



Faculty of Cognitive Sciences and Human Development

The Effect of Work-Family Conflict (WFC) With Employees' Job Satisfaction

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(Human Resource Development)
2019**

Grade: A

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Final Year Project Report

Masters

PhD

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**THE EFFECT OF WORK-FAMILY CONFLICT (WFC) WITH EMPLOYEES' JOB
SATISFACTION**

NURUL ASNA BINTI JAMALLUDDIN

**This project is submitted
In partial fulfilment of the requirement for a
Bachelor of Science with Honours
(Human Resource Development)**

**Faculty of Cognitive Science and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2019)**

The project entitled 'The Effect of Work-family Conflict with Employees' Job Satisfaction' was prepared by NURUL ASNA BINTI JAMALLUDDIN and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ABSTRACT

THE EFFECT OF WORK-FAMILY CONFLICT WITH EMPLOYEES' JOB SATISFACTION

Nurul Asna Binti Jamalluddin

**Bachelors of Science with Honours
(Human Resource Development)
2019**

This research is to identify the relationship between work-family conflict with employees' job satisfaction. This research was done at the selected private university in Selangor. A total of 85 set of questionnaires has been distributed to the employees' in the organization. However, there is only 70 set of questionnaires were completed and returned to the researcher. SPSS were used in this research to analysed the data to find the relationship between work-family conflict with employees' job satisfaction. The result show that there is a significant relationship between work-family conflict, time-based conflict, strain-based conflict and behavior-based conflict with employees' job satisfaction. The result also shows that work-family conflict, time-based conflict, strain-based conflict and behavior-based has a negative correlation with job satisfaction. The finding from this study are beneficial to the organization, employees and for future research.

ABSTRAK

KESAN KONFLIK KERJA-KELUARGA DENGAN KEPUASAN KERJA PEKARJA

Nurul Asna Binti Jamalluddin

**Ijazah Sarjana Muda Sains dengan Kepujian
(Pembangunan sumber manusia)
2019**

Kajian ini bertujuan untuk mengenal pasti hubungan antara konflik keluarga dengan kepuasan kerja pekerja. Penyelidikan ini dilakukan di universiti swasta terpilih di Selangor. Sebanyak 85 set soal selidik telah diedarkan kepada pekerja dalam organisasi. Walau bagaimanapun, hanya 70 set soal selidik yang diselesaikan dan dikembalikan kepada penyelidik. SPSS digunakan dalam kajian ini untuk menganalisis data bagi mencari hubungan antara konflik keluarga dengan kepuasan kerja pekerja. Keputusan menunjukkan terdapat hubungan yang signifikan antara konflik kerja keluarga, konflik berasaskan masa, konflik berasaskan terikan dan konflik berasaskan tingkah laku dengan kepuasan kerja pekerja. Keputusan daripada kajian yang telah dijalankan juga menunjukkan konflik keluarga kerja, konflik berasaskan masa, konflik berasaskan terikan dan berasaskan tingkah laku mempunyai hubungan negatif dengan kepuasan kerja. Dapatan kajian ini akan memberi manfaat kepada organisasi, pekerja dan penyelidikan masa depan.

CHAPTER ONE

INTRODUCTION

1.0 Background of study

As the world become more competitive with the high technology now a day, the need for the employees to fulfil their task also has become important and they also need to ensure that they always have the latest expertise or skills in their field in the organization. This is because they need to compete their position with other employee. Employees will spend more time in order to complete their task excellently. They want to show to their employer that they are giving the best performance for the organization. When the employees are become more focus in their work life, this will affect their role in the family life. This scenario will indirectly create a conflict between their character in office and character in home. This conflict can be known as Work-family conflict.

Greenhaus and Beutell, (1985) indicated that work-family conflict refers to “a form of inter-role conflict in which the role constraints from work and family domains are mutually conflicting in some aspect”. Greenhaus and Beutell (1985) in their study revealed that time-based conflict, behaviour-based conflict and strain based conflict are the type of conflict in work-family conflict. As mentioned by Greenhaus and Beutell (1985), time-based conflict is regarded as the most common kind of conflict and arises when the amount of time spent in a role is burdened by the amount of time available for other roles, or while immersive by one role destroys the potential to perform on the other side of the role. Strain-based conflicts occur when tensions or stresses feel in single role make it diffuse to carry out in other roles and based on the idea of fatigue and irritation that are produced from a role that affects activities in other roles.

Job satisfaction can be known as how individual feel and think about the work that had been done at the workplace. It is depending on how far people are satisfied or dissatisfied with their work (Agha, Azmi, & Irfan, 2017). The important forecaster for the overall well-being and goals of employees is job satisfaction (Serrano & Vieira, 2005). As detailed formerly, in the 1990s, working people in general have realized that employment pleasure decreases as a consequence of increased work imbalance, working hours, work intensification and autonomous decline (Sang, Ison, & Dainty, 2009).

1.1 Problem statement

The economic and business has become more competitive in the high technology environment now a day. The employees in an organization will effected by this competitive environment. Employees will feel the pressure from this condition and this may lead to the conflict between work and family happen in their life. Their wellbeing and job satisfaction at the organization also will influence by the pressure that they had to handle. Turnover intention, low job satisfaction, low job performance and absenteeism was linked with work-family conflict (Burke et al, 1998).

The knowledge gap that the researcher wants to fill is the lack of study on work-family conflict and its impact in Malaysia. There are many studies had been done in the western countries and the study are from the western value, therefore, the study finding from the studies that had been done may not suitable to Malaysia condition. This research can help to find out which conflict is affected the employees the most. As found in one of the research in Singapore, employees are most effected by the behaviour-based conflict (Skitmore, 2016). In order to bridge the gap in knowledge, the researcher wanted to study about the effect of work-family conflict with job satisfaction in private company at Malaysia. The researcher also wanted to identify the specific relationship between each conflict in work-family conflict which are time-

based conflict, strain-based conflict and behaviour-based conflict with employees' job satisfaction.

When people being ask to choose either work or family, they will generally answer that their work is less important than their family (Guttek et al, 1991) but with the working condition in current environment, combining family and employee's role in organization often creates stress, conflict and overload to the employees (Neal et al, 1993). These conflict will relate to results for instance job satisfaction, job burnout, and turnover (Burke, 1998).

Practically, Malaysian Digest (2016) informed that the key of having a work-life balance make all the required by this era's increasing competition where organization and clients are demanding more from the workplace where it cause the employees a risk of stress, dissatisfaction at workplace, and premature burnout.

1.2 Research Objective

The general objective for this research is to examine the effect of work-family conflict with job satisfaction. The specific objective of this research are:

- To identify the relationship between work-family conflict with job satisfaction.
- To identify the relationship between time-based conflict with job satisfaction
- To examine the relationship between strain-based conflict with job satisfaction
- To analyses the relationship between behaviour-based conflict with job satisfaction

1.3 Research question

This research is based on the research question below:

- What is the relationship between work-family conflict with employees' job satisfaction?
- What is the relationship between time-based conflict with employees' job satisfaction?
- What is the relationship between strain-based conflict with employees' job satisfaction?
- What is the relationship between behaviour-based conflict with employees' job satisfaction?

1.4 Research Hypothesis

The objective of this research were examined by testing the research hypothesis identified below:

Ha₁: There is a significant relationship between work-family conflict (WFC) with employees' job satisfaction.

Ha₂: There is a significant relationship between time-based conflict with employees' job satisfaction.

Ha₃: There is a significant relationship between strain-based conflict with employees' job satisfaction.

Ha₄: There is a significant relationship between behaviour-based conflict with employees' job satisfaction.

1.5 Conceptual framework

Figure 1.1 show the conceptual framework for this research.

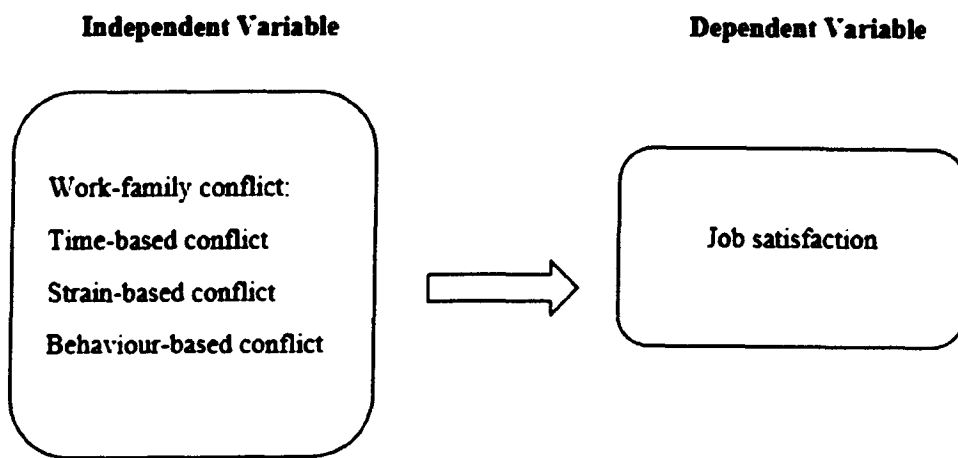


Figure 1: Conceptual framework

1.6 significant of the study

This study will give benefit to the workers, organization and researcher. It is because it will contribute to the present knowledge by giving a view of relationship between work-family conflict and employee job satisfaction among the private workers in an organization. This study will help to raise the important to overcome work-family conflict that faced by the workers at their workplace and will benefit the organization to create new strategies. These strategies will improve the employees' job satisfaction in the work place and maintain the healthy work among staff and indirectly enhancing the employee effectiveness and organizational effectiveness. This study also important for researchers as it provide the first step initiative for further research.

1.7 Definition of term

Several term are identified important in this research.

1.7.1 Work-family conflict

Conceptual definition: Netemeyer, McMuttian, and boles (1996) indicated that the structure of conflicts between roles where the general demand of time and exposure generated by the work interferes with family needs can be known as work-family conflict. A specific type of inter-role conflict or “role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups” can be known as work-family conflict. (Kahn et al., 1964)

Operational definition: work-family conflict is a clash between the roles in work and personal life where the demands, time reserved for, and the tensions produced by the work interfere with the relevant family responsibilities.

1.7.2 Time-based conflicts

Conceptual definition: when the amount of time divided in a role interferes with the other roles to carry out the responsibilities that should be performed be known as time-based conflict (Greenhaus & Beutell, 1985).

Operational definition: a clash of role in work and family when an individual fail to divide time to fulfil both responsibilities in work and family.

1.7.3 Strain based conflict

Conceptual definition: defined as a problem or conflict can be determined if the pressure is happened when one responsibility interferes with other responsibility (Greenhaus & beutell, 1985)

Operational definition: strain is a stressor factor from one role and will effect another role.

1.7.4 Behaviour-based conflict

Conceptual definition: refers to the personal performance, both at work and family environment when different expectation requires different performance.

Operational definition: unsuitable behaviour shown in unsuitable environment that can create a conflict.

1.7.5 Job satisfaction

Conceptual definition: The feeling of a worker to their work can be defined as job satisfaction. It depends on how far people are satisfied or dissatisfied with their work (Agha, Azmi, & Irfan, 2017). “a pleasurable emotional state that results from an individual appraisal of one’s job” (Locke, 1969).

Operational definition: job satisfaction is exactly how individual feel about their own work and it is depending on them self whether they satisfied with their job or not.

1.7 Limitation of the study

This research presents some limitation proposing new study avenues. Other than that, this research also cannot be generalize to all employees in Malaysia as the research is using convenience sampling for the research. The limit of this study is also when the researcher can only carry out this research in one private university due to the time consuming. This research should be covering the analysis to other organizations. Avoid the potential variance problems that usually arise from facts that only consider one company where to conduct this study. The researcher also had some sampling issue when there less participation from the employees in the selected organization an at the end the sample does not reflect the general population. Time constraint also one of the limitation for the researcher to do this research. The limit of this study

is also when the researcher is only able to conduct a study within a limited time to gather all the data, carry out the analysis and complete the research.

1.8 Summary

This chapter discussed about background of study for this chapter, problem of statement, research objective of the study, research question of the study, hypothesis for the study, conceptual framework, significant of the study, limitation of the study and definition of term in this research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter 2 will explain the concept of work-family conflict and employees' job satisfaction. This chapter also will discuss about the related theory or model and the past similar finding about work-family conflict and employees' job satisfaction.

2.1 Concept

2.1.1 Work-Family Conflict

Work-family conflict (WFC) is refer to the demand in one role interfere with the effectiveness of individuals in other roles (Greenhaus & Beutell, 1985). The interference has caused by work-family conflict can be determine as interior and exterior. Carlson and Frone (2003) explain that exterior interference as the scenario happened between work and the family, for example the role in work prevents an individual to involve in another role. Work-family conflict (WFC) can refer to the situation where work obstruct with the personal life or personal life has obstruct individual work and this will create a unpleasant stress in the work and personal life (Frone, 2003).

The nature of interdependence, job can disturb life and life can interfere with job. Time-based conflict, behaviour-based conflict and strain-based conflict are the type of conflict that has been identified in work-family conflict (WFC). Time-based conflict is considered the most common form of conflict and arises when the total of time expended in the character is burdened by the total of time available for another role, or when immersive with single role destroys the capability to function on the other side of the role (Gilley et al, 2009). Gilley et al (2009) also stated that Strain-based conflicts occur when tensions or stresses feel in one role make it diffuse to perform in other roles and based on the idea of fatigue and irritation that are produced from a role that affects activities in other roles. Job-related tensions have been associated with stress

at work or hard work events that cause fatigue or depression in the role of the family and Conflicts of life-based tensions are especially true when couples careers and family expectations are not in uniformity.

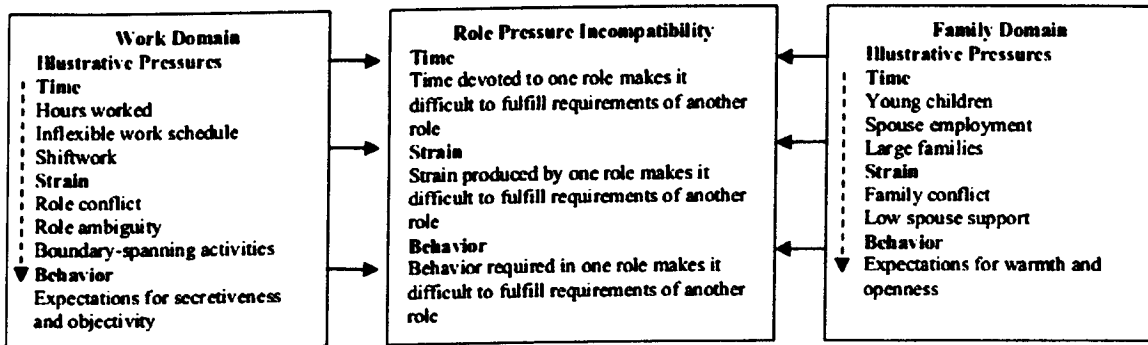


Figure 2.1: The Interrelation of Time, Strain, And Behaviour Based Conflict

(Source: Takashi et al., (2014) in *Competence development and work family conflict*, p.213)

2.1.2 Time-based conflict

Greenhaus and Beutell (1985) mentioned that time-based conflict is one of the form of conflict in work-family conflict. Once time is devoted to the need for one character and make it inflexible to meet the need of other character conditions it will cause the existence of time-based conflict. For example, the source in work may include, the number of working hours, amount of overtime and the fixed work schedule for the employees. While from the family requirement may include the duty to look after the children and also the type of the employees spouse jobs (Ouko, 2010).

2.1.3 Strain-based conflict

When the action in one role is influence by the pressure produced in the other role will cause the strain-based conflict to arise. This condition will create a strain -based conflict

(Judge & Colquitt, 2004). Strain-based conflict can refer to the overflow of a psychological state that is produced in one role into the performance of another role (Dunahoo, 1996).

2.1.4 Behaviour-based conflict

Behaviour-based conflict happens when the individual incompatible set of behaviour for work and for family. Mostly women discover it is tough to change the character from one role to another because of these separate sets of behaviour (Glukhov, 2005). Certain behaviours connected with one role will make it challenging to achieve other role requirements, it will cause behaviour-based conflict to exist (Ouko, 2010).

2.1.5 Job Satisfaction

The emotion of an employee toward their job can be known as job satisfaction. Positive behaviour to the job is the indicate to job satisfaction. Negative approaches to their job indicate to job dissatisfaction (Armstrong, 2006). An employee job satisfaction can be illustrated by the good or bad feeling that they have toward their job (Aziri & Irfan, 2011). The sense of accomplishment in the work that the worker has done itself can be known as job satisfaction. It is seen as a direct connection to productivity and personal well-being. This shows that doing the tasks that they enjoy, do well and are rewarded for their efforts.

2.2 Discussion of related theory/model

2.2.1 Work-family conflict

Border theory: This theory explains that the level of integration and the determination of transitional facilities between the two regions, and the degree of clashes between these closely related domains will be influence by flexibility and limitation to alter the boundaries between working lives and personal lives that family life (Kumar & Janakiram, 2017). Flexible boundaries simplify integration between work and home domain. A shared of change is easier, but it can cause family conflicts to work when the domain is relatively combined. On the

contrary, if the domain is divided, the transition is easier, but it is unlikely to reduce the work-family conflict (Bellavia & Frone, 2005).

2.2.2 Job satisfaction

Affect theory: This theory by Locke (1976) are the known for model of job satisfaction. The core thing of this theory is fulfilment decided by a contradiction between what is required in the work and what is in it job. When someone values something job aspect, its satisfaction has more impact on both parties positively when assumption is encountered and negative when assumption is not encountered, compared to those that are not worth it that aspect (Singh & Sinha, 2013).

2.3 Discussion of related past findings

There are many research regarding work-family conflict and job satisfaction have been conduct in different country. Most research findings show that there is a negative connection between work-family conflict (WFC) and job satisfaction. Research that being conduct by Kim and Ling (2001) in their study revealed that the total of working hour, inflexibility schedule work, and work pressure has positively linked with work-family conflict among married entrepreneurs in Singapore. Kim and Ling (2001) argue that there is a poor connection of work-family conflicts with the job satisfaction. Boles et al (1996) has analysed the connection of work-family conflict and the different aspects of job satisfaction. This study show that the work-family conflict and family-work conflict are significantly connected with all part of job satisfaction. Work-family conflict could be more important to use as predictor of all facet of job satisfaction.

As mentioned by Hsu (2011), there are a negative consequence by work-family conflict on job satisfaction of an employees. Hsu (2011) also noted that the support of supervisors and locus of internal control has a direct impact to job satisfaction and it create a modest relation

between work-family conflict and job satisfaction. A low level of job satisfaction in health workers' life is because of they are having a serious work family conflict. Moreover, when work make the worker face a difficulty to fulfil family needs, the employee tends to get low satisfaction in work. The finding from this research show that there is no greater effect on the job satisfaction that influence by work-family conflict (Anafarta, 2011).

Rathi and Barath (2013) study exposed that work-family conflict (WFC) and job satisfaction has negative connection. Their study also revealed that there is significantly modest connection regarding work-family conflict and family-work conflict with family satisfaction when there are exist of social support from the employees.

2.4 Summary

This chapter has reflected about concept of work-family conflict and employees' job satisfaction. This chapter also has discussed about the related theory or model and the past similar finding about work-family conflict and employees' job satisfaction.