



# The effectiveness of family enrichment model for work on marital satisfaction, career and work-family conflict of married female managers

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### Abstract

**Aim:** The purpose of this research was the effectiveness of family enrichment model for work on marital satisfaction, job satisfaction and work-family conflict of married female managers. **Methods:** The present study was a semi-experimental study with an experimental and control group and a pre-test-post-test design with a six-month follow-up. The statistical population included all 150 married female managers working in the headquarters department of Persian Bank in Tehran in 2021, who along with their spouses were willing to participate in training sessions. The number of sample members was 30 couples who were replaced by random sampling in two experimental and control groups (15 couples in the experimental group and 15 couples in the control group). The experimental group was subjected to the intervention of the family enrichment model for the work of Makipour et al (2021) for 9 sessions of 90 minutes. Both groups were evaluated in the three stages of pre-test, post-test and follow-up by Enrich marital satisfaction questionnaires (1989), Minnesota job satisfaction scale (1943) and Rostgarkhald's work-family conflict scale (2002). Data were analyzed using repeated measures mixed analysis of variance. **Results:** The results indicate the effect of family enrichment intervention for work on the score of marital satisfaction ( $P < 0.05$ ,  $F = 6.07$ ) and job satisfaction ( $P < 0.05$ ,  $F = 60.32$ ) in female managers, as well as the score Work-family conflict ( $P < 0.05$ ,  $F = 8.17$ ), marital satisfaction ( $P < 0.05$ ,  $F = 18.53$ ) and job satisfaction ( $P < 0.05$ ,  $F = 69.72$ ) in Spouses and lack of effect of family enrichment intervention for work on work-family conflict score ( $P < 0.05$ ,  $F = 0.95$ ) in female managers and the stability of these results was in the follow-up phase. **Conclusion:** Considering the results obtained from the research, organizational managers can benefit from the educational model of family enrichment for work as an effective intervention method to improve the marital and job satisfaction of married female managers and couples and reduce the work-family conflict of both working couples.

**Keywords:** family enrichment model for work, marital satisfaction, job satisfaction, work-family conflict, women.

## Introduction

Today, we see that in many societies, women are engaged in activities and work outside the home, the expansion of this phenomenon has led to the emergence of a new type of family called the families of both workers. In such families, in addition to playing the traditional roles of wife, father and mother, the husband and wife are also responsible for the job role; But this matter is of particular importance in married women with children, because they are expected to perform traditional female roles such as child care or housework, and the concern of doing housework does not leave working mothers even when they are away from home and at work (Rastegar Khaled, 2015).

This traditional society's view of the expectations of women's roles has narrowed the arena, especially on married female employees, and has increased the role pressure on them. In such a situation, there is more possibility of conflicts between work and family and feelings of unhappiness and dissatisfaction with life in this category of women, in other words, if women live in families that are bound to maintain the traditional structure and expectations of female and male roles and on the other hand, they do not receive support from the family, the possibility of experiencing dissatisfaction with life is higher in them, and its consequences can affect various aspects of women's family and professional life (Esbari et al., 2020). Family enrichment for work consists of three dimensions of family development for work, family interaction and impact on work, and efficiency or effectiveness of family for work. In family capital for work, the goal is to transfer positive psychological resources, such as: a sense of security, success and self-efficacy from the family to the work environment. In the influence and interaction of the family for work, the goal is to transfer positive attitudes from the family to the work environment. In the efficiency or effectiveness of the family for work, the goal is to transfer the peace and the level of family focus of the person from the family environment to the work environment in order to improve work and organizational success (Rodriguez et al., 2021).

Satisfaction with married life is a positive, pleasant and enjoyable attitude that spouses have towards various dimensions of marital relations (Winch, 2017). Receiving the support of the spouse and helping the spouse in the household affairs and sharing the pressure between the husband and the wife makes being at home a pleasant situation and also reduces the overload pressure of the role of working mothers. As a result, it increases marital satisfaction and life satisfaction (Qazilo et al., 2021). If working women and their husbands are trained as couples and learn how and in what way to support each other in a couple caring atmosphere, learn communication skills and practice work and life management strategies. With each other's help, they can root out and resolve conflicts between home and work. Then by generalizing what they learned to the real environment, they are able to feel satisfied and happy in their lives (Sharki, 2019). Researchers have argued that family enrichment for work will lead to high family satisfaction due to the development and strengthening of abilities and skills and positive behaviors in family life (Aksa et al., 2018).

Considering the fact that role expectations in the field of work and family, especially for women who have high work demands and are active in managerial and leadership roles, have faced them with role pressure and challenges such as inter-role conflict, and with it, consequences such as work-family conflict and

dissatisfaction with various aspects of marital and professional life are considered threatening and traumatic for this category of women, employing a practical and practical solution and policy in order to reduce such risks and damages. It is considered fundamental and important. Since the phenomenon of enriching the family for work has opened a new window for researchers, relying on the results and beneficial achievements of it, we can hope to reduce the destructive effects of conflict in multiple roles in working women and their families and increase its positive effects through education and training of practical and practical skills related to it. In this regard, the present study was conducted with the aim of investigating the effectiveness of the family enrichment model for the user of marital satisfaction, job satisfaction and work-family conflict of female managers, and the following questions were answered:

1. Is the educational model of family enrichment for work effective on marital satisfaction, job satisfaction and work-family conflict of married female managers, and does this effect remain stable in the follow-up phase?
2. Is the educational model of family enrichment for work effective on marital satisfaction, job satisfaction and work-family conflict of couples, and does this effect remain stable in the follow-up phase?

### **Method**

The method of the current research was semi-experimental and of the pre-test-post-test research design with control and follow-up groups. The statistical population included all 150 married women managers working in the headquarters department of Parsian Bank in Tehran in 2020-2021, who along with their spouses were willing to participate in training sessions. The number of sample members was 30 couples who were selected using random sampling method. Thus, at first, a list of the names of married female managers who were willing and volunteered to participate in the family enrichment training course with their husbands was prepared. Then, in the next step, after receiving informed consent, interviews with couples and completion of job satisfaction, marital satisfaction, and work-family conflict questionnaires by all volunteers (couples) to participate in the training course ensured the existence of lack of satisfaction and work-family conflict in couples, and according to the average score of each couple, couples with lower average scores in the job satisfaction questionnaire (scores between 19 and 38) marital satisfaction (scores below 150) and higher scores in the work conflict questionnaire - families (scores above 54), selected and randomly replaced 15 couples in the experimental group and 15 couples in the control group. Entry criteria included: married female managers, not attending other educational courses at the same time, having at least 1 child, managerial work experience of more than three years, also having at least three years of marriage experience with at least a bachelor's degree. In addition, the participants were assured that their personal information will remain confidential and they can withdraw from the study whenever they wish to leave the study.

### **Results**

In the experimental group, the average responses for the two variables of job satisfaction and marital satisfaction increased in the post-test stage of female managers and couples, and decreased for work-family conflict in female managers and couples. This has been repeated for the follow-up phase as well. It should be noted that the results of the control

group were not significantly different in the post-test and pre-test stages, so it can be said descriptively that the researcher's intervention has an effect. To check whether this influence is significant or not at the 95% confidence level, analysis of variance with repeated measures has been used. The results of this test are as follows. For this purpose, first the assumptions of this test have been examined.

The results obtained from the analysis of variance with repeated measures show that the interaction with the experimental group in the three stages of measurement in the scores of variables of women's job satisfaction ( $P < 0.05$ ) with an effect size of 68.3%, couples' job satisfaction ( $P < 0.05$ ) with an effect size of 71.3%, women's marital satisfaction ( $P < 0.05$ ) with an effect size of 17.8%, couples' marital satisfaction ( $P < 0.05$ ) with an effect size of 39.8% and The work-family conflict of couples ( $P < 0.05$ ) was effective with an effect size of 22.6% and the hypothesis of the researcher is confirmed, but it was not significant for the variable of work-family conflict in female managers ( $P < 0.05$ ) with an effect size of nearly 3%.

According to Banferoni's results, it can be seen that for the variables of women's job satisfaction, couples' job satisfaction, women's marital satisfaction, couples' marital satisfaction, and work-family conflict in couples, the mean difference between pre-test and post-test scores is significant at the 95% confidence level ( $P < 0.05$ ), and also the difference between the mean scores in the two pre-test and follow-up stages is also significant at the 95% confidence level ( $P < 0.05$ ), but the mean difference of none of the variables in the two The post-test and follow-up stage was not significant at the 95% confidence level ( $P < 0.05$ ).

### **Conclusion**

The aim of the present study was to validate the family enrichment model for the user of marital satisfaction, job satisfaction and work-family conflict of female managers. The results indicated that family enrichment training for work has improved the marital and job satisfaction of female managers, but this method has not been effective in reducing the work-family conflict of female managers. The first finding of the research showed that the marital satisfaction of female managers increased as a result of family enrichment training for work.

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