitals

III. RESEARCH METHODOLOGY

The primary data were collected from the Tribhuvan University Teaching Hospital and B & B Hospital of Kathmandu valley during September 2009 to December 2009 through structured questionnaire survey. The sample size was 100 in which the doctors and nurses were included. The descriptive research design, reliability analysis, correlation and regression analysis is used for the analysis.

IV. PRESENTATION AND ANALYSIS OF DATA

Table 1 provides highest mean value and standard deviation on the statements of each variables CS, WLB and RC and its rank as the importance given by the respondents. Reliability analysis shows the internal consistency of each variable.

Table 1: Mean Comparison between Variables

SN	Variables	Statements	Mean	SD	Rank	Reliability
1	CS	Proud to have this post for my career success.	4.11	0.76	1	0.674
2	WLB	Managing my personal, family life and work life with proper plan and cooperation	4.01	0.72	2	0.756
3	RC	Enact multiple roles at the same time.	3.98	0.84	3	0.643

*These estimates are based on 100 responses.

Source: survey 2009.

The respondents gave the first preference on the statement of the variable career success to proud to have this post for career success (Mean: 4.11 and SD: 0.76). The respondents have given first preference on the statement of the variable WLB and RC to managing personal, family life and work life with proper plan and cooperation (Mean: 4.01 and SD: 0.72) and to enact multiple roles at the same time (Mean: 3.98 and SD: 0.84) was found. The reliability values indicate the internal consistency.

The correlation table 2 produces the following results between the observable variables.

Table 2: Pearson Correlation Coefficient between Dependent and Independent Variables

SN	Independent Variable	Dependent Variables	
		WLB	CS
1	Role Conflict(RC)	-0.243(**)	-0.146

(*) significance at 5% level

(**) significance at 1% level

Table 2 has shown the significant negative correlation between RC and WLB (coefficient:-0.243) at 1% level and support the hypothesis. Greenhaus et al. (1989) also found work role conflict was positively related to strain-work interference with family. The RC has shown only the negative correlation with CS (coefficient:-0.146). Martins et al. (2002) reported that work-family conflict had stronger association with lowered career satisfaction for women than men.

The following two models were developed to find out the impact of role conflict on work life balance and career success.

Model A : $WLB=f(RC)$

Dependent variable: WLB

Independent variable: RC

Model B : $CS=f(RC)$

Dependent variable: CS

Independent variable: RC

Table 3: Regression Result of RC on WLB and CS of 100 Respondents.

Models	Variables	coefficient	std. Error	t-Statistic	P-value.	R2	Prob. (F-Statistic)
A	WLB	-0.367	0.103	-3.559	0.000	30.99%	0.000
B	CS	-0.209	0.084	-2.499	0.014	26.10%	0.000

Table 3 reports the statistically significant negative impact of RC on WLB (coefficient: -0.367) at 5 percent level and supports the hypothesis. Almost 31 percent of the total variance of the WLB is explained by the independent variable RC. The F-statistic and p-value show that the model meets the test of goodness of fit. The RC also has shown the negative effect on CS (coefficient: -0.209) and supports the hypothesis. The result is also consistent with past studies. Kopelman et al. (1983) found that work-family conflict mediated the relationships between work conflict and life satisfaction such that higher work conflict led to higher work-family conflict.

V. CONCLUSION AND RECOMMENDATIONS

Nowadays, both employees and organizations are working hard to make a career plan with a view to enhancing the quality of work (Adhikari, 2009). This study has shown the negative effect of role conflict on work life balance and on career success

in the hospitals industry in Nepal. . Therefore, organizations must consider supportive workplace programmes, supportive supervisors, and fair reward, accommodated and promised career paths to balance career and family demands and reduce work-family conflict and job dissatisfaction. Thus, both individuals and organizations need to identify appropriate strategies to balance work and non-work domains.

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