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Relationship between Job Enrichment and Work-Family Conflicts of Mehrabad Airport Tower Control Employees

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ABSTRACT

Philosophical and existential attitude to modern human life is a comprehensive look based on making sublimed balance between different aspects of life including work and family affairs. Two aspects of human life i.e. work and family, are the most challenging and exciting aspects of human life which have taken a new form by the appropriate changes in work relationships and formation of modern societies.

This study aimed to investigate the relationship between job enrichment and work-family conflict of Mehrabad Airport tower control employees. This study is a descriptive correlational study, because a questionnaire was used due to the nature of data collection, thus it is correlational in terms of result which studies the relationship. Two questionnaires were used in this study. For measuring job enrichment, Oldham and Hackman (1975) questionnaire was used and for measuring work-family and family-work conflicts, Carlson et. al., (2000) questionnaire was used. In this study, nonparametric statistics and Spearman correlation coefficient were used because normality of the data was not confirmed. Results indicated that there is positive and significant relationship between job enrichment and work-family conflict by coefficient 0.591 and error level less than 5%. But the relationship between job enrichment and family-work conflict was not significant due to the level of error which was more than 5%.

Keywords: Work-Family Conflict, Family-Work Conflict, Job Enrichment.

1. INTRODUCTION

Air traffic control employees are recognized as an occupational category in the world. They have cumbersome job which includes complex set of tasks and needs the high knowledge and expertise and responsibility not

only in relation to the endangerment of human life, but also for the high costs of aviation economic activity. Based on the documents published by International Civil Aviation Organization, individual characteristics of air traffic controllers are complete physical health (hearing, vision, lack of disability), complete mental health, power of expression, talent and visualization and making quick decisions in critical and normal situations and controlling the flight.

Because this is sensitive job, the performance of air traffic controller has direct effect on flight security and safety. Performance of flight controller depends on various variables such as stress management, intelligence, physical and mental health, the tolerance of emergency condition, knowledge and awareness level, commitment to work and the degree of responsibility, mental alertness, etc. In this situation, mental balance can have an important role in controller duties. One of the important effective factors in flight controllers' psychological imbalance is conflict of family-work and work-family.

The importance of understanding this phenomenon by flight control employees is such that inattention and indifference to it will impose irreparable damages to the community. It also can ruin the employees' life by work-family conflict. One of the important consequences of work-family conflict is the reduction of employees' physical and mental health. Reduction of employees' health has damages not only for the individual but also for the organization. Lack of coordination and compatibility between work and life roles will disturb biological and mental balance. Exiting the balance situation will cause an individual to have stress and risk in general health. Such a condition in the long period provides round for physical and mental illnesses (Ross and Altmaier, 1994). Another consequence of work-family conflict is "workplace cognitive failure". Cognitive failure leads to non-completion of tasks which were done in normal situation by the individual (Wallace et. al., 121:2012). Cognitive failure points out that man can do a task in normal condition, but an interference or distraction leads to careless performance.

On the other hand, family-work conflict is object of this research. Imbalance between hob and family roles leads to the reduction of responding to the expectations of one or both areas and influences the quality of marital life and reduces marriage satisfaction.

Job enrichment is a concept which is seen in many organizations, companies, and institutes (Mousavi, 2007: 9) .According to reports, job characteristics listed in Hackman and Oldham (1980) model have motivation aspect, as well as the potential rating incentive which can be calculated through the features of job enrichment level (Whittington et. al., 2004: 593-606).

The main benefits of job enrichment for employees is increasing job satisfaction due to increase in the intrinsic rewards of a job. Organizations can benefit from reduction in the high cost of absences, delays and lack of attention to quality and other aspects of low morale (Kaljee, translated by Khalil Schewerini, 2001). Job enrichment leads to increase in planning and controlling and engaging the employees in their work (Abtahi, 2005). Job enrichment can also be used as an organizational intervention designed to restore jobs and make them more challenging, more motivating and satisfying. Job enrichment improves the function and satisfaction of employees by expanding the area and giving more opportunities for success and individual promotion (Faraji et. al., 2008: 31-38). Therefore, as explained in this study, we are going to investigate the relationship between job enrichment and work and family conflicts in Mehrabad Airport tower control employees.

2. THEORETICAL FRAMEWORKS

2.1. Work-Family Conflict and Family-Work Conflict

Work-family conflict is a special type of conflict between the roles that relates to different conflicts and incompatibility with both job and family responsibility (Rastegar Khalid, 2002). Therefore, whenever individuals cannot do their family responsibility and job task simultaneously, their duties interfere, such that they encounter stress and difficulty in fulfilling their duties, we say that they suffer the conflict between work-family roles (Arazi, 2008). According to the typology of Fran, Russell and Cooper (1992) Work and family conflict has two main dimensions: (1) work-family conflict, (2) family-work conflict.

The first case occurs when job demand, time, commitment, and energy of an individual has reduced and therefore the ability of a person for the family responsibility role has reduced and the second case occurs when family demand spent these resources in a way that the person's ability to perform work roles reduces. Cooke and Rousseau (1984) stated that the conflict between the roles of work-family can indicate the presence of stress in people's lives which may eventually weaken marriage compatibility, inadequate role function, and life and job dissatisfaction and stress.

The main reason of attention to the negative effects of these patterns is due to work-family conflict which should be considered in the vast research area containing work and other roles to play the role of stress in the family environment (Odriscoll, m. p & Hildreth, 1992: 272-292).

Increasing use of personality traits as predictors of work-family conflict and positive side of the work-family is very important. Until now, only environmental predictors of work-family conflict are emphasized such as job autonomy, monitoring support, workplace and family matters (Friede and Ryan, 2005).

2.2. Job Enrichment

Job enrichment was made By Frederick Herzberg's based on his research on motivating factors and maintenance. Job enrichment means that more motivating factors should be added to work to make it more beneficial and pleasant, although this expression encompasses any attempt to make the job suitable for human (Dehghan et. al., 2010: 35-52). Job enrichment refers to vertical expansion. It will increase the workers' control over the planning, implementation and evaluation of work. Enriching job will organize the tasks in a way that the worker can do a complete task, then the freedom and independency and responsibility will increase. By this method, the feedback make it possible to assess the performance and correct it. Herzberg's two-factor theory can be observed in job enrichment. Following this theory, by increasing the internal factors in a job (such as success, responsibility and growth) employees are more likely satisfied and motivated with their work. In Hackman and Oldham's model of job characteristics, five major dimensions, are mentioned which are: skill variety, task identity, task significance, autonomy and feedback on any job that a person's mental condition decisive for reaching implications will be considered. (Dorrani and Mohammadi, 2004: 3-5). It seems that for employees a job is a suitable job which is not so easy and needs to think and motivate the employees, with variety and freedom, good social position and the possibility of improve (Saadat, 2008). Most of the time people make themselves so busy for their job, so to satisfy them, job designing is very important (Odel & Kontz, 1999: 23-4).

2.3. Research Background

Beauchamp et. al., (2015) found that women who play hockey have lower role ambiguity on their strengths, while men had no such experience. In this study, role ambiguity had significant and positive relationship with athletic performance.

Cándido et. al., (2015) studied the relationship of work-family, self-efficacy and emotional exhaustion. This research was conducted in one year in two steps on the armed forces of Spain. In this study, for testing the relationship between work–family and self-efficacy and emotional exhaustion, normal, inverse and mutual cause and effect relationships were used.

To measure the relationship between research variables and testing hypotheses, structural equation modeling was used. The results showed that work-family conflict is important as a predictor of emotional exhaustion and when conflicts go up, emotional exhaustion increases. Also self-efficacy, as a moderating variable, reinforces work-family conflict toward the positive communication.

Ziauddini and Ramezani Ghavamabadi (2015) studied enrichment and job engagement model to measure the tendency for turnover in employees. According to the results, there is a relationship between job enrichment and job engagement dimensions and also there is a relationship between the work engagement and its dimensions with turnover of employees. According to the results, it is suggested that managers should consider job enrichment the job engagement of employees and pay attention to its dimension in order to reduce turnover.

Ghafourian and Ghalamarzi (2014) studied the relationship between conflict and job performance. The results showed that there was no significant difference between conflict and job performance and there is not negative correlation between perceived conflict of male and female employers and also there is no significant difference between conflict and job performance of male employees with female employees and in terms of job performance between male and female employees by their understanding of the conflict.

3. RESEARCH METHODOLOGY

Research method is descriptive-survey such that its aim is describing the conditions with given phenomena and presenting solution based on research findings. On the other hand, the research is applied in terms of purpose and correlational in terms of nature and methodology. Regarding the type of methodology, we used correlation coefficient for evaluating correlation of variables.

3.1. Hypothesis

1. Job enrichment has significant relationship with work-family conflict of Mehrabad Airport control tower employees.
2. Job enrichment has significant relationship with family-work conflict of Mehrabad Airport control tower employees.

3.2. Variables

3.2.1. Independent Variable

Job Enrichment: In this study, the Hackman and Oldham model (1975: 159-170) will be used.

This model includes the following:

- A. **Skill Variety:** Skill variety refers to the need of a job to various activities.
- B. **Importance of the Job:** Importance of the job refers to the degree job influences on other's works (Hirschfeld, & Feild, 2000: 789-800).
- C. **Job Identity:** Job identity refers to the extent which employee perform a work completely.
- D. **Independence:** It refers to the freedom and discretion of individual in doing the job and provides a kind of mental relaxation for individual.
- E. **Job Feedback:** Job feedback refers to amount of direct and transparent information that an individual receives about part of his job.

3.2.2. The Dependent Variable

Work-Family Conflict and Family-Work Conflict: To measure the work-family conflict, the Carlson et. al., (2000) 18-item questionnaire is used. The questionnaire included 18 questions which is answered by selecting one of six options, from strongly agree to strongly disagree. This model is composed of two parts:

- A. **Work-Family Conflict:** This part refers to interference of work and responsibilities at home and work and this item makes the person away from his/her family responsibilities and his private life becomes work life.
- B. **Family-Work Conflict:** This part refers to interference of family duties with the work of a person. Among them, we can refer to the number of children, illness, and marital problems such that the person actually loses the required focus for job and duties.

4. EXPERIMENTAL RESULTS

4.1. Descriptive Statistics

Independent variables mean showed that the importance of job as a sub-scale of job enrichment has the highest score (3.984). This means that people believe that their works influences others. In other words, Mehrabad Airport tower control employees believe that their jobs are important because their mistakes can be irreparable.

Table 13.1
Descriptive Statistics

	<i>Mean</i>	<i>Standard Deviation</i>	<i>Minimum</i>	<i>Maximum</i>
<i>Job Enrichment</i>				
Skill variety	3.394	0.773	1	5
Importance of job	3.984	0.886	1	5
Job Identity	3.638	0.614	1	5
Independence	3.701	0.578	1	5
Feedback	3.681	0.627	1	5
<i>Conflict</i>				
Work-Family conflict	3.394	0.773	1	5
Family-Work Conflict	3.701	0.578	1	5

Also the family-work conflict has higher mean than work-family conflict. This means that people believe that their role and family obligations can affect their work and they state that it can have a special impact on their job.

Data Distribution Test

As can be seen in Table 13.2, significance level of Z-statistics for all research variables in %5 level is lower than %5 and significant (Sig < 0.05); therefore, with %95 confidence, H₀ rejected and H₁ accepted. In other words, it was determined that the data is not normal and to test hypotheses, nonparametric test should be used. Thus, according to the results of research, nonparametric methods were used in order to test the hypothesis and compare the demographic groups,.

Table 13.2
Results of variable normality test

<i>Variable</i>	<i>Absolut value</i>	<i>Positive</i>	<i>Negative</i>	<i>Z Statistics</i>	<i>Sig.</i>
Various Skills	0.124	0.124	-0.121	2.003	0.001
Job Importance	0.170	0.170	-0.122	2.748	0.000
Job Identity	0.148	0.148	-0.095	2.393	0.000
Independence	0.125	0.125	-0.097	2.020	0.001
Feedback	0.094	0.090	-0.094	1.516	0.020
Work-Family Conflict	0.210	0.094	-0.210	3.406	0.000
Family-Work Conflict	0.132	0.132	-0.128	2.654	0.004

4.2. Statistical Analysis of hypothesis

First hypothesis: Job enrichment has a significant relationship with family-work conflict of Mehrabad Airport tower control employees.

Table 13.3
Spearman Correlation Coefficient Test

Job enrichment with	<i>Correlation Coefficient</i>	<i>Sig. level</i>
Family-Work Conflict	-0.612	102/0

As shown in Table 13.3, significance level is 0.104 which is more than $\alpha = 0 / 05$ and thus the hypothesis for relationship between job enrichment with family-work conflict is not confirmed. This means that no significant correlation was found.

Second hypothesis: Job enrichment has a significant relationship with work-family conflict of Mehrabad Airport tower control employees.

Table 13.4
Spearman Correlation Coefficient Test

Job enrichment with	<i>Correlation Coefficient</i>	<i>Sig.</i>
Work-Family Conflict	0.591	001/0

As shown in Table 13.4, the significance level is 0.001 which is less than $\alpha = 0.05$, therefore, the hypothesis indicating the relationship between job enrichment and work-family conflict is accepted and the test is significant. The correlation coefficient between job enrichment and work-family conflict was 0.591 which showed a significant positive correlation between the variable and also the strength of the relationship.

To analyze the result of this hypothesis, we should say that job enrichment can have important and effective role in increasing the work-family conflict. It means that if job enrichment occurs, due to the increase of individual responsibility and tasks, we can expect that the work-family conflict in tower control employees increase. In another word, by increasing duty and responsibility, the great part will transfer to the families, because the individual should spent more time for working and this issue has more pressure on families. The important and notable issue of this research is that job enrichment has two sides, one side can be beneficial in successful planning and human resources strategies and another side has more pressure of working for individual which can be transferred to families.

5. CONCLUSION

Conflict is one of the most important modified forms of work and interference in their personal life. Conflict is one of the inseparable parts of the groups and organizations and it is caused by goals, standards, and different perception of individuals from the results of phenomena (Muhammad Arifullah & Hummayoun Naeem, 2012:93). You should notice that correct perception of this complex phenomenon gives sense to social life and effective management of organization (Ana Akemi, 2005: 24). Work- Family conflict is a form of conflict which is caused by family or work and has effect on each other.

In another word, when task and responsibilities that individuals take in work or family, engage their mental and physical energy such that there is no more energy to do any more task and responsibility, work-family conflict and family-work conflict appears (Xu, 2009:230). The cumbersome nature of conflict between the work and family roles like any other stressful factor weaken the function of individuals and make the risks increase (Michel & Clark, 2009:166). According to the above-mentioned, summary of results are as follows:

Hypothesis one: Job enrichment has significant relation with tower control employees' family- work conflict.

To analyze the result, we should say that in order to increase the job enrichment, we can expect that family-work conflict does not change. We should say that job enrichment belongs to an organizational area and relates to strategies and organization plans. Many organizations have problems due to lack of attention to job enrichment and expansion of individual duty and responsibility and cannot direct the organization in the correct way. We should consider that the main advantages of job enrichment for each employee is internal satisfaction due to increase of internal award. In another word, organizations can benefit from the cost reduction of absence, delay, and lack of attention to the quality and other weak aspects. But the result of the hypothesis shows that the job enrichment has no effect on family-work conflict reduction.

The second hypothesis: Job enrichment has significant relation with work-family conflict of Mehrabad tower control employees

To analyze the hypothesis, we should say that job enrichment can has important and effective role in increasing the work and family conflict. It means that if any job enrichment has occurred due to

the importance of individuals' job and increase of tasks and responsibilities, we can expect that work-family conflict among tower control employees increase. In another word, by the increase of tasks and responsibilities, the pressures transfer to the families, because the individual has to spend more time on working and this item transfers more pressure to the families. The important note of this research is that job enrichment has two sides, one can cause success in planning and human resource strategies and in another side it can increase pressure in a way that the more responsibility transfer to the families.

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