

# *The Influence of Work Family Conflict on Job Satisfaction: A Perspective Based on Organizational Support*

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**Abstract:** To explore the relationship between work family conflict and job satisfaction, organizational support, job stress, and provide theoretical and practical basis for relieving the conflicts and pressure of the nurse, and improving the job satisfaction. The author use empirical research and literature retrieval method, by the form of the questionnaire to collect data, using hypothesis testing to verify the theoretical model, and use statistical software for correlation and regression analysis. Through research found that work family conflict is negatively related to job satisfaction. Job stress has an intermediary effect on the work family conflict and job satisfaction. Organizational support has a moderating effect on work family conflict and job satisfaction. Therefore, work family conflict and job stress can lower job satisfaction, and organizational support can ease the negative impact of job family conflict and job stress on job satisfaction.

## **1. Introduction**

With the transformation of medical model and the deepening of medical system reform, the requirements of nurses are more standardized, and patients have higher expectations of nursing services, which bring more pressure to the work of nurses. In addition, nurses, who are mainly female, have greater pressure to raise children and support the elderly, and their family role burden is increased <sup>[1]</sup>. The dual pressure from work and family, as well as the conflict between the two roles, causes psychological anxiety, depression and negative work attitude of nurses, thus affecting the overall job satisfaction and causing adverse consequences such as medical malpractice and demission, which should arouse the attention of hospital managers <sup>[2]</sup>.

## **2. Object and Method**

### **2.1. Object**

In this paper, nurses from a third Class A hospital were selected as the research objects. The inclusion criteria were clinical nursing work and informed consent to the investigation content. Simple random sampling is adopted in the selection of samples, that is, random selection from the

hospital database and data collection in the form of sending questionnaires to individuals [3]. A total of 460 questionnaires were issued and 445 questionnaires were collected, among which 420 were valid. In the survey, 412 nurses (98.1%) were female, the average age of nurses was 28 years old, and the average working years were 6 years. 328 nurses (78.1%) had a junior college degree as their first education, 260 nurses (61.9%) had a bachelor degree as their highest education, 289 nurses (68.8%) were married, and 196 nurses (46.7%) had children.

## 2.2. Method

Through reading the literature and combining with the reality, we find that for nursing staff, they face more significant conflicts and pressures from family and work than ordinary people. Factors such as the nature of work with high load and pressure, irregular work and rest time, and high expectation of clinical patients all make this group more likely to encounter conflicts between work and family roles, thus affecting job satisfaction [4]. Based on this background, the following questions are raised: (1) How does work-family conflict affect job satisfaction in different organizational support contexts? (2) When work-family conflicts begin to have an impact on job satisfaction, does stress appear first? Aiming at the above problems, the theoretical model of this paper is developed, as shown in Figure 1.

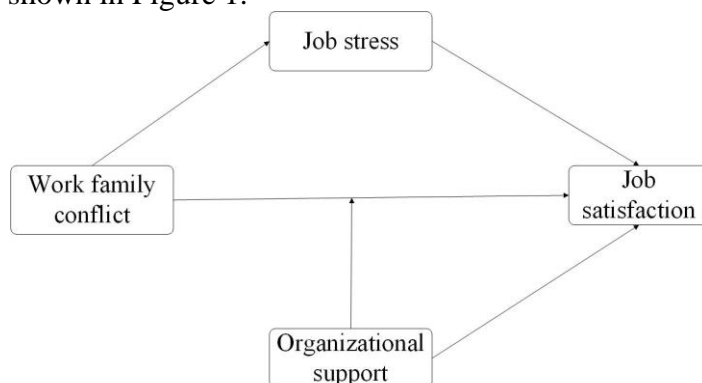


Figure 1: Theoretical model

## 3. Result

### 3.1. Validity and Reliability Analysis of Data

Factor analysis method was adopted for structural validity Test, in which KMO sample value was 0.898, greater than 0.7, and Bartlett's test results were significant ( $\text{Sig}=0.000 < 0.001$ ), indicating that factor analysis is suitable [5]. Secondly, the common degree of each variable is greater than 0.5, indicating that the common factor in which the original information contained in the item can be extracted can be well explained [6]. When it comes to factor analysis, principal component analysis method is used to extract factors with eigenvalue greater than 1 for each variable in this study, and three factors are extracted with maximum variance rotation method. The variance interpretation rate reaches  $83.787\% > 70\%$  in aggregate. In addition, the internal consistency coefficient Cronbach's Alpha of the whole scale was greater than 0.7, indicating good reliability of the scale [7].

### 3.2. Correlation Analysis of Work-family Conflict, Job Stress, Job Satisfaction and Organizational Support

Through the correlation analysis of the four main variables in this paper, the following phase

relationship Table 1 is obtained:

Table 1: Results of correlation analysis

Project	Job satisfaction	Work family conflict	Job stress	Organizational support
Job satisfaction	-			
Work family conflict	-0.351**	-		
Job stress	-0.537**	0.410**	-	
Organizational support	0.414**	0.001	-0.505**	-

Note: \*\* stands for  $p < 0.01$ .

As can be seen from Table 1, the Spearman correlation coefficient between the mean value of work-family conflict and the mean value of job satisfaction is -0.351, indicating that the mean value of work-family conflict is negatively correlated with job satisfaction [8]. The Spearman correlation coefficient between the mean of organizational support and the mean of job satisfaction is 0.414, so the mean of organizational support and job satisfaction are positively correlated. The Spearman correlation coefficient between the mean value of work-family conflict and the mean value of work stress is 0.410, so the work-family conflict and work stress are positively correlated. The Spearman correlation coefficient between the mean value of job stress and the mean value of job satisfaction is -0.537, so the mean value of job stress and job satisfaction are negatively correlated [9].

### 3.3. The Mediating Effect of Work Stress on Work-family Conflict and Job Satisfaction

Based on the theoretical model in this paper, the mediating effect test is mainly to test whether the mediating effect of work stress on work-family conflict (independent variable) and job satisfaction (dependent variable) is significant [10]. The results are shown in Table 2, wherein model 1 is regression analysis of work-family conflict and work stress, and model 2 is regression analysis of work-family conflict and job satisfaction. Model 3 is regression analysis of work-family conflict, work stress and job satisfaction.

Table 2: Analysis results of mediating effect

Models	R	R <sup>2</sup>	$\Delta R^2$	$\beta$	T	Sig
1	0.522	0.272	0.266	-0.522	-6.64	0
2	0.542	0.294	0.288	0.542	7.015	0
3	0.931	0.867	0.865	-0.024	-0.586	0.559
				-0.918	-22.86	0

As can be seen from table 2, after the third regression, the regression coefficient of work-family conflict is -0.024, and  $\text{sig} = 0.559 > 0.01$ , showing no significant performance, indicating that work stress has a complete mediating effect on work-family conflict and job satisfaction.

### 3.4. The Moderating Effect of Organizational Support on Work-family Conflict and Job Satisfaction

Based on the above correlation analysis, the moderating effect of this paper is mainly the influence of organizational support (moderating variable) on work-family conflict (independent variable) and job satisfaction (dependent variable) [11]. Since both the independent variable and the moderating variable are continuity variables, regression analysis is adopted to test the moderating effect, and the results are shown in Table 3.

Table 3: Adjustment effect analysis results

	Job satisfaction			VIF
	Model 1	Model 2	Model 3	
Work family conflict	-0.522**	-0.518**	-0.519**	1
Organizational support		0.547**	0.579**	1
Organizational support ×Work family conflict			-0.543**	1
R <sup>2</sup>	0.272	0.571	0.865	D-W
F	44.095	77.912	246.892	
Δ R <sup>2</sup>	0.272	0.299	0.293	
Δ F	44.095**	81.607**	251.383**	1.951

Note: \* stands for <0.05; \*\* stands for <0.01; \*\*\* stands for <0.001.

Model 1 is the regression equation of work-family conflict on job satisfaction. Model 2 is the regression equation of organizational support and work-family conflict on job satisfaction, R<sup>2</sup> = 0.299, F significant (P=0.000<0.001), indicating that the explanatory power of model 2 was significantly improved after the addition of organizational support. Model 3 is the regression equation of organizational support, work-family conflict, organizational support×work-family conflict on job satisfaction, R<sup>2</sup>=0.293, F significant (P=0.000<0.001), indicating that the explanatory power of model 3 is significantly higher than that of model 2 after the addition of product terms, that is, the interaction between organizational support and work-family conflict is significant [12]. Since model 3 has the highest explanatory power, we can only look at the results of model 3. Vifs are all less than 2, and there is no multicollinearity problem, so the regression equation is valid [13].

The standardized regression coefficient of work-family conflict was -0.519 and significant, indicating that the higher the work-family conflict, the lower the job satisfaction. The significant regression coefficient of organizational support indicates that organizational support has a significant impact on job satisfaction [14]. The standardized regression coefficient of the product term is -0.543 and significant, indicating that the higher the sense of organizational support, the more significant the effect of work-family conflict on job satisfaction. Therefore, organizational support has a moderating effect on the correlation between work-family conflict and job satisfaction [15].

## 4. Conclusion

### 4.1. Build a Supportive Organizational Culture and Adopt Targeted Support Methods

The hospital should first establish the values of caring nurses comprehensively, advocate that family and work are equally important, encourage nurses to love family life and help them balance their work and family responsibilities. Secondly, nursing managers should constantly improve their own leadership level and ability, advocate the leadership style of caring for subordinates and democratic participatory leadership, provide nurses with good material and emotional support within their own capabilities, and give nurses as much recognition and recognition as possible. In addition, in the current situation of large general hospitals with large workload of nurses, hospitals should increase the proportion of nurses in clinical departments to relieve the pressure of heavy workload per capita. Finally, managers should help employees balance the relationship between work and family from the aspects of supportive remuneration, flexible working system and service system, so that nurses can feel the care and support from the hospital and engage in nursing work in a better state.

## 4.2. Strengthen Humanized Management, Reduce the Working Pressure of Nurses

Humanized management of nurses can, first of all, help nurses realize and realize their own value on the basis of understanding and attaching importance to their needs, and also help them make career planning, so as to fully mobilize their enthusiasm. Second, by creating a place to vent pressure, the communication and cohesion among nursing staff can be strengthened, and a harmonious relationship between nurses, leaders and doctors can be built to help nurses enhance their ability to bear pressure, so as to cope with difficulties in work and life more freely. Third, on the premise of ensuring the quality of nursing services, managers should reduce their control over nursing staff and give them sufficient autonomy in task allocation, working procedures and working methods, so as to obtain better work performance and job satisfaction.

## 4.3. Conduct Relevant Training for Nursing Staff to Effectively Manage Nurse Work-family Conflicts

Hospitals can seek help from external human resource consulting companies, conduct training on organizational support for nursing management personnel, so that they can have a deeper understanding of the organizational support policy of the hospital, better grasp the scale of organizational support in daily work, and show more understanding and tolerance for conflicts between nurses' work and family. Help them solve the conflict between work and family more effectively. In addition, it is necessary to strengthen the training of nurses themselves, guide them to better emotional management and work skills training, help them do a good job in self-management, improve their ability to withstand setbacks, sort out a healthy and upward interest in work and life, and effectively improve their self-quality. On the one hand, this can ensure the work performance of nurses; on the other hand, it can coordinate the conflicts between nurses' work and family, so as to improve nurses' job satisfaction and nursing service quality.

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