

ANTECEDENTS AND CONSEQUENCES OF FAMILY WORK CONFLICT

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Abstract: *This article explores some antecedent and consequences of family work conflict. Family role ambiguity, family role conflict, and family time demand were chosen to be the antecedents of family work conflict. Emotional exhaustion and performance were chosen to be the consequences of family work conflict. 269 employees from various organization participated in this research. This research found several results. First, family role ambiguity has positive influence to family work conflict. Second, family role conflict has positive influence to family work conflict. Third, family time demand has positive influence to family work conflict. Fourth, family work conflict has positive influence to emotional exhaustion. Fifth, family work conflict has negative influence to performance. Sixth, emotional exhaustion has negative influence to performance. Seventh, family role ambiguity has positive influence to emotional exhaustion.*

Keywords: *Family work conflict, family role ambiguity, family role conflict, family time demand, emotional exhaustion, performance.*

Most working people has two main roles: roles at home and roles in the office. Since they can not separate both roles, there comes conflict called family work conflict. Family work conflict is a conflict that result from overload at home that influences employee performance in the office. When an employee has too many responsibilities at home, this will result in a conflict called family work conflict. Carlson and Kacmar (2000) stated that family work conflict occurs when family responsibilities hamper work performance. An employee can bring negative emotions from his or her home and affect his or her performance in the office.

This research explores some antecedents and consequences of family work conflict. Based on literature, there will be at least three antecedents of family work conflict: family role ambiguity, family role conflict, and family time demand. This research also explores two consequences of family work conflict: emotional exhaustion and performance. A more complete understanding about the antecedents and consequences of family work conflict will enable the managers to better manage those aspects. If they can manage them well, the manager will benefit from better performance of any employee in the organization.

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1. MAIN TEXT

Family Work Conflict

Everyone who works certainly has dual roles. An employee has an equally important role both at home and in the office. A woman, in addition to being a good employee must also perform very well as a wife and a mother. A man, in addition to be a good employee must perform his role as a father and the head of the family as well. The burden in each role is not easy. Sometimes the demands of the job require an employee to bring office work home, which would interfere with his/her role at home as a father/mother or husband/wife. Sometimes the problem from home is carried over to the office, thereby disrupting the process of employee duties. Since every role demands high performance, not infrequently comes certain role conflict called family work conflict.

Carlson and Kacmar (2000) classified family work conflict into two elements: work interfere with family conflict and family interfere with work conflict. Work interfere with family conflict occurs if an employee brings home office work that disrupts his/her role as a father or mother at home. Work interfere with family conflict can occur if heavy job demands interfere with the emotions of an employee, and then the negative emotions that would interfere with his/her role as a father/husband or wife/mother at home.

Family interfere with work conflict occurs when family responsibilities hamper work performance. This happens if an employee can not separate his/her affairs at home and in the office. An employee can bring negative emotions from his or her home and will affect his or her performance in the office. An employee may also not be able to concentrate at work because so many matters unfinished at home. Both types of family work conflict were equally unfavorable, because they interfere with a person's role at home or in the office. This research focuses on the family interfere with work conflict, which then stated as the family work conflict.

Such dynamics at work described in the context of conflict perspective (Parasuraman & Greenhaus, 2002). This perspective explains that the responsibilities and demands at home and in the office will not be compatible, so that the higher demands in one role will interfere with other roles. Thus, the home demands that are too high can interfere with an employee's role at office.

This view is also rooted in scarcity hypotheses (Parasuraman & Greenhaus, 2002) which states that everyone has limited energy and time. Individuals who underwent dual roles will certainly experience a conflict between the roles. Thus, family work conflict would arise if an employee is unable to separate his role in office and at home. If the office affairs are brought home, this will foster family work conflict. Table 1 below shows several researches on family work conflict.

Table 1
Research on Family Work Conflict and the Related Concepts

<i>Author</i>	<i>Year</i>	<i>Research Setting</i>	<i>Independent Variables</i>	<i>Dependent Variables</i>	<i>Result</i>
Lin	2013	Employees from various organizations	Job demand	Work family conflict (WFC)	Job demand has positive influence to WFC.
Zhang	2012	Employees from various organizations	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Emotional exhaustion Affective commitment Intention to leave Life satisfaction	WIF has positive influence to emotional exhaustion and affective commitment. FIW has positive influence to intention to leave and has negative influence to life satisfaction and affective commitment.
Beutel	2010	Entrepreneurs	Work schedules	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW) Work Family synergy (WFS)	Work schedules correlates with WIF and WFS.
Beutel	2010	Employees have children under 18	Work Family synergy (WFS)	Job satisfaction dimension	WFS has positive influence to job satisfaction dimensions.
Porter & Ayman	2010	Hospital employees	Job flexibility Work family conflict	Intention to leave	Job flexibility has negative influence to WFC. WFC has positive influence to intention to leave.
Thanacoody, et al.	2009	Hospital nurse	Work family conflict (WFC)	Job burnout	WFC has positive influence to job burnout.
Boyar, et al.	2008	University employees	Job demand Home demand	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Job demand has positive influence to WIF. Home demand has positive influence to FIW.

Author	Year	Research Setting	Independent Variables	Dependent Variables	Result
Maazerolle, et al.	2008	Athletic trainer	Long working hours Out of town assignment	Work family conflict	Long working hours and out of town has positive influence to work family conflict.
Beutel & Berman	2008	Entrepreneurs	Work family conflict (WFC) Work-family synergy (WFS) Work pressure (WP)	Work satisfaction Life satisfaction	WFC has negative influence to work and life satisfaction WFS has positive influence to work and life satisfaction. WP has positive influence to WFC and has negative influence to WFS.
Fu & Shaffer	2001	Administrative staff	Role conflict Role overload	Work family conflict (WFC)	Role conflict and role overload have positive influence to WFC
Carlson & Kackmar	2000	Employees	Role ambiguity Role conflict Time demand Involvement	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Work time demand and FIW has no influence to job satisfaction. Family satisfaction does not be influenced by family involvement or by family time demands.
Aryee, et al.	1999	Employees from various organizations	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Life satisfaction Family satisfaction Job satisfaction	WIF has negative influence to life satisfaction and family satisfaction. FIW has negative influence to job satisfaction.
Boles	1997	Salesperson	Work family conflict (WFC) Emotional exhaustion Job satisfaction	Intention to leave	WFC has positive influence to emotional exhaustion and negative influence to job satisfaction. Emotional exhaustion has positive influence to intention to leave. Job satisfaction has negative influence to intention to leave.

Antecedents of Family Work Conflict

This study explores several antecedents of family work conflict which includes family role conflict, family role ambiguity, and family time demand. Family role conflict is a measure of how much stress occurs as a person undergo his/her role at home. Family role ambiguity occurs when an employee is experiencing the vagueness of his/her role at home. Family time demand is the time demands imposed on someone at home.

Someone will work well if he/she know exactly what to do. In other words, everything related to one's responsibilities has to be so clear. If ambiguity occurs, then the person may be confused with what to do, so that the affairs at home or in the office are never completed and raises its own problems. When an employee is uncertain about his/her responsibility at home, this will increase the potential of family work conflict, so we formulate hypotheses 1 as follows:

H1: Family role ambiguity has positive influence to family work conflict.

Boles, *et al.* (1997) stated that people will experience role conflict if he/she gets two impossible expectations to be accomplished simultaneously. At home, it can be a wife who has so many responsibilities in a very limited time. These responsibilities require a lot of time to do and difficult to achieve at the same time, then comes the family role conflict. Another example is a mother who has the responsibility of taking care of children is also burdened with the responsibility for maintaining the house. When this happens, the potential for family work conflict will increase, so we formulate hypotheses 2 as follows:

H2: Family role conflict has positive influence to family work conflict.

Because each person has a limited capacity, when the time demands at home are too high, this will make someone's role in the office to be disturbed. This is confirmed by Lin (2013) who found that relationship. Thus, we formulate hypotheses 3 as follows:

H3: Family time demand has positive influence to family work conflict.

Consequences of Family Work cConflict

There are several things that could be the consequences of family work conflict. This study focuses on some of the following variables: emotional exhaustion and performance. Emotional exhaustion is basically a fatigue in a person's emotions. Someone who experienced emotional exhaustion will usually feel tired psychologically. Performance is someone's actual work achievement.

Family work conflict would arise if the role demands at home interfere with a person's role in in his/her office. Scarcity hypotheses also confirms this. If a person receives a lot of pressure at home, their role at home may be disrupted. If this is the case, the more intense family work conflict, people will be tired psychologically. He/she

will have to suffer a burden that he/she can not manage them well. When it goes on and on, no one will be able to manage it. Therefore, we formulate hypotheses 4 as follows:

H4: Family work conflict has positive influence to emotional exhaustion.

People with high intensity family work conflict will experience psychological fatigue. This will result in people can not concentrate on their jobs. If this happens, people can not work well, so employee performance will be decreasing. Therefore, we formulate hypotheses 5 as follows:

H5: Family work conflict has negative influence to performance.

Consequences of Emotional Exhaustion

This research argues that emotional exhaustion will affect a person’s performance. An employee with high intensity of emotional exhaustion will not be able to work well since he/she can not concentrate on his/her job. Thus, the higher the emotional exhaustion, the performance will decline. Therefore, we formulate hypotheses 6 as follows:

H6: Emotional exhaustion has negative influence to performance.

Family Role Ambiguity and Emotional Exhaustion

A last longing family role ambiguity will make people feel tired emotionally. No one will be able to stand this never ending ambiguity. The longer the duration of this ambiguity, employee will be emotionally exhausted. Therefore, we formulate hypotheses 7 as follows:

H7: Family role ambiguity has positive influence to emotional exhaustion.

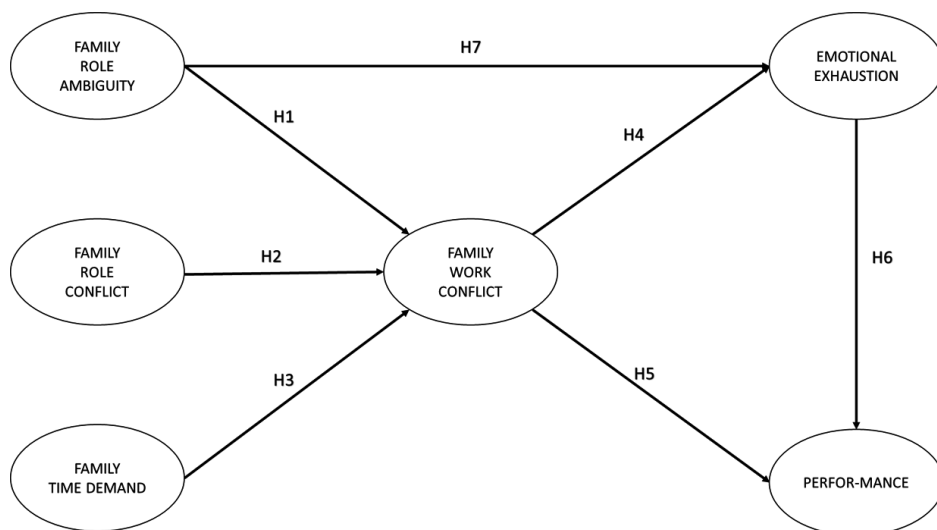


Figure 1: Research Model

2. RESEARCH METHODS

Respondents and Data Collection Methods

Questionnaires were distributed to multiple target respondents from diverse backgrounds that include lecturers and university employees, government employees, employees of a restaurant, employees of small and medium businesses, and employees of a manufacturing business. A total of 350 questionnaires were distributed and the returned questionnaires that can be processed as many as 269 questionnaires.

Table 2
Respondents Demographic

		<i>Frequency</i>	<i>%</i>
Gender	Male	192	71.4
	Female	77	28.6
Age	Average 39.4 years		
Education	Junior high school	21	7.8
	Senior high school	137	50.9
	1 year diploma	5	1.9
	3 year diploma	25	9.3
	Bachelor	47	17.5
	Master	34	12.6
Job tenure	Average 13.5 years		
Company type	Government employees	36	13.4
	Lecturers	29	10.8
	University employees	90	33.5
	Restaurant employees	16	5.9
	Small business employees	49	18.2
	Sales force from beverage employees	49	18.2

Variables, Operational Definition and Measurement

The study started with designing research instruments. This study used previous questionnaires from previous researchers and then adapted the questionnaires to the research setting in Indonesia.

Family role ambiguity is an ambiguity in the someone's role at home. This variable was measured by using a work role ambiguity using instruments developed by Rizzo, House, and Lirtzman (1970) which was adjusted to a family setting and the research context.

Family role conflict is the role conflict experienced by someone at home which makes an employee becomes depressed and stressed. This variable was measured using instruments work role ambiguity developed by Rizzo, House, and Lirtzman (1970) which was then adjusted to a family setting and the research context.

Family time demand is a demand on time for an employee by his/her family. This variable was measured using an instrument developed by Beehr, Walsh, and Taber (1976).

Family work conflict is an issue that arises because the burden of someone at home to interfere with its performance in the office. This variable was measured using an instrument developed by Netemeyer *et al.* (1996) which was adapted to the research context.

Emotional exhaustion is an emotional fatigue experienced by individuals during their working life. This variable was measured using an instrument developed by Maslach and Jackson (1981).

Performance is the achievement of a person on the job according to his/her job description. This variable was measured using instruments of in-role performance developed by Williams and Anderson (1991).

Testing Instrument Validity and Reliability

Factor analysis was used to test the validity of the items and statements followed by calculating the value of reliability (alpha) for each variable. An item will be preserved (not dropped) if the loading factor equal to or greater than 0.5 with reference to the guidelines set by Comrey and Lee (1992) as quoted Tabachnick and Fidell (1996) which states that the criterion of 0.5 has the ability to explain less over 30% of variance.

After testing the validity, the questionnaire reliability will be measured with Cronbach's Alpha value. The questionnaire revealed reliable if it meets the criteria of reliability expressed by Nunnally (1967) as quoted by Churchill (1979) which is a measure of reliability of 0.50 or 0.60 can already be considered adequate for an exploratory study, although still in the category of low reliability.

To ensure that the items are already prepared can be understood by respondents, reseracher conducted face validity tests involving 5 employees. This face validity is to make sure that the instruments developed to ensure can be understood by respondents.

Table 3
Factor Analysis Result

<i>Items</i>	<i>Factor Loading</i>	<i>Statements</i>
FRA1	0.78	I feel certain about how much authority I have.
FRA2	0.77	I have clear, planned goals and objectives for my job.
FRA3	0.87	I know what my responsibilities are.
FRA4	0.78	I know exactly what is expected of me.
FRA5	0.80	Explanation is clear of what has to be done.
FRC1	0.63	I have to do things that should be done differently.
FRC2	0.55	I work on unnecessary things.
FRC3	0.62	I have to work under vague directives or orders.
FRC4	0.62	There is lack of policies and guidelines to help me.
FRC5	0.52	I receive incompatible requests from two or more people.
FRC6	0.60	I receive an assignment without adequate resources and materials to execute it.
FTD1	0.81	I frequently have more work to do than I can handle during the time available at work
FTD2	0.83	I have difficulty in satisfying work demands of all the people I deal with because of time limitation
FTD3	0.81	I am not given enough time to do what is expected of me in my job
FTD4	0.84	I often feel that I have caught up with my work and have everything under control
FWC1	0.58	The demands of my family or spouse/partner interfere with work-related activities.
FWC2	0.54	I have to put off doing things at work because of demands on my time at home.
FWC3	0.84	Things I want to do at work don't get done because of the demands of my family or spouse/partner.
FWC4	0.83	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
FWC5	0.81	Family-related strain interferes with my ability to perform job-related duties.
EH1	0.70	I feel emotionally drained from my work
EH2	0.61	I feel used up at the end of the workday
EH3	0.82	I feel fatigued when I get up in the morning and have to face another day on the job Working with people all day is really a strain for me
EH4	0.79	I feel frustrated by my job

Items	Factor Loading	Statements
EH5	0.64	I feel I'm working too hard on my job Working with people directly puts too much stress on me
KIN1	0.73	Adequately completes assigned duties.
KIN2	0.77	Perform tasks that are expected of me.
KIN3	0.67	Engages in activities that will directly affect my performance evaluations.
KIN4	0.60	Fails to perform essential duties (R).
KIN5	0.77	Fulfills responsibilities specified in job description.
KIN6	0.78	Meets formal performance requirements of the job.
KIN7	0.76	Neglects aspects of the job I am obliged to perform (R).

Descriptive Statistics

After validity test for instrument items has been processed, and all items related to this research are valid, reliability test was conducted to test the quality of the instrument, then followed by descriptive statistics. Table 4 shows descriptive statistics that includes Cronbach alpha value, average, standard deviation, and correlation between variables. Correlations between variables represented by the asterisk in the relationship (correlation) between variables exist.

Table 4
Statistics Descriptives

	MEAN	STDEV	FRA	FRC	FTD	FWC	KIN	EH
FRA	1.801	0.541	0.857	.302**	.321**	.327**	-.394**	.474**
FRC	2.717	0.529		0.621	.300**	.293**	-0.062	.240**
FTD	2.532	0.703			0.839	.345**	-.216**	.325**
FWC	1.692	0.554				0.767	-.257**	.328**
KIN	3.995	0.425					0.837	-.307**
EH	2.088	0.574						0.751

** Significant correlation

The diagonal are the cronbach's Alpha

Once the data has been tested and it is declared valid and reliable, the analysis can be continued to test the research model. Hypotheses were tested using structural equation modelling. First, research model testing using values fit was conducted. The following Table 5 shows the values of absolute fit measures, incremental fit measures, and parsimonious fit measure. Results of testing the model by looking at the absolute values of fit indicates that, in general, the model has satisfactory values of goodness of fit, so the hypothesis testing can be done with existing models.

Table 5
Model Fit Result

<i>Absolute Fit</i>	<i>Criteria</i>	<i>Fit Value</i>	<i>Description</i>
Chi square; df; probability	Not significant (Hair et al., 1998)	19,6 (<0,05)	Not good
GFI	>0,9 (Hair et al., 1998)	0,977	Good
RMR	<0,08; upper limit <0,1 (Arbuckle, 2005)	0,008	Good
RMSEA	<0,08; upper limit <0,1 (Arbuckle, 2005)	0,105	Not good
INCREMENTAL FIT			
AGFI	>0,8 (Sharma, 1996)	0,902	Good
NFI	>0,9 (Hair et al., 1998)	0,928	Good
CFI	>0,9 (Hair et al., 1998)	0,944	Good
TLI	>0,9 (Hair et al., 1998)	0,831	Not good
PARSIMONIOUS FIT			
CMIN/DF (subject to sample size)	1 - 2 over fit 2-5 liberal limit (Arbuckle, 2005)	3,927	Good

Table 6
Hypotheses Testing Result

<i>CODE</i>	<i>HYPOTHESES</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	<i>Label</i>
H1	Family role ambiguity has positive influence to family work conflict	0.27	0.08	3.30	***	Hypotheses supported
H2	Family role conflict has positive influence to family work conflict.	0.19	0.10	1.85	0.06	Hypotheses supported
H3	Family time demand has positive influence to family work conflict	0.20	0.08	2.39	0.02	Hypotheses supported
H4	Family work conflict has positive influence to emotional exhaustion	0.19	0.08	2.52	0.01	Hypotheses supported
H5	Family work conflict has negative influence to performance	-0.18	0.08	-2.16	0.03	Hypotheses supported
H6	Emotional exhaustion has negative influence to performance	-0.36	0.08	-4.38	***	Hypotheses supported
H7	Family role ambiguity has positive influence to emotional exhaustion	0.57	0.07	7.87	***	Hypotheses supported

This study found that family role ambiguity has positive influence to family work conflict ($\beta = 0,27, P < 0,01$). This implies that when there is more ambiguity in employee's family role, the family work conflict will increase. When an employee

is unclear about what is expected from him/her, his problem at home will be brought to office.

This study found that family role conflict has positive influence to family work conflict ($\beta = 0,19, P < 0,01$). When employee has so many roles to perform at home, he will be confused with what to do first. This will result in increasing family work conflict.

This study found that family time demand has positive influence to family work conflict ($\beta = 0,20, P < 0,01$). Too many time demanded to a certain employee will result in increasing family work conflict. Those findings above clearly support the scarcity hypotheses that states that people has limited capability. When demand from one side increasing, his/her ability to perform another job will be decreasing. Those finding also supports the spillover theory. When the burden in one aspect increases, this will has effect (spill over) the other part.

This study found that family work conflict has positive influence to emotional exhaustion ($\beta = 0,19, P < 0,01$). This study found that family work conflict has negative influence to performance ($\beta = -0,18, P < 0,01$). This study found that emotional exhaustion has negative influence to performance ($\beta = -0,36, P < 0,01$). This study found that family role ambiguity has positive influence to emotional exhaustion ($\beta = 0,57, P < 0,01$).

3. CONCLUSION

This study explores some antecedents and consequences of family work conflict. Come conclusion can be taken from this study. First, family role ambiguity has positive influence to family work conflict. Second, family role conflict has positive influence to family work conflict. Third, family time demand has positive influence to family work conflict. Fourth, family work conflict has positive influence to emotional exhaustion. Fifth, family work conflict has negative influence to performance. Sixth, emotional exhaustion has negative influence to performance. Seventh, family role ambiguity has positive influence to emotional exhaustion.

4. MANAGERIAL IMPLICATION

Every manager wants his/her employees to perform better. In order to do so, based on this research, managers should minimize the family work conflict. Minimizing those two aspect will increase employee performance.

The next step a manager should do is minimizing employee's emotional exhaustion. This can be achieved by minimizing the potential of family role ambiguity. Since family role ambiguity can not be directly controlled by a company, a manager should use counseling center when an employee have family related problems.

The same principle should apply to family role conflict and family time demand. Those two problem can be minimized by giving an employee personal development training so they can develop their role management and time management skills.

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