

PSYSOC 2013

## Does Job Satisfaction Mediate The Relationship Between Work-Family Conflict And Turnover? A Study of Turkish Marine Pilots

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### Abstract

The present study investigated the mediating effects of job satisfaction on the relationship between work-family conflict and turnover intentions in a sample of 100 Turkish Marine Pilots. Data obtained from questionnaires will be analyzed through the SPSS statistical packet program. The Sobel test is used to measure the significance of mediation effect of job satisfaction. The findings revealed that shifting system and WFC have a positive effect on turnover intentions whereas numbers of manoeuvre and job satisfaction have a negative effect on turnover intentions. Unlike previous studies, the finding also indicates that there is no significant mediation effect relationship between the respondents' WFC and turnover.

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Selection and peer-review under responsibility of the Organizing Committee of PSYSOC 2013.

**Keywords:** marine pilots, work family conflict, job satisfaction, turnover intentions

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### Introduction

Work and family represent two of the most important domain of adult life (Frone et. al., 1992:65). Since many people have difficulties in simultaneously performing two demanding roles conflict between work and family responsibilities and its effects on employees has been subject to increasing investigation. WFC generally defined as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus and Beutell, 1985:77). According to Parasuraman & Greenhaus, (1997) the three main types of WFC are time-based (when the time demands of one role make it difficult or impossible to participate fully in another role), strain-based (generated by the demands of one role intrude or spill over into the other role, making it difficult to fulfil the responsibilities of that role), and behavior-based (when work roles cause problems at home or when home roles cause problems at work).

On the other hand, family demands may interfere with work responsibilities and thus, an important distinction is made between the extent to which work interferes with family life (WFC) and the extent to which family life

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interferes with work (FWC). Family-work conflict is also a type of inter-role conflict in which family and work responsibilities are not compatible (Greenhaus and Beutell, 1985). Both WFC and FWC essentially result from an individual trying to meet an excessive amount of conflicting demands from the different domains (Boles et al., 1997: 18) and they may function as "a critical intervening pathway through which conditions at work affect the quality of family life and vice versa" (Frone et al., 1992: 65).

Results from previous research indicate that WFC is related to a number of negative job attitudes and consequences including lower overall job satisfaction (Boles et al., 2001; Netemeyer et al., 1996; Kossek, Ozeki, 1998) and greater intention to quit (Burke, 1988; Boles et al., 1997; Higgins et al., 1992) whereas FWC is more likely to exert its negative influences in the home domain, resulting in lower life satisfaction and greater internal conflict within the family unit. Moreover, while this conflict can occur in both directions, Research has consistently found that the experience of WFC tends to be more prevalent than the experience of FWC (Frone et al., 1992, Burke & Greenglass, 1999).

To sum up, it's apparent that work-family and family-work conflict were separate constructs (Ford, Heinen & Langkamer, 2007) and in this study we examined job satisfaction and turnover in relationship to WFC since previous results suggest that the work rather than the family domain predicts job satisfaction and turnover.

### **Work Family Conflict and Job Satisfaction**

Locke's (1976:1299) classic definition of job satisfaction is a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experience. In the simplest term, job satisfaction is an attitudinal variable that describes the extent to which people like or dislike their work (Saari, Judge, 2004; Spector, 1997). According to Lok and Crawford (2001), job satisfaction is a person's perception or assessment of the degree of fit between that individual and the organization. The most accepted and common facets of satisfaction (Judge et al, 2001) are satisfaction with pay, promotion opportunities, coworkers, supervision, and the work itself. These five job facets typically account for a substantial amount of the variance in overall job satisfaction (Kinicki, et al, 2002).

Several recent studies have reviewed the anticipated relation between WFC and job satisfaction and concluded that as WFC increases, job satisfaction decreases (Kahn et al., 1964). For instance, the investigation of Karimi (2008) in a non-Western society to examine gender differences in the experience of work-family interference and some related outcomes indicated that WFC has significant and negative effects on job satisfaction whereas the research study by Aryee et al. (1999) demonstrated that FWC was negatively related to job satisfaction. Moreover, Ngah et al. (2009) conducted a study on the mediating effect of work-family conflict on the relationship between locus of control and job satisfaction. The results revealed that single mothers with lower WFC experienced higher job satisfaction.

### **Work Family Conflict and Turnover**

Employee turnover is one of the areas most widely researched in organizational analysis because losing competent employees can negatively affect an organization's competitive advantage. To explain employee turnover scholars have used perspectives such as organizational commitment (Rhoades, Eisenberger, 2002; Lyness et al., 1999; Scandura, Lankau, 1997) job satisfaction (Griffeth et al., 2000; Vandenberg, Lance, 1992; Eisenberger et al., 1997) and work-family conflict (Griffeth et al., 2000 ; Greenhaus et al., 2001). Cohen (1997) suggested that WFC can result in a greater desire to quit the job because the demanding tasks, strain and stress that pile up in the workplace lead to more frustration both in the work and the family domain. When an individual is faced with additional challenges in terms of balancing their work and home responsibilities s/he will be likely to pursue alternatives that decrease the potential of conflict. Such an alternative is, for instance, decreasing one's effort within the project or even quitting the job (Rode et al., 2007, p.68).

### **Methodology**

### Sample and Data Collection

The study is empirically based on the primary data collected from 100 marine pilots in Turkey. According to Turkish Marine Pilots Foundation's data there are 320 marine pilots and thus the response rate is consistent with other surveys of maritime field. Participation was optional for all respondents. Data was collected according to the preferences of pilots; face to face interactions or electronic mail.

A majority of the respondents (99%) were male and (94%) married. As to the educational qualification, 90% had obtained a bachelor degree, and (6%) held a postgraduate degree. 41% of the participants were aged between (41 – 50) years and the majority of the participants (25%) with job experience between (5– 10) years. As to the shifting system (31,6) respondents work 4 days in and 4 days out and (23,0) numbers of manoeuvre is between 50-59.

### Measures

All items were measured on a five point Likert-type scale where (1) Strongly Disagree and (5) Strongly Agree. Three sections of the questionnaire are important for the present study; WFC, job satisfaction and turnover intentions. WFC was measured by 5 items adopted from Geurts et.al. (2005). Job satisfaction was measured by 5 items adopted from Brayfield-Rothe (1951). Finally, 3-item scale adapted from Bluedorn (1982) was used to measure turnover intentions. Reliability for the scale was measured at .79, .74, .79 respectively. On the other hand, some demographic variables and shifting system have been found in previous researches to correlate with WFC job satisfaction, and turnover intentions. Therefore, in order to robust our model we included demographic variables and shifting system as well as number of manoeuvre that is specific to marine pilots.

### Results

Table 1 shows the means, standard deviations, and intercorrelations of all study variables. Age was positively related to job satisfaction ( $p < .01$ ) and negatively related to turnover intention ( $p < .05$ ). Shifting system ( $p < .05$ ) and number of manoeuvre ( $p < .01$ ) are both negatively related to WFC. Numbers of manoeuvre and job satisfaction are both negatively related to turnover ( $p < .01$ ).

**Table1: Correlations of latent variables**

Variables		M	SD	1	2	3	4	5	6	7	8
Age	1	3.01	0.77	1							
Marital status	2	1.10	0.43	.14	1						
Education level	3	3.00	0.40	-.09	.11	1					
Shifting system	4	4.49	1.76	.16	-.05	-.08	1				
Number of manoeuvre	5	3.33	2.11	-.09	-.06	-.05	.15	1			
WFC	6	3.67	0.73	-.16	-.01	.00	-.24**	-.49**	1		
Job satisfaction	7	1.95	0.72	.28**	-.06	-.07	.16	-.09	-.17*	1	
Turnover intention	8	4.28	0.81	-.23*	-.10	-.06	-.01	-.21	.43**	-.59**	1

\*  $P < 0.05$  \*\*  $p < 0.01$

To test the relationships, we conducted a series of hierarchical regression analyses with control variables entered in the first step and the independent variables entered in the second step. Table 2 demonstrates the variables included in each step for turnover intentions, respectively.

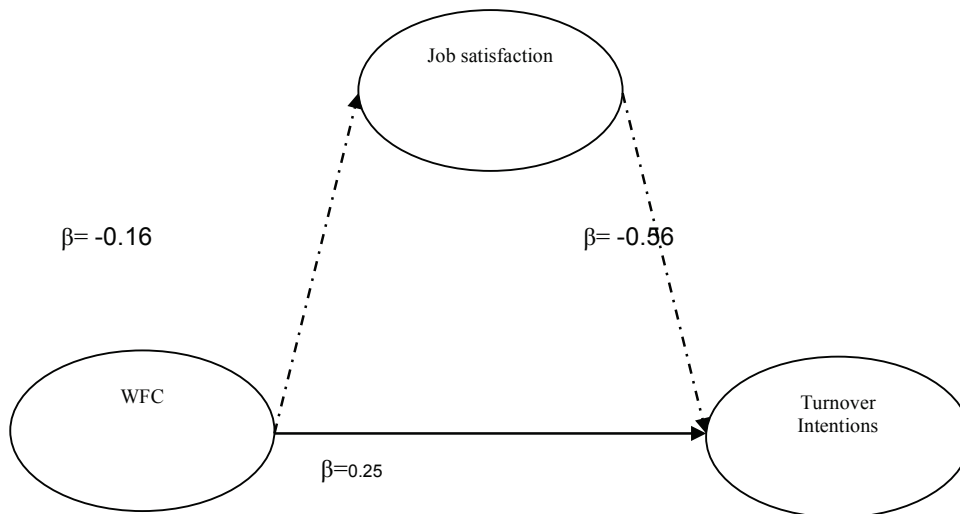
**Table 2. Hierarchical Regression Analyses**

Variable	( $\beta$ )	SE	T	P<	R <sup>2</sup>	( $\beta$ )	SE	T	P<	R <sup>2</sup>	( $\beta$ )	SE	T	P<	R <sup>2</sup>
<b>Regression 1: Step 1</b>					.12										
Age	-0.26	0.10	-2.61	<b>0.01</b>											
Shifting system	0.06	0.04	0.06	0.49											
Number of manoeuvre	-0.27	0.03	-2.76	<b>0.00</b>											
<b>Step 2</b>															
<b>Regression 2: WFC</b>										.22					
Age						-0.19	0.10	-1.94	<b>0.05</b>						
Shifting system						0.11	0.04	1.21	0.22						
Number of manoeuvre						-0.09	0.04	-0.83	0.40						
WFC						0.37	0.12	3.32	<b>0.00</b>						
<b>Regression 3: Job satisfaction as a mediator</b>															.70
Age											-0.81	0.08	-1.01	0.31	
Shifting system											0.17	0.03	2.24	<b>0.02</b>	
Number of manoeuvre											-0.19	0.03	-2.15	<b>0.03</b>	
WFC											0.25	0.10	2.73	<b>0.00</b>	
Job satisfaction											-0.56	0.08	-7.05	<b>0.00</b>	

Dependent variable: Turnover Intention

\* P<0.05 \*\* p<0.01

Furthermore, the Sobel test for the mediation model is applied. According to the results the indirect effect of the independent variable on the dependent variable through the mediator variable was not significant (Sobel statistic=0.40, p>0.05)

**Table 3. Mediation Effect Of Job Satisfaction**

### Conclusions and Implications

This study examined the effects of WFC on turnover in relationship with job satisfaction. To examine combined effects of personal characteristics, work characteristics, WFC and job satisfaction on turnover intentions, we conducted a series of hierarchical regression analyses. First two steps examined the effects of personal characteristics, work characteristics and WFC on turnover intentions separately. In the last step, the combined effects of all dimensions on turnover intentions are examined. According to the results, shifting system and WFC have a positive effect on turnover intentions whereas numbers of manoeuvre and job satisfaction have negative effect on turnover intentions. For that reason, our research suggests that managers should pay more attention to the employees who are working in the context of working at night, on weekends, and during public holidays. The findings also implies that higher level of job satisfaction is associated with lower levels of turnover intentions maybe because satisfied employees are more likely to be more effective in handling WFC. However, the finding indicates that the mediation effect of job satisfaction on turnover in relationship with WFC was not significant. Further work is needed to test this mediation relationship in larger samples and to verify the potential effects of job satisfaction in this relationship.

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