

Investigating the relationship between job satisfaction and dyadic adjustment in flight attendants

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ABSTRACT: This study is conducted with the aim to investigate the relationship between job satisfaction and dyadic adjustment. 180 flight married attendants (111 males, 69 females), employed in Mahan Air, Iran Aseman Airlines and Iran Air, are selected through stratified and then simple random sampling. Brayfield and Rothe's job satisfaction scale and Spannier's Dyadic Adjustment Scale (DAS) are utilized to measure the research variables. Collected data is analyzed by descriptive (frequency, percentage, mean, and standard deviation) and inferential statistical methods (Pearson correlation coefficient, t, correlation difference test between two means). Statistical analysis on data of this research indicates that there is a significant positive correlation between job satisfaction and dyadic adjustment. No significant difference is found in the correlation between job satisfaction and dyadic adjustment in females and males ($P < 0.05$). There is no significant correlation between monthly income and dyadic adjustment, but there is a significant positive correlation between monthly income and job satisfaction. Job satisfaction can predict the dyadic adjustment and this finding indicates the necessity for paying attention to the role of job satisfaction in achieving the dyadic adjustment and preventing the conflict.

Keywords: Job satisfaction, dyadic adjustment, flight attendants.

INTRODUCTION

The role of family as the smallest social unit with different functions can also be very important and effective in creating a center of relief as its positive aspect, and creating the social damage as its negative aspect. Divorce as a social damage is among the negative aspects of this social institution. Since the divorce rate has been enhanced in Iran in recent years, it is essential to investigate the causative factors of conflict among the spouses. In terms of family issues, the researchers have studied the role of various factors each which job failures are among these issues which underlie the conflicts, disputes and dyadic conflicts. Job and job satisfaction is among the major concern for human communities because it is a way for individual self-actualization despite the economic dimension and can make the self-esteem and self-worth in them. Numerous definitions are provided for job satisfaction. Job satisfaction can be an important indicator of how workers feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turn over. (Mount, 2006). Job satisfaction is commonly defined as individual's feelings and attitudes towards their overall job and towards aspects of their job (Spector, 2008).

According to Armstrong (2009), the basic requirement for job satisfaction may include comparatively high pay, an equitable payment system, real opportunities for promotion considerate and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of autonomy control over the workplace and work methods.

It could include specific interactions related to affective behaviors including: pay, promotion, supervision, fringe benefits of employment, contingent rewards, operating conditions, coworkers, nature of work, and communication (Spector, 1997). Rue and Byars (1992) have defined the job satisfaction as the individual mental status of his job. Job satisfaction is a phenomenon which affects the whole community. When the staff and members enjoy their work in organization, their private life (outside the organization) can be improved (Robbins, 2002).

Ballard et al (2006) studied the health status of Italian flight attendants. Their findings showed that the majority of flight attendants perceived their health as only fair or poor and it was found that perceived health status was related

to low job satisfaction. This problem is due to job stressors such as isolation when on duty travel, little time or energy available to adequately fulfill roles as mothers, partners, and community members, dealing with difficult passengers, and lack of institutional support.

Although numerous studies have been done on the concept of marital satisfaction, no single definition of this construction has yet to be presented. For example, Snyder defined marital satisfaction as a construction including a variety of dimensions that included quality of communication, leisure interactions, cohesiveness on matters relevant to the relationship (e.g., child rearing and finances), and family history of distress (Najarpouriyar et al, 2012).

Marital satisfaction is an important component of mental health. Marital distress is associated with numerous psychological problems particularly depression. The couples, who separate from each other due to the marital conflicts, are faced with an increased risk of traffic accidents, physical illness, violence, and experienced mental illness, death from disease, social isolation, financial problems, depression and consuming alcohol (Cowan & Cowan, 1992). Given the greater risk of physical and mental health problems among separated and divorced people, it is important to determine the factors which help to sustain the marriage.

The research on the relationship between job and family has been primarily focused on the distinction between two roles, and most of the researchers and authors are willing to investigate the occupational variables and separating them from family and personal life while evaluating the issues such as job satisfaction and performance, but it is essential to specify how some of certain necessary matters such as job may intensify the behavior associated with the marital instability and life disintegration.

Researchers have studied the interaction between work-family balance and the marital relationship quality, perceived familial cohesion and job satisfaction and believe that the job satisfaction and commitment are alongside the marital satisfaction (Kari et al, 2003).

A number of studies have argued that the marital satisfaction and job satisfaction are positively and directly correlated with each other, for instance, the data of 12 years of research on the relationship between the marital satisfaction/conflict and job satisfaction indicate that they are directly correlated and generally the marital life quality is better predictor of job satisfaction than the rest of factors; furthermore, the increase in marital disputes and problems significantly reduces the satisfaction (Rogers & May, 2003). The findings of study by Roberts & Levenson (2001) on male police officers indicate that the job stress has negative relationship with marital interaction of each spouse and is the prerequisite for marital distress and disintegration. Interestingly, when higher physical exhaustion of work was reported for husbands, their wives were more prepared for the role of protective. This suggests that the physical and psychological stressors may be differently associated with marital performance and should be considered separately (Brockwood, 2007).

Kinnunen et al (1996) concluded in the study on the relationship between marital and job satisfaction on their stress that the couples with the same attitudes towards their marital and job satisfaction had the same rates of stress. The lack of job and marital satisfaction caused both personal and interpersonal stress. The lack of job satisfaction often led to the personal stress, while the marital dissatisfaction had more contribution in interpersonal stress.

Numerous other studies are also conducted on the interactive relationship between job and family and it supports the direct positive relationship between job satisfaction and dyadic adjustment (Kinnunen et al, 1996; Erikson, Weaver, 1997; Campo, 2000; Kiger & Riley, 2001; Robbins & Mc Fadden, 2003).

Zandipour et al (2006) came to the conclusion that there is no significant relationship in job satisfaction level between men and women. In the investigation of relationship between marital satisfaction and job satisfaction in long term and sex differences, Rogers and May (2003) observed that job satisfaction and marital satisfaction were significantly correlated in long term. An increase in marital satisfaction was significantly related to an increase in job satisfaction. Furthermore, there was a negative correlation between marital disorders and job satisfaction, and this and this was similarly observed in both women and men. Weaver (1997) whose purpose was investigating the relationship between marital and job satisfaction found that the two variables were positively correlated with no significant difference between men and women in marital and job satisfaction.

In the field of relationship between job and marital satisfaction, the researchers refer to the Theory of flow or spill over. The positive flow means the development of work motivation and satisfaction at high levels of energy and commitment in family. Negative flow refers to the stressful work stimuli such as conflict or stress at work, changing job, lack of proportion between person and job, and job failure which can create the sense of depression and emotional stress and cause aggressive behavior or powerful isolating behavior in family and thus leads to marital conflict (Rastegar khaled, 2006). Marital behavior provides another potential explanation for the relationship between job strain and marital satisfaction. Research has demonstrated that after a stressful day at work, spouses are more withdrawn from family interactions and more likely to act in combative ways towards other family member. Over time,

withdrawal and negative interactions may weaken the marital relationship and decrease marital satisfaction (Oscharoff, 2011).

According to Kalliath et al. (2011), Role Strain Theory contends that social structures consist of multiple roles and individuals are sometimes unable to meet the demands of all roles and responsibilities. Married couples must consistently negotiate unsatisfied roles in an attempt to adapt to the demands placed on them from multiple role responsibilities. Role strain has been correlated with the tension, disharmony, and conflict between members of dual-career marriages.

In this regard, we can refer to the research by Schulz et al (2004). The findings of this research indicate that there is a relationship between the stress at work and conflict and dispute with spouse; and the husbands show the avoidant and exhibitory behavior against wives after a work day resulted in the negative impulses, while the woman tend more to display furious marital behavior.

Despite the results under which the job satisfaction predicts the marital adjustment or in other words, represent the fact that whatever adjustment between job and family requirements is enhanced for men and women, their marital relationship will be stable but number of studies have supported this view that the quality of job and its satisfaction has no relationship with marital quality and the mutual relationship between couple (Widrich & Ortlepp, 1994; Ofovwre et al, 2013).

Although work as a flight attendant is often stressful, tiring, and disruptive, little has been written on the psychological health effects of this type of work. They often work at night and travel across time zones. This can disrupt normal sleep patterns and cause jet lag, which results in fatigue and difficulty sleeping. The study showed that job stressors such as mental and psychological demands, imbalance between job demands and outside obligations, low supervisor support, and job dissatisfaction predicted psychological distress (Ballard et al, 2005). The results of this study suggested that interventions aimed at reducing conflicts between work and private life, at minimizing job stressors, and at increasing social support for flight attendants may enhance their wellbeing and job satisfaction .As a result our study seeks to investigate the relationship between job satisfaction and marital adjustment among flight attendance. The study is guided by following research questions:

- 1- Is there a relationship between job satisfaction and marital adjustment?
- 2- IS there significant difference between marital adjustment and job satisfaction in men and women?
- 3- Is there a significant relationship between monthly income and marital adjustment?
- 4- Is there a significant relationship between monthly income and job satisfaction?

Research Methodology

Sample and procedures

The statistical population of this study covers all the female and male married flight attendants employed in Iran Aseman Airlines, Iran Air and Mahan Airlines with a total of 700 employees, 275 women and 425 men. The sample size is considered equal to 248 samples by referring to the table of Kerjcie and Morgan's sample size estimation and the numbers of female and male flight attendants are obtained equal to 150 males and 98 females in sampling according to stratified sampling method (ratios 2/5, 3/5). Then the sample members are selected from three airlines by simple random sampling.

Considering this possibility that some of samples may respond to the questionnaires incompletely or refrain from responding it completely, 320 questionnaires are presented and 180 ones, 111 males and 69 females, are collected completely by frequent supervision and elimination of incomplete cases.

In this group, 30% were master, 25% bachelors, 18.9% with associate degree, and others had Diploma. 54% had over 600 thousand Tomans of monthly income and others under it. 41% had less than 5 years of marriage, 22% from 5 and 10 years, and the rest of them over 10 years. The average age was 35 years (Sd= 5, range= 30-40). This study has descriptive correlative type, and the statistical methods and indexes, namely, the frequency, mean, standard deviation, correlation coefficient and t test are utilized for data analysis.

Measures

Brayfield and Rothe's job satisfaction scale

This questionnaire is designed in 1951 and contains 19 questions pointed according to Likert scale (strongly agree, agree, no opinion, disagree, strongly disagree) based on which the subject should select the interest and feeling, or his real thought about each of the items based on five options.

This questionnaire was performed on 30 advisors in Kordestan province and its reliability investigated through Cronbach's alpha equation and obtained equal 82%. The questionnaire was performed on teachers, who had high or low job satisfaction according to the principals at school of Shiraz, in order to determine the validity of questionnaire. Those with low job satisfaction obtained low scores in questionnaire and the ones with high job

satisfaction obtained high scores. The correlation of scores obtained from this test with scores of Hapak job satisfaction Scale was reported very strong and equal to 92%.

Dyadic adjustment questionnaire

This scale is a 32-item tool for assessing the quality of dyadic relationship according to the viewpoints of husband and wife or any two people who live together. This tool is designed for several purposes. This tool can be applied for measuring the satisfaction in intimate relationship. Factor analysis indicates that this scale measures four dimensions of relationship. These four dimensions are as follows: dyadic satisfaction, dyadic cohesion, dyadic consensus and affectional expression (Sanaei, 2008).

Total score of scale with Cronbach alpha of 96% has remarkable internal consistency. Internal consistency of subscales is from good to excellent: dyadic satisfaction of 94%, dyadic cohesion of 81%, dyadic consensus of 90%, and affectional expression of 73%.

Dyadic adjustment scale with the power to change the married and divorced couples in each question has shown its validity for known groups. This scale has concurrent validity and is correlated with "Locke & Wallace's dyadic satisfaction scale". (Sanaei, 2000).

Results

Table 1 represents the results of Pearson correlation coefficient for correlation between job satisfaction and dyadic adjustment. Based on the data of this table, the job satisfaction has a significant positive correlation with dyadic adjustment and its subscales at the level of ($P < 0.05$), so that the increase in job satisfaction leads to the enhanced dyadic adjustment and its components (except for dyadic cohesion), and in the case of low job satisfaction, the dyadic adjustment is reduced. According to the table, job satisfaction isn't significantly correlated with dyadic cohesion sub-component.

As shown in Table 2, there is no significant difference for positive correlation between job satisfaction and dyadic adjustment in both genders. The average scores of job satisfaction and dyadic adjustment in men respectively (63.62 and 113.43) are slightly higher than women (60.17 and 108.28).

Table 3 shows that there is no significant difference between dyadic adjustment components and monthly income rate. In fact, the survey results indicate that the increase in monthly income will not lead to the high level of dyadic adjustment.

The results in Table 4 indicate that there is a significant positive and direct correlation between monthly income and job satisfaction and it can be concluded that the increase in amount of monthly income will lead to the high satisfaction.

Discussion

The results indicate that there is a significant correlation between job satisfaction and dyadic adjustment. This finding is consistent with result of numerous studies presented briefly in introduction. In explaining these results, it can be concluded that the satisfaction in a field of life is correlated with satisfaction in other fields, and also the stress in a field is correlated with created stress in other fields. It is a fact that the problems at work can be transferred to home. The work- house spillover refers to the tendency towards bringing the work problems to home at the end of day and it is common to displace the anger and failure from workplace to family members. In other words, the negative flow refers to the problems and conflicts which are imposed on the staff, engage him, and make it difficult for him to have effective and adequate participation in family life. The findings of national research in America by Cooper (1991) indicate that 73% of men and 83% of women experience an important conflict between family and career roles and expectations and it is consistent with findings of this study. Therefore, the stressful stimuli such as job insecurity, changing work hours, and job failure can make feeling of depression and emotional stress and lead to the individual aggressive or isolating behavior in family environment and in couples' relationships. In this case, the family satisfaction is replaced with family distress because the individual inability to fulfill the family expectations disturbs his emotional and social relationships with other family members and undermines his confirmation by them, thus his satisfaction with life will be reduced. In contrast, the experience of competence, satisfaction and motivation makes a positive flow towards the other field and creates a warm space, interactions, and effective and successful performance in another field. Work-family conflict can result in psychological strain, reduced job satisfaction, lessened family satisfaction, and decreased marital satisfaction (Kalliath et al., 2011). The workers that were supported by both a family-friendly organizational culture and supportive coworkers were more likely to report higher levels of family satisfaction, while having an understanding supervisor increased marital satisfaction (Hill, 2005).

This study indicates that there is no significant difference between job satisfaction and dyadic adjustment in men and women, despite the fact that the mean scores of job satisfaction and dyadic adjustment in man are slightly higher

than women. This result is consistent with research by Weaver (1997). In this regard, it can be concluded that the gender view of role is more trivial than the past according to the traditional and gender pattern in distributing and assigning social roles to women and men in current community despite the existing life problems. Furthermore, the increased entry of women into the labor market indicates that the job is also considered as a source of satisfaction for women and the percentage of respondents who are satisfied with their jobs than family life has increased over the past. This also indicates that although according to Pleck's view (1977) the family and job roles differently affect both genders and the women involve their family roles more in job roles and the men allow their job roles to be involved in their family lives, but ultimately the relevance of these two areas of life, there is no significant difference between women and men. Therefore, according to Carlson & Perrewé's view (1999), it is important for women to be supported by their husbands for their jobs in order to prevent its negative effects and consequences on the family system and for men to be supported by women for his job in order to experience high job satisfaction.

The results obtained from flight attendants indicate that there is no significant relationship between components of dyadic adjustment and monthly income. This result is consistent with findings of research by Vannoy & Philliber (1992). Based on their findings, the couples' monthly income is not correlated with their dyadic quality. According to Brown & Bulanda (from 2006 to 2008) entitled as economic conditions and dyadic consequences, it is concluded that the income has no or a little correlation with dyadic quality. In fact, the objective scales of economic status (e.g. income and employment) have lower correlation with dyadic quality than the subjective scales (e.g. job satisfaction and perceived economic problems) despite the fact that most of the studies indicate that the financial problems can lead to the reduced marital satisfaction and increased marital problem, pressures or distress, anxiety and separation. For instance, the results of study by Conger et al (1999) indicate that the poor financial status leads to the increased violence in marital relationships and reduced intimacy and mutual support and thus increased psychological distress and reduced dyadic adjustment. However, this impact can be effective to a certain level of income and since then the increased level of income does not require higher dyadic adjustment and satisfaction because this is affected by several factors which overshadow the monthly income rate. Sometimes even when there are numerous financial sources, money can be the reason for marital problems because the dispute and conflict about how to spend money is common and risky at all levels of income. Furthermore, men may neglect their relationship due to being so busy to make money.

According to the results, there is a direct and positive relationship between monthly income and job satisfaction and this is consistent with studies by Green & Heywood (2008) and Robbins & McFadden (2003). In explaining this result, it can be concluded that the theories which focus on employee needs and values, such as Maslow's hierarchy of needs, ERG, Herzberg's two-factor theory, and McClelland's theory of needs, generally indicate that the financial needs and receiving the reward and money are among several constituent factors of job values with the ability to predict the job satisfaction and eliminate the dissatisfaction. Furthermore, the organizational commitment is higher in people who are satisfied with their salary; however, there is several intrinsic motivations for working, but money or extrinsic reward can enhance the staff intrinsic motivation or plays the role as a short-term motivator. In fact, when employees have rich in both inner satisfaction and extrinsic rewards, they will have the highest level of satisfaction. In general, for those whom the money is the goal or they cannot gain other satisfaction than their jobs, the salary is more important. In this regard, Spector (1997) argues that the fair payment determines the salary satisfaction rather than mere real payment rate, and in fact when there is a fair system for salary and reward payment for employees, the staff satisfaction is enhanced.

Suggestions:

Since according to this research, there is a significant relationship between the job satisfaction and marital adjustment, this clarifies the need for paying attention to the job counseling and guidance and the managers should implement scientific and formulated planning for financial and moral support of the staff families in order to enhance the efficiency and job satisfaction. In this regard, it is essential:

- 1- to create the centers for consultation, education and guidance by experienced experts in airlines or other public and private organizations with the aim at strengthening the marital relationships, and protecting them from social damages especially the dyadic conflicts.

2. Delicate rehabilitations in order to change some familiar traditional patterns in families; such as achieving symmetrical roles between husband and wife.

3. Setting up rules and guidelines in family to help women to willingly accept their wife and motherhood roles without pressure so that they can perform their own social and vocational roles in a more appropriate condition and with a more positive self-image.

This study can be conducted in other organizations and agencies, and the obtained results can also be compared and investigated. The studies can be conducted on differences between men and women in sub-components of job satisfaction (supervisors, promotion, etc.) and other variables such as age, education level, and type of job.

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