

A Model of the Relationship between Behavioral Integrity, Moral Distress, and Work-Family Conflict of Nurse Workers in Aceh, Indonesia

Mahdani Ibrahim¹, Muhammad Subhan², Nurhayati Nurhayati³, Banta Karollah³

(1. Faculty of Economics and Business, Syiah Kuala University, Indonesia;

2. Pertamina University, Indonesia; 3. Sabang College of Economics, Indonesia)

Abstract: This study is aimed at analyzing the relationship between behavioral integrity, work-family conflict, and moral distress among female workers in Aceh Province of Indonesia. The study was conducted at Arun Hospital in Lhokseumawe. The unit of analysis in this study were all nurses who work at the hospital. Using the cluster method in data collection, the samples were similar to a census, all population treated as the respondents. Data were retrieved through the questionnaire distribution to 127 nurse workers at the hospital as the respondents. Data were analyzed using Structural Equation Modelling (SEM) with the Analysis of Moment Structure (AMOS) program. The analysis showed that behavioral integrity, work-family conflict, and moral distress were interrelated significantly, whereby the moral distress plays the biggest influence on work-family conflict of the nurses.

Key words: behavioral integrity; moral distress; work-family conflict; employee management; female worker, Indonesia

JEL codes: J24, J81, I15

1. Introduction

Behavioral integrity (BI), according to the Greeks and Egyptians' ancient belief perceived that the values of human beings were lower than that of gods but higher than that of the animals. Since humans positions are between gods and animals, then humans should have the integrity to position themselves be more like a god than animals (Djajendra, 2015). BI is a fundamental construct that can be implemented as a reference at various levels, from the individual to the organization's managers even to a larger system (Simons, 1999). According to Palanski and Yammarino (2011), BI is perceived as an attitude that encourages someone to behave justice and kindness to everyone. When the integrity becomes a culture at a workplace, then everyone in the workplace will work hard, do their best, and give voluntarily and sincere loyalty to their company. However, yet empirical studies have not found a link between leader integrity behavior and subordinate performance (Palanski & Yammarino, 2011).

Another important variable to examine is moral distress (MD) of a worker in a workplace. MD was first defined in 1984 by Jameton (Browning, 2013; Rose et al., 2013) as a phenomenon that occurs when workers, nurses in this paper, are not able to carry out what they believe to be ethical action which is appropriate for a

Muhammad Subhan, Ph.D., Faculty of Economics and Business, Pertamina University, Jakarta; research areas/interests: corporate/organizational behavior, human resource and logistics management. E-mail: subhanaceh@gmail.com.

variety of internal constraints faced. Since then, studies (Hamric et al., 2012; Ulrich et al., 2010) have identified a good moral distress for nurses and doctors. But until now, this moral distress is one of the important ethical issues that can affect nurses in all health systems. It is described as a threat to the integrity and quality of nurses in taking care of the patient. In recent years, several studies have tried to investigate the moral distress, causes and consequences for health professionals, clients and organizations (Karagozoglu et al., 2015; Wallis, 2015; Ismail et al., 2015; Browning, 2013; Corley, 2002; Wilkinson, 1987; Angela, 2012).

On the other hand, a quite number of research associated female workers with the issue of the work-family conflict (WFC) such as Dziak, Janzen, and Muhajarine (2010), Begall and Mills (2011), Annink, Dulk, and Steijn (2015), Susanto (2009), Lohana and Harsono (2009), Ratna (2006), and Christine et al. (2010). The issues of work-related and family-related become two central issues of working adults' concerns in their life, men and women, and these issues have long been a subject of research (Triana, 2010).

Based on the work of Kahn cited by Greenhaus and Beutel (1985), it highlights WFC as stresses at work and family are conflicting domains in many respects where stresses from the family matters affect negatively to the participation of the employee in the work place or vice versa. Greenhaus and Beutel classified three forms of WFC, namely, (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict. According to Annink et al. (2015), combining work and family matters and responsibilities is a growing issue for many of today's workers, whether for employed or self-employed persons. Workers perform different roles in work and family domains. Workers, especially women and/or parents often believe that self-working (entrepreneurship) will reduce such a pressure in the family (Eurofound, 2007). Entrepreneurial allow workers with flexibility and more self-control over the work and their children of families (Sullivan & Meek, 2012; Ismail et al., 2016; Greenhaus & Beutel, 1985).

In line with the modern development and character, education and work opportunities are now widely open for every one including women. Today, more and more women are working in various fields and have their own career path, including women in Aceh which was very different as of 1970s, where the women were reluctant to leave the house looking for a career, as they believed that the responsibilities of feeding the family (livelihood source) were relied upon men's shoulder, especially for married men. According to Tyas, Tita, and Silvia (2015), another reason why today's women seek for careers outside the house is to utilize the educational qualification and leisure time that women have as compared to if they are unemployed or only sitting at home. All of these can trigger the WFC. This study become timely important to know and analyze the relationship between behavioral integrity, work-family conflict, and moral distress among female workers especially in Aceh where the shift from housewife to career women is just taken place last few years back.

2. Literature Review

2.1 Behavioral Integrity and Work-Family Conflict

According to Becker (1998), integrity is seen as "commitment in action to a morally justifiable set of principles and values" (p. 157), meanwhile, the integrity behavioral construct is based on trust, credibility, and the psychological contract (Davis & Rothstein, 2006; Simons, 1999, 2002). Work-family conflict in Aceh is often experienced by women workers, because the household tasks often come along with work duties as an employee and both are required equal attention.

In Acehese custom, a wife must obey her husband and always take care of household well, while her

husband works to earn a living for the family's needs. These values are shared by the majority of married couples in Aceh. When a wife and her husband are both workers who receive pressures at their workplace, it will influence the couple at home as both will bring back home their pressures to home and they may trigger the family problems. According to Eathough et al. (2011), pressures at workplace might be triggered by leaders whose integrity behavior is very low that can create an ambiguous and ineffective working environment for the employees. The work-family conflicts normally present when the individual plays a multi role at the same time as an employee, a spouse, and a parent (Senecal et al., 2001). Definitely, these conflicts will finally affect the job performance of a worker in a workplace.

Primastuti (2000) asserts that no one will play only one role but needs to handle multi jobs at a time. Those individuals that play many roles have to face the different pressures and expectations from each role they have. A study by Guitian (2009) found that the work-family conflict correlates with the employee's absenteeism, reduced productivity, job dissatisfaction, decreased organizational commitment, psychological distress, depression, physical illness, and others.

2.2 Behavioral Integrity and Moral Distress

There are other factors that can influence the stress at work, namely: work overload, responsibility for others, career development, lack of workgroup cohesion, inadequate group support, organizational structure and climate, characteristics of the task, and character of the leadership (Hardingham, 2004).

Leaders can also affect employee distress. Leaders who have a low integrity behavior can lead to ambiguity and ineffective work of the employee because the employees do not know what the leader wants (Eathough et al., 2011). The result can be either a nurse, in healthcare industry for instance, cannot decide something firmly and quickly in accordance to ideal actions (Kälvemark, Höglund, Hansson, Westerholm, & Arnetz, 2004). This study wants to examine whether there a relationship of integrity and moral behavior distress exists on female nurse workers in Aceh healthcare services.

2.3 Moral Distress and WFC

Work-family conflict can occur when the demands on the different roles take place at the same time. The stress that stems from one role can spill over into other roles. Consequently, it will reduce the quality of performance in these roles; and behaviors that are effective and appropriate in one role may not effective or be transferred to other roles (Christine, Megawati, & Beautiful, 2010). Surely, these conflicts will be hampering progress of a job, especially for women who work under a conflict environment can cause the woman cannot function normally and be unbalanced (Manfield, Koch, Henderson, Vicary, Cohen, & Young, 1991). This study investigates the relationship between moral distress and WFC on workers in Aceh.

Based on the above concepts and literature reviews, this paper tries to examine how the three variables form their relationships especially on nurse workers at one of the best hospitals in Aceh, Indonesia.

3. Methodology

This research studied 127 female nurses who work in PT. Arun Hospital in Lhokseumawe, Aceh. The number of respondents is the total female nurse workers at the hospital during this study was conducted. Primary data were obtained through questionnaire circulation to all the respondents.

Each variable was measured using scale indicators set in forms of questions. Behavioral integrity variable in study was adopted from Davis and Rothstein (2006) and Simons (1999, 2002) which consists of three indicators

**A Model of the Relationship between Behavioral Integrity, Moral Distress, and Work-Family
Conflict of Nurse Workers in Aceh, Indonesia**

(the trust, credibility, and the psychological contract), each of which translated into five questions. Work-family conflict (WFC) variable was adopted from Greenhaus and Beutel (1985) consists of three indicators (time-based conflict, strain-based conflict, and behavior-based conflict) with five questions, and moral distress variable was measured using three indicators (clinic situation, internal constraints and external constraints) translated into five questions. Each indicator or question was based on a five-Likert scale from strongly disagree to strongly agree (1 to 5). The respondents scaled the answer provided in accordance to the perception of each respondent.

The data were analyzed using the Structural Equation Modelling (SEM) with the help of the Analysis of Moment Structure program (AMOS). SEM is a statistical model that provides an estimation of the strength of the relationship between the variables in the hypothesis of a theoretical model (Maruyama, 1998). By using SEM, it allows testing of a relatively complex network of relationships (Valentine, 1982).

4. Results and Findings

The results of the data analysis by SEM method with AMOS program can be seen in Table 1, Table 2, and Figure 1. The decision results based on hypothesis formulation Ho and Ha. If the value of probability (P) > 0.001, Ho is accepted and if the probability (P) < 0.001, Ho is rejected.

Table 1 The Test Results Loading Factor

	Estimate	S.E.	C.R.	P	Label
X1 → Behavioral_integrity	1.000				
X2 → Behavioral_integrity	1.075	.179	6.001	***	par_1
X3 → Behavioral_integrity	1.311	.197	6.662	***	par_2
X4 → Behavioral_integrity	1.267	.182	6.947	***	par_3
X5 → Behavioral_integrity	1.271	.193	6.597	***	par_4
X6 → Behavioral_integrity	1.421	.200	7.100	***	par_5
X7 → Behavioral_integrity	1.325	.211	6.268	***	par_6
Y4 → Moral_distress	1.114	.132	8.435	***	par_7
Y3 → Moral_distress	1.070	.128	8.345	***	par_8
Y2 → Moral_distress	1.046	.127	8.269	***	par_9
Y1 → Moral_distress	0.986	.129	7.631	***	par_10
X8 → Behavioral_integrity	1.211	.189	6.420	***	par_11
Y5 → Moral_distress	1.000				
Z1 → WFC	1.000				
Z2 → WFC	1.092	.206	5.289	***	par_12
Z3 → WFC	1.014	.210	4.833	***	par_13
Z4 → WFC	1.121	.233	4.807	***	par_14
Z5 → WFC	1.173	.227	5.158	***	par_15
Z6 → WFC	1.177	.232	5.065	***	par_16
Z7 → WFC	0.993	.215	4.627	***	par_17

The result of the data analysis will statistically prove whether the three observed relationships are significance or not. For this purpose, it can be seen from at least three analyses. First, it can be seen from a confirmatory test results among endogenous constructs namely: behavioral integrity, moral distress, and WFC.

**A Model of the Relationship between Behavioral Integrity, Moral Distress, and Work-Family
Conflict of Nurse Workers in Aceh, Indonesia**

The confirmatory test results among the constructs as in Table 1, shows that all the indicators in each construct has P value of ***; it means that the P value of 0.000 which is below 0.05. Therefore, it can be understood that Ho is rejected, it means that all indicators on all three of these variables had a significant relationship.

Second, the value of the standardized loading factor should have a value above 0.5, if lower than 0.5, these (value) relationship were considered not significant. From the AMOS analysis, it showed that all the loading factors (Column "Estimate") in Table 2 have a value above 0.5. This means that all indicators can statistically explain existing constructs. Therefore, it can be understood that all the observed variables (relationships) are significance, because all constructs have value loading factors above 0.5.

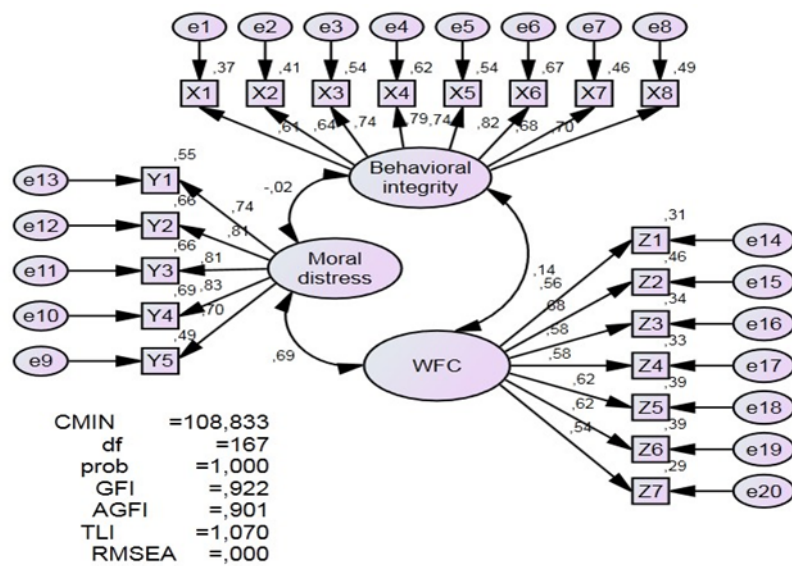
Table 2 The Test Results Estimated Loading Factor

	Estimate
X1 → Behavioral_integrity	.612
X2 → Behavioral_integrity	.638
X3 → Behavioral_integrity	.735
X4 → Behavioral_integrity	.785
X5 → Behavioral_integrity	.738
X6 → Behavioral_integrity	.821
X7 → Behavioral_integrity	.678
Y4 → Moral_distress	.831
Y3 → Moral_distress	.812
Y2 → Moral_distress	.812
Y1 → Moral_distress	.740
X8 → Behavioral_integrity	.697
Y5 → Moral_distress	.697
Z1 → WFC	.556
Z2 → WFC	.675
Z3 → WFC	.580
Z4 → WFC	.577
Z5 → WFC	.625
Z6 → WFC	.621
Z7 → WFC	.541

Third, to further complement the empirical evidence, it is also important to test the relationship through full structural modeling, with the goodness-of-fit criteria: (a) CMIN value is recommended as small as possible; (b) the value of chi-square (CMIN/df) recommended < 2 is a measure of fit; (c) the value of GFI (goodness of fit index); AGFT (adjusted goodness-of-fit); TLI (tucker-Levis Index) are recommended each above 90%; and (d) RMSA (root mean square error of approximation) is between 0.00 to 0.008 (Ghozali, 2011).

The result of the test for full structural models using AMOS program, as shown in Figure 1, shows that the CMIN value is at 108.833; CMIN/df = 167; GFI value = 0.922; AGFT value = 0.901; TLI value = 1.070; and RMSA value = 0.000.

From the test results through goodness-of-fit showed that all limit values for each test are met in accordance to the requirements. Therefore, it can be understood that all the three variables showed a significant relationship.



From the results obtained above, it can be interpreted that the moral distress, behavioral integrity, and WFC bring a significant relationship one another within an organization or in the workplace. The moral distress felt by an employee can bring WFC or vice versa, as well as with behavioral integrity is perceived by someone employees can lead to moral distress or vice versa. The same thing can happen between behavioral integrity and WFC. In this case, the result of this study is in line with a study by Erdamar and Demirel (2014) which stated that home life and working life are two elements that affect each other correlatively.

Certainly, the problem of moral distress, behavioral integrity, and WFC of an employee cannot be denied or taken for granted by any organization such as the PT. Arun Hospital in Aceh because they can affect the hospital performance and trigger community problems at large. Hospital leaders need to realize that these three components need to be well addressed so that they will not cause significant effect that can interfere the performance of the hospital in general. This paper is also in line with Simons (1999) that argued that the maintenance of behavioral integrity is a highly problematic and consequential element of the successful management of change.

5. Conclusion

Based on the findings above, it can be concluded that there are significant relationships between behavioral integrity, moral distress and work-family conflict on women workers in Aceh. These findings are in line with previous studies such as Pottas (2013) that found that behavioral integrity (BI) can highly affect the employee satisfaction but negative influence on the moral distress and WFC. However, the moral distress may mediate the relationship between BI and the employee performance. Leaders need to be very clear with their instruction and expectation and communicate well with the employees, otherwise it may create the ineffectiveness of the work, resulting confusedness and stress among the workers (Eathough et al., 2011). BI is indeed a necessary behavior that every leader in an organization needs to have. In addition, leaders with a good BI will likely be able to reduce the number of WFC occurrence among the employees; if moral distress among the staffs is also low, the likelihood WFC will happen is also very low. In the context of Aceh, work-family conflict is often experienced by

women workers due to the household tasks and responsibilities often come together with work duties as an employee and both duties require equal attention. All employers that employ women workers need to address all the issues pertaining to these three variables in order to create harmonies in families and society as well as in the organization or workplace.

References

- Annink A., Dulk L. den. and Steijn B. (2015). "Work-family conflict among employees and the self-employed across Europe", *Soc Indic Res.*, doi: 10.1007/s11205-015-0899-4.
- Becker T. E. (1998). "Integrity in organizations: Beyond honesty and conscientiousness", *Academy of Management Review*, Vol. 23, No. 1, pp 154-161.
- Begall K. and Mills M. (2011). "The impact of subjective work control, job strain and work-family conflict on fertility intentions: A European comparison", *Eur. J. Population*, Vol. 27, pp. 433-456.
- Browning A. M. (2013). "Moral distress and psychological empowerment in critical care nurses caring for adults at end of life", *American Journal of critical Care*.
- Christine W. S., Megawati O. and Indah M. (2010). "Pengaruh Konflik Pekerjaan dan Konflik Keluarga Terhadap Kinerja dengan Konflik Pekerjaan Keluarga Sebagai Intervening Variabel (Studi pada Dual Career Couple di Jabodetabek)", *Jurnal Manajemen dan Kewirausahaan*, Vol. 12, No. 2, pp. 121-132.
- Corley M. C. (2002). "Nurse moral distress: A proposed theory and research agenda", *Nursing Ethics*, Vol. 9, No. 6, pp 636-650.
- Davis A. L. and Rothstein H. R. (2006). "The effects of the perceived behavioral integrity of managers on employee attitudes: A meta-analysis", *Journal of Business Ethics*, Vol. 67, pp. 407-419.
- Djajendra (2015). "Integritas Menghasilkan Soliditas Kerja", available online at: <http://djajendra-motivator.com>.
- Dziak E., Janzen B. L. and Muhajarine N. (2010). "Inequalities in the psychological well-being of employed, single and partnered mothers: the role of psychosocial work quality and work-family conflict", *International Journal for Equity in Health*, Vol. 9, No. 6, available online at: <http://www.equityhealthj.com/content/9/1/6>.
- Eurofound (2007). "Combining family and full-time work", accessed 3 February 2016, available online at: <http://www.eurofound.europa.eu/ewco/reports/.../TN0510TR02.Pdf>.
- Eathough E. M., Miloslavic S., Chang C. H. and Johnson R. E. (2011). "Relationships of role stressors with organizational citizenship behavior: A meta-analysis", *Journal of Applied Psychology*, Vol. 96, No. 3, pp. 619-632.
- Erdamar G. and Demirel H. (2014). "Investigation of work-family, family-work conflict of the teachers", *Procedia-Social and Behavioral Sciences*, Vol. 116, pp. 4919-4924, available online at: <http://www.sciencedirect.com>.
- Greenhaus J. H. and Beutell N. J. (1985). "Sources and conflict between work and family roles", *Academy of Management Review*, Vol. 10, No. 1, pp 76-88.
- Guitian Gregorio (2009). "Conciliating work and family: A Catholic social teaching perspective", *Journal of Business Ethic*, Vol. 88, pp. 513-524.
- Hamric A. B., Borchers C. T. and Epstein E. G. (2012). "Development and testing of an instrument to measure moral distress in healthcare professionals", *AJOB Prim Res.*, Vol. 3, No. 2, pp. 1-9.
- Hardingham L. B. (2004). "Integrity and moral residue: Nurses as participants in a moral community", *Nursing Philosophy*, Vol. 5, No. 2, pp. 127-134.
- Ismail H., Hussein T. P. R. and Subhan M. (2016). "The contribution of ecofeminism philosophy in environmental management research", *Mediterranean Journal of Social Sciences*, Vol. 7, No. 1S1, pp. 335-339, doi: 10.5901/mjss.2016.v7n1s1p335.
- Ismail A., Ghani A. G. A., Subhan M., Joarder M. H. R. and Ridzuan A. A. (2015). "The relationship between stress and job satisfaction: An evidence from Malaysian peacekeeping mission", *Mediterranean Journal of Social Sciences*, Vol. 6, No. 4S3, pp. 647-655, doi: 10.5901/mjss.2015.v6n4s3p647.
- Jameton A. (1977). "The nurse: When roles and rules conflict", *Hastings Cent Rep.*, Vol. 7, No. 4, pp. 22-23.
- Kalvemmark S., Hoglund A. T., Hansson M. G., Westerholm P. and Arnetz B. (2004). "Living with conflicts-ethical dilemmas and moral distress in the health care system", *Social Science & Medicine*, Vol. 58, No. 6, pp. 1075-1084.
- Karagozoglu S., Yildirim G., Ozden D. and Çınar Z. (2015). "Moral distress in Turkish intensive care nurses", *Nurs. Ethics*, doi: 10.1177/0969733015593408.
- Lohana, Juariyah and Harsono (2010). "Pengaruh Konflik Pekerjaan-Keluarga terhadap Perilaku Withdrawal Pasangan Suami Istri yang Bekerja", *Jurnal Ekonomi Bisnis.*, Vol. 16, No. 1, pp. 53-62.

**A Model of the Relationship between Behavioral Integrity, Moral Distress, and Work-Family
Conflict of Nurse Workers in Aceh, Indonesia**

- Mansfield P. K., Koch P. B., Henderson J., Vicary J. R., Cohen M. and Young E. W. (1991). "The job climate for women in traditionally male blue collar occupations", *Journal of Sex Role*, Vol. 25, pp. 63-79.
- Maruyama G. M. (1998). *Basic of Sturctural Equation Modeling*, Thousand Oaks: Sage Publication.
- Ratna Dhamayanti (2006). "Pengaruh konflik keluarga-pekerjaan, keterlibatan pekerjaan, dan tekanan pekerjaan terhadap kepuasan kerja karyawan wanita studi pada nusantara tour & travel kantor cabang dan kantor pusat Semarang", *Jurnal Studi Manajemen & Organisasi.*, Vol. 3, No. 2, pp. 93-107.
- Rose A., Tanya J. C., Edwina F., Rosemary Lee, Laurel C. and Maggie P. (2013). "Moral distress among healthcare professionals at a health system", *Jona's Healthcare Law, Ethics, and Regulation*, Vol. 15, No. 3, pp. 111-118.
- Palanski M. E. and Yammarino F. J. (2011). "Impact of behavioral integrity on follower job performance: A three-study examination", *The Leadership Quarterly*, Vol. 22, No. 4, pp. 765-786.
- Primastuti E. (2000). "Peran Ganda Wanita dalam Keluarga", *Seri Kajian Ilmiah*, Vol. 10, No. 1, pp 54-63.
- Prottas D. J. (2013). "Relationships among employee perception of their manager's behavioral integrity, moral distress, and employee attitudes and well-being", *Journal of Business Ethics*, Vol. 113, No. 1, pp. 51-60.
- Senecal C., Vallerand R. J. and Guay F. (2001). "Antecedents and outcomes of work-family conflict: Toward a motivational model", *Personality and Social Psychology Bulletin*, Vol. 27, No. 2.
- Simons T. (2002). "Behavioral integrity: The perceived alignment between managers' words and deeds as a research focus", *Organizational Science*, Vol. 13, No. 1, pp. 18-35.
- Simons T. L. (1999). "Behavioral integrity as a critical ingredient for transformational leadership", *Journal of Organizational Change*, Vol. 12, No. 2, pp. 89-104.
- Sullivan D. M. and Meek W. R. (2012). "Gender and entrepreneurship: A review and process model", *Journal of Managerial Psychology*, Vol. 27, No. 5, pp. 428-458.
- Susanto (2010). "Analisis Pengaruh Konflik Kerja-Keluarga terhadap Kepuasan Kerja Pengusaha Wanita di Kota Semarang", *Aset*, Vol. 12, pp. 175-185.
- Triana N. E. D. Soeharto (2010). "Konflik Pekerjaan-Keluarga dengan Kepuasan Kerja: Metaanalisis", *Jurnal Psikologi.*, Vol. 37, No. 1, pp. 189-194.
- Tyas M. T., Tita M. M. and Silvia Y. W. (2015). "Konflik Peran Ganda Pada Dosen Perempuan Ditinjau Dari Dukungan Sosial Keluarga", accessed 4 February, 2016, available online at: <http://E-journal.ikipgrimadiun.ac.id/index.php/GBK/.../406>.
- Ulrich C., Hamric A. B. and Grady C. (2010). "Moral distress: A growing problem in the health professions?", *Hastings Cent Rep.*, Vol. 40, No. 1, pp. 20-22.
- Valentine E. R. (1982). *Conceptual Issues in Psychology*, London: George Allen and Unwin.
- Wallis Laura (2015). "Moral distress in nursing", *American Journal of Nursing Report*, Vol. 115, No. 3, pp. 19-20, doi: 10.1097/01.NAJ.0000461804.96483.ba.
- Wilkinson J. M. (1987). "Moral distress in nursing practice: Experience and effect", *Nursing Forum*, Vol. 23, No. 1, pp. 16-29.