

An Investigation of the Relationship between Time Management and Work-Life Conflict

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ABSTRACT

Along with the changes in health system, work-life conflict phenomenon has been world widely considered, not only in nursing domain, but also in other businesses and extensive researches are being done world widely in this domain. Life-Work conflict phenomenon among nurses leads to their individual, familial and organizational problems. Finding appropriate solutions to overcome and prevent conflict in two areas of work and life is among the nursing priorities, time management training is among the methods for balancing these two areas. The present article aims to identify the relationship between time management and Work-Life conflict among the nurses in Abadan. To achieve this goal standardized questionnaires were distributed among all the population to measure independent and dependent variables (due to small numbers and availability) and after collection they were analyzed using SPSS software and Pearson correlation coefficient test.

There is a significant and negative correlation between Work-Life conflict and time management, in two areas of work interference with family and family interference with work in six dimensions of time, tension and behavior. This means that by increasing the conflict between Work-Life in all six dimensions and areas, time management would decrease vice versa.

KEYWORDS: Time management, Work-Life conflict behavioral dimension, time dimension, tension dimension

INTRODUCTION

The conflict and balance between work and life is a concern among individuals, organizations and communities and it is weakness and intensity is related with level of technical progress, development, Cultural and social values, organization's and government's policies and plans and individual characteristics [12]. Most managers complain about budget deficit, financial resource, Space, and equipments. But rarely can a manager be found who considers time as much as other resources. Although the issue on timing and motion measurement has been proposed for years and scientists. Like Gilbert have spent so much time to use time appropriately but in practice the issue of time management and optimum use of that has not been considered yet [7]. Efficient and effective use of time is an unavoidable necessity for work and life success. Time management includes a set of skills to control and better use of time [15]. Work-Life balance is a condition in which there is a harmony between individual life and work demand [21]. According to Krichmair having a balanced life means: to achieve satisfactory experience in all areas of life and the need for individual resources such as time energy and responsibility good distribution in all areas [9].

LITERATURE REVIEW

Time Management

Time and timing issues has become a critical factor for managers and employee, Especially in the last two decades and as a result of expansion is global competition and increasing demand for faster access to products and services. Work time dimension has got a great importance [3]. Time is the most valuable resource in hand for humans, because all other resources become valuable in case of time existence. One of the best ways to use limited and valuable time is conscious and permanent application of time management. Time management can be considered as taking into account every minute, eliminating unnecessary tasks and emphasizing the main nature of work [8]. In the late 1950s time management was raised as a method for effective compliance of time with work [3]. This method includes techniques for determining short-term goals, how to turn these goals into tasks and activities for faster implementation of them, how to plan and prioritize them according to diary, and how to prevent work interruption which provides limitations in performing tasks [3].

The basis for time management rests on effectiveness of time spending and dominance on time is the only secret of human success. In a complete system of time management, some techniques are used in which people can

achieve the most results with spending the least time. Managers learn to focus on important tasks and priorities and to avoid. Everything which is obstructing for doing important works delay. The complete system of time management gives the managers the courage for empowerment. And thus can maximize their productivity [17].

Makan in 1994 proposed and stated the first model of time management. Time management training has positive effects on time management behaviors and also discovering how to control time by results such as job satisfaction are considered as its positive effect [3]. According to Makami researches, is understanding and realizing the importance of time control. The stated that setting goals and scheduling and organizing time leads to a feeling of dominance over time control in individual [3]. Evaluating his pattern, Makan showed their of time management training leads of three types of behavior: setting objectives and regulating them based on priorities, creating structure for time management, Rating and discriminating and points for organization. Makan general hypothesis based on whether time management behaviors and teaching them would lead to appreciation of control over time or not? It is investigations showed that time management behaviors and its continuation. Setting goals and creating structure for managing time has a positive relationship with conscious control over time. The results of studies by different researchers indicate that time management behaviors (or part of them such as short-term goals) have positive relationship with perception of control over time, work-life interference, job performance, academic ranking, academic performance, job satisfaction and health, allocating time for tasks according to the above priorities. And have a negative relationship with forcing to work, work tension, fatigue, and psychological distress. But the relationship between time management with job performance was moderate and not significant.[2]

Work-life conflict

Work-life conflict affects all aspects of people's life including their families, work places and even people's mind and their physical health. So the issue of work and life conflict includes a broad and extensive spectrum.[16]

Many years ago, Alvin Toffler (1980) in his book ((third wave)) had predicted that with change in technology, especially in the domain of communications and information, there will be a major change in work and life procedures and human relationship [12] the resulting concerns from these developments, especially in family area, has led to actions from governments and organizations to create balance and to reduce the conflict between work and life[19]. due to complexity and multifaceted nature of the issue of creating balance between work and life, there often happens some problems in its perception and interpretation [6]. in Clark's view the balance between work and life means satisfaction and good performance in life with the least conflict on roles. According to kofodimge view balance means having satisfaction, health , and productivity in the life which includes work, leisure and love[3].

In all definitions for having work-life balance, harmony and equality is considered in two parts: inputs and outputs. the first part, input, includes personal resources such as energy, time, commitment and responsibility which are used in each of roles. Having balance needs an equal level of time, involvement and responsibility and it demands commitment of roles in both work and life environments. There is a high level of equality in the above mentioned dimensions in positive balance in contrast there is a low level of accuracy, attention and time within work-life in the negative balance. The amount of involvement in each role reflects the degree of time allocated to that role, and if more or less time be devoted to any of roles in work and family, it would lead to conflict in work-life the other part of balance is the obtained results or the outcomes which reflects the experiences resulted from work-life roles. According to definitions, one of the obtained results of the balances is satisfaction. Positive balance is associated with high level of satisfaction in work and life roles, and conflict associates with low level of satisfaction in the above mentioned roles. People who are more satisfied with one role rather than the other, face with conflict in the other role. So work and life balance is a degree of equality and coordination in involvement and people's satisfaction (male or female) with each of the work and life roles [9].

Work-life conflict happens when work demands are not consistent with life and according to the report of

American institute for occupational safety and health, work-life conflict in nature is one of the 10 great stressors in work place. One of the important resort for work-life conflict in Americans is that they do not have enough time in their daily life to do their tasks and responsibilities which is a follow-up to the high work hours during a month in relation to the past two decades. Overtime work and work-life conflict has led to their physical and mental problems and it seems that these people experience high level of conflict, in crease of stress and physical complains and decrease of energy [16].

Among the factors and condition that may lead to work-life conflict are: work place, having multiple jobs, not using annual leave and being in the work place during weekends and public holidays. High among of work and job responsibilities, unbalanced and in appropriate division of works, lack of support from staff, lack of job security, threatening employees and abusing them, set deadlines and constant pressure to end work, occupational and environmental changes, long trips for doing work, family problems, lack of division of home tasks between man and woman and lack of participation in home affairs and others are among. The issues that has been considered as factors causing stress and conflict between work and life [12].

Green House and Butell(1985) define work-life conflict.

As a kind of conflict between roles in which the roles' pressure in different areas of work-life. Would lead to mutual conflict between work and life [4].

According to this definition, three types of conflicts can be identified:

1. Time-based conflict: occurs when a disorder happens in the amount of time spent in an area such as work due to facing the needs of other area such as life.
- 2- tension or pressure based conflict: occurs when the performance in one role is reduced due to stressful nature of the other role like feeling tired at work as a result of insomnia, child care or home responsibilities.
- 3- Behavior-Based conflict: Behavioral problems that occur as a result of displacement between roles[22].

Work-life conflict is divided into two branches, life interference with work and work interference with life. Life interference with work occurs when family work prevents doing job duties and work interference with life occurs when job responsibilities. And duties prevent helping and participation in family works. Extensive researches have been done on both types of interference, researchers have suggested that those are two separate and distinct form of conflict. Both types of interferences are predictors of stress but life interference with work is the primary most common cause of stress. This hypothesis indicates the fact that in most work places it is still believed that family life should be distinguished from work. People who have experienced family life together with work endure more stress and leave their work poorer [16].

Napier university employment center have examined the major cause of work life conflict in nursing and midwifery. The obtained results include:

- 1-low awareness and organizational support for legal and paid leaves [14].
- 2-Shifts length and the number of continuous shifts, day and night work shifts, and little attention to the shifts, in one hand caused serious interferences in employees' in work-life balance and in the other hand were considered as a threat to their health [18].
- 3- Excessive control over shifts and low work flexibility [14].
- 4- long working hours, about 13i than 48hours work for week and the little reward they received in relation to these additional and compulsive responsibilities. The reason of long working hours was briefly stated as high pressure of work, and the pressure between the clinical and managerial roles and by the way long working hours expectation from the employee was accepted as a culture in the organization [22].

Adjusting ourselves with competitive needs of today's world is boring, if not stressful and causes absence from work. Illness and low productivity. Therefore the issue of work-life conflict is raised for all organizations and their employees, including health care organizations [22].

Research History (Background)

In Adams and Jakk's study time management was integrated in work-life conflict model. The results showed that time management behaviors have direct and indirect (Time control perception) relationship with work interference with family and family interference with work [1].

Green and Skinner in their study expressed that employees need to enhance their abilities to manage time efficiently to achieve an effective balance of work-life and time management has a positive influence on people in balancing their work and life and optimum use of time and enhancing organizational productivity [5]. Major and colleagues findings in the study of time relationship with work, work interference with family and psychological distress. Should that some occupational and familial characteristics have a significant relationship with work time, and work time had also a positive significant relationship with work interference with family and a negative significant relationship with distress [13].

The above mentioned findings are consistent with results of other studies, including findings of Kisa and Arso study which showed that time management training as a defined educational goal, should be included in Academic programs for future managers and as an in-service education for the current managers[10]. In Van R.D study (2003) in which time management was taught to a group in a 1.5 day seminar, After a month of training in the trained group, a reduction in avoidance and concern behavior and an increase in time management ability was significantly observed. The results indicate the usefulness of time management training in reducing concern and delay in work [20].

Referring to the results of conducted studies, it can be concluded that time management training in addition to controlling work-life conflict, enhances the personal skills of control and efficient use of time in nurses and decreases the stress and the anxiety caused by pressure and lack of time in nurses 'work and family.

Nurses are the largest group of health care workers. Regardless of the number which cannot be alone guarantee for their attention to efficiency, effectiveness and time management, the effect of rotating shifts has been a concern in nursing. Among nurses who have rotating shifts, the reported medication errors are double more than those who do not have rotating shifts. And also among nurses in night or rotating shifts, in seminar and lower quality of sleep, greater use of sleeping medications, napping at work, while driving and after work are reported [8]. Wasting time factors in nurses include crisis associated management, telephone, perfect waste of time, poor planning, uninvited guests, in competency in delegating tasks to others, lack of personal discipline. Inability to say no, in

competent staff, post phoning , today work, paper work, and leaving works unfinished [8]. In today's society in which people are under pressure, efficient time management and planning not only is a useful affair but also it has been turned into a necessary and inevitable one; because achieving goals in the life, Achieving goals in the determined deadline, doing something fruitful and satisfying instead of something stressful and useless, require, teaching and applying time management behaviors in both areas of work and life [11].

It appears that nurses as the second- class female employees and workers after the teachers, due to above mentioned occupational conditions are more prone to the conflict between work and family. According to the research in our country studies, so far no published scientific research about work-life conflict has been done. So the writers of the article in line with reducing the work-life conflict in nurses. Decided to answer this question 'is there a relationship nurses?' and the aim of present research is to investigate the relationship between work-life conflict and nurses time management in Abadan hospital.

RESEARCH METHOD

This study in nature, objectives and data collection procedure is a descriptive survey and attempts to study and examine the current situation. In this study the community is equivalent to the sample and includes all nurses in Abadan hospital who are working in one of the positions of supervisor, head nurse, nurse and staff nurse and easy on available sampling method will be used. For data collection a questionnaire is used which its validity was confirmed by expert and professors.

Work-life conflict questionnaire as the dependent variable is associated with carlos and colleagues, that have items which are extended in two ways and six dimensions for work-life conflict. The questionnaire reliability to efficient was calculated from cronbach'alpha. The total cronbach'alpha for the questionnaire was obtained 0.92% and also the reliability was estimated for dimensions of time 0.91%, tension 0.78% and behavior 0.83%. Standard tools of time management behaviors (TMBS) as an independent variable is provided by makan and colleagues in 1990 which has 39items and has five spectrum in likert scale and it's Cronbach'Alpha was calculated 0.83% findings of this study are based on qualitative and quantitative data. Spss software was used for data analysis and to evaluate research hypotheses, inferential statistics and pearson correlation test were used. With regard to the objectives, research type and the examined variables, the following research hypotheses have been considered.

The main hypothesis: There is a significant relationship between time management and work-life conflict.

Sub hypothesis1: There is a significant relationship between time management and time dimension (work-life interference / life-work interference)

Sub hypothesis2: There is a significant relationship between time management and tension dimension (work-life interference / life-work interference)

Sub hypothesis3: There is a significant relationship between time management and behavior dimension (work-life interference / life-work interference)

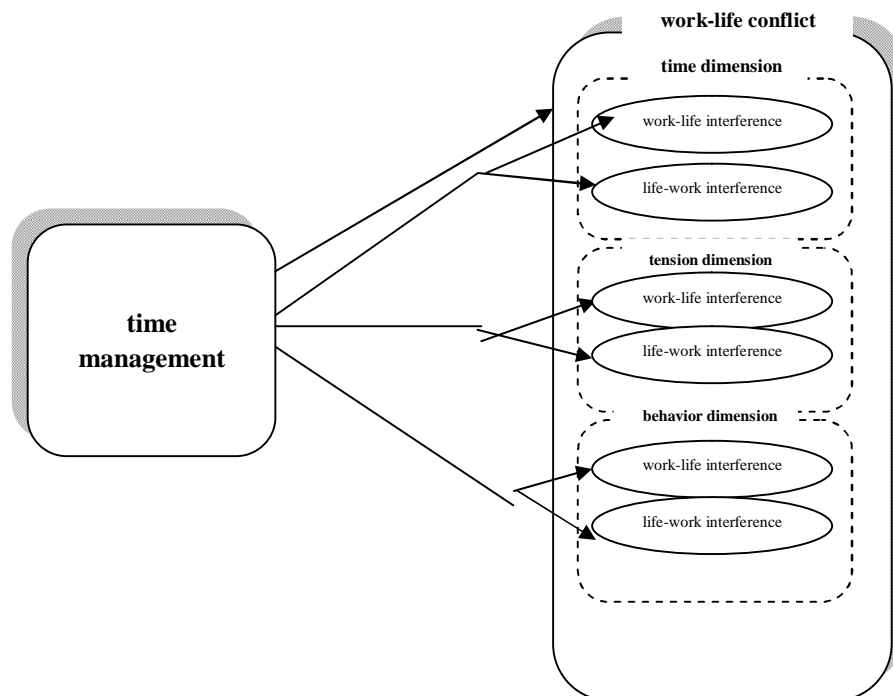


Figure1: Conceptual model of the study

DATA ANALYSIS

A. Descriptive results of the study:

In this study the relationship between time management and work-life conflict in one of the hospitals in Abadan was examined. The study included 100 nurses in Abadan hospitals who are working in the position of supervisor, head nurse, nurse and staff nurse, 46men and 56women, 18 of who me were single and 82 were married.

B. Testing Research hypotheses:

In order to examine the research hypothesis, pearson correlation Co efficient was used and the results are given in table (1) .

Table1: the results of pearson correlation test for research hypotheses significant level-correlation coefficient-variable

		Time management		
		Correlation coefficient	Sig	result
time dimension	work-family interference	-0.42	0.000	Confirmed
	family-work interference	-0.38	0.000	Confirmed
tension dimension	work-family interference	-0.40	0.000	Confirmed
	family-work interference	-0.36	0.000	Confirmed
behavior dimension	work-family interference	-0.32	0.001	Confirmed
	family-work interference	-0.27	0.006	Confirmed
work-life conflict		-0.52	0.000	Confirmed

Main hypothesis: There is a significant relationship between time management and work-life conflict.

As table(1) shows there is a negative correlation between total score of life-work conflict and time management ($p<0.05, r=-0.52$). The above finding indicates that reducing time management, the amount of work-life conflict increases and vice versa. In other words, the two variable act opposite to each other,

Sub hypothesis1: There is a significant relationship between time management and time dimension (work-family interference / family-work interference)

As table(1) shows there is a negative correlation between time of work interference with family and time management ($p<0.05, r=-0.42$). The above finding indicates that reducing time management, the amount of work interference with family in dimension of time increases and vice versa. In other words the two variables act at the opposite side of each other. There is also a negative correlation between time dimension family interference with work and time dimension ($p<0.05, r=-0.38$). The above finding indicates that reducing time management, the amount of family interference with work in time dimension increases and vice versa. In other words, the two variables act at the opposite side of each other.

Sub hypothesis2: There is a significant relationship between time management and the tension dimension (work-family interference / family-work interference).

As table(1) shows, there is a negative correlation between tension dimension of work interference with family and time management ($p<0.05, r=-0.40$). The above finding indicates that reducing time management, the amount of work interference with family in tension dimension increases act at the opposite side of each other. There is also a negative correlation between tension dimension of family interference with work and time management ($p<0.05, r=-0.36$). The above finding indicates that reducing time management, the amount of family interference with work in tension dimension increases and vice versa. In other words, the two variables act at the opposite side of each other.

Sub hypothesis3: There is a significant relationship between time management and behavior dimension (work-family interference / family-work interference)

As table(1) shows there is a negative correlation between behavior dimension of work interference with family and time management ($p<0.05, r=-0.32$). The above finding indicates that reducing time management the amount of work interference with family in behavior dimension increases and vice versa. In other words, the two variables act the opposite side of each other. There is also negative correlation between behavior dimension of family interference with work and time management ($p<0.05, r=-0.27$). The above finding indicates that reducing time management, the amount of family interference with work in behavior dimension increases and versa. In other words the two variables act at the opposite side of each other.

Conclusion

According to table(1), the major finding of the study showed that there is a significant and negative correlation between work-family conflict in two areas of work interference with family and family interference with work within six dimension of time, tension and behavior in relation to time management; it means that increasing work-

life conflict in all six dimensions and the two areas, time management decreases and vice versa, with decreasing time management, work-life conflict increases. The above finding indicates that time management skill has an important role in controlling work-life conflict among the nurses, as most of the studies express the influence of work on family, it is required to apply the learned skill in family to control the conflict between family and work, therefore it can be concluded that organization can help nurses to reduce and control work-life conflict efficiently by inclusion of in service training programs, such as time management skills,...

It is also required that these training programs be included in educational content of nursing student. The above finding are consistent with the results of previous studies, including the results of various studies showed that application of time management behaviors (or part of that such as short-term objective) have a positive relationship with perception of control over time, work-life conflict, job satisfaction and health, and allocating time for tasks with high priorities, and have a negative relationship with work force, job stress, fatigue and psychological stress[5].

Considering that nursing is among the ten stressful, jobs in the world, work-life conflict phenomenon also leads to their individual, familial and organizational problems. Finding appropriate solution to overcome and prevent conflict in these two areas of work and life, is considered as a part of nursing priorities, and time management training is among the coping styles for balancing these two areas. Finding of this study are applicable in different areas of nursing: 1.Management: considering that work-life conflict causes problem for individual, family and organization and regarding the important and key role of nursing staff in providing health care, it seems natural that authorities pay special attention to this issue. According to the results of this study, nursing managers can help nurses to keep the balance of these two areas and to reduce the consequences of this conflict by teaching time management and other training skills effective in reducing the work-life conflict in the form of training sessions, seminars and workshops. 2.clinical practice: Reducing work-life conflict and keeping the balance of these two areas, nurses can have care of patients with more sense of comfort, in way that providing health care be done with higher quality. 3.Training: The results of this study can be a guideline for authorities in nursing education who can prevent the occurrence of this phenomenon in the future work and life the nurses or minimize it's amount by inclusion of programs such as time management skill and other effective skill in the domain of work-family conflict during nursing students education with short-term training and retraining courses. It is also recommended that in the future studies, investigation on the relationship between nurses 'work-life conflict and underlying variables be dealt with more samples of nurses as well as examining the impact of time management training on work-life conflict in nurses, descriptive study of work-life conflict among nurses in our country, designing a model to investigate work-life conflict in term of predictive factors of work-life conflict and it's results in Iranian nurses.

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