



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT AND
WORK PERFORMANCE AMONG GOVERNMENT EMPLOYEES IN
SARAWAK**

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**Bachelor of Science (Honours)
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**THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT AND
WORK PERFORMANCE AMONG GOVERNMENT EMPLOYEES IN
SARAWAK**

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This project is submitted in partial fulfilment of
the requirements for the degree of Bachelor of Science (Honours)
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UNIVERSITI MALAYSIA SARAWAK
2021

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ABSTRACT

There are similar studies have been done in western countries, but only a few studies have been done in Sarawak, Malaysia. Among the studies are proposes that work-family conflict is a significant predecessor of work performance. Hence, the present study fills up the gap by determining the relationship of time-based, strain-based and behavior-based in work-family conflict (WFC) and Work Performance among government employees in the Department of Labour Sarawak. The purpose of the present study is to determine the relationship of time-based, strain-based and behavior-based in WFC and Work Performance among government employees and investigate the dominant factor in WFC and Work Performance among government employees. The data was collected from government employees working in the Department of Labour Sarawak. There are 155 questionnaires were used to analyze the data. Results indicate that a positive and significant relationship was found between time-based and strain-based in WFC and work performance. Next, no significant relationship between behavior-based in WFC and work performance. Besides, results indicate strain-based is a dominant factor in WFC and work performance. The conclusion of this study can contribute to the Department of Labour Sarawak to identify factors that affect employees work performance and as a guideline for designing new policies. The conclusion of this study also can contribute to Department of Labour Sarawak employees being aware of work-family conflict and understand the importance of resolving conflicts to achieve work performance.

Keywords: *Time-based, strain-based, behavior-based, work performance*

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter consists of several sections that will explain about the relationship of the factors that cause conflicts that occur with government employee's performance. This chapter briefly addresses the study background, problem statement, accompanied by the research objectives, research questions, the study's significance, the study's limitation and terms description, and the summary ends.

1.1 BACKGROUND OF STUDY

Working is defined as the amount of time spent by an individual to carry out a job or task (Brett and Stroh, 2003). Work and family are the most important and not easily separated aspects of human life. The workers always ended with tension and difficulty in giving priority to both job and family while trying to reconcile work and family. Employees appeared to be under personal stress as a result of the conflict of work and family obligations. This eventually sparked a work-family conflict (WFC) among government employees in Sarawak.

Greenhaus and Beutell (1985), in particular, have conceptualized WFC into three conflict sources, namely time-based, strain-based, and behaviour-based. These three sources will become the variables of the study. Currently, during COVID-19 pandemic, it has a profound effect on these independent variables, that will be a measure of the work performance of government employees in Sarawak.

According to Motowidlo, Borman, & Schmit, (1997), work performance is characterized as the cumulative estimated value of the independent behavioral events completed over a regular duration of time by a person to the organization. In this concept, one significant idea is that success is a behavioral property.

Public sector organizations in Sarawak, being the largest employers in the state, have pioneered work-life structures that can be emulated by private sector organizations. Nevertheless, these structures are still in the early stages, and it is also assumed that organizational as well as employee's knowledge of WFC and problems related to work-life are still at a basic level. The purpose of this study is to gain a better understanding of the relationship between WFC and Work Performance among government employee in Sarawak. This study targets the employees in the Department of Labour Sarawak as respondents. This study will reveal the relationship between WFC and Job Performance among employees in the Department of Labour Sarawak.

1.2 PROBLEM STATEMENT

The purpose of this study is to gain a better understanding of the current situation of employees' work-family conflict in the government employees' context of Sarawak. In addition, since the Malaysian government focuses on the implementation of public sector work-life policies, there is a need for more research on countries with diverse cultural contexts (Poelmans, 2005).

In this field, most similar studies have been done in western countries, but only a few studies have been done in Sarawak, Malaysia. Among the studies are, which have been conducted by Obrenovic, B., et. All, (2020), according to this hypothesis, work-family conflict is a crucial predictor of work performance.

Researchers also hope that, with this study, the outcomes will help to improve the existing theory related to the relationship between WFC and work performance among government employees in Sarawak.

1.3 OBJECTIVE OF THE STUDY

1.3.1: General Objective

To investigate the relationship between WFC and Work Performance among government employees in Sarawak.

1.3.2: Specific Objectives:

- i) To determine the relationship of time-based in WFC and Work Performance among government employees in Sarawak.
- ii) To determine the relationship of strain-based in WFC and Work Performance among government employees in Sarawak.
- iii) To determine the relationship of behavior-based in WFC and Work Performance among government employees in Sarawak.
- iv) To investigate the dominant factor in WFC and Work Performance among government employees in Sarawak.

1.4 RESEARCH HYPOTHESES

There are four hypotheses in this study, namely:

- i) H_{a1}: There is significant relationship between time-based in WFC and employee performance.
- ii) H_{a2}: There is significant relationship between strain-based in WFC and employee performance.
- iii) H_{a3}: There is significant relationship between behavior-based in WFC and employee performance.
- iv) H_{a4}: There is a dominant factor in WFC and employee performance.

1.5 CONCEPTUAL FRAMEWORK

A conceptual framework is a model that the researcher feels best explains the natural progression of the phenomena under investigation according to Camp, (2001). Liehr & Smith, (1999) stated it is the researcher's description of how the research question will be investigated. The conceptual framework depicts an integrated approach to a subject under investigation. In this study, role conflict is used to determine and analyse the research data.

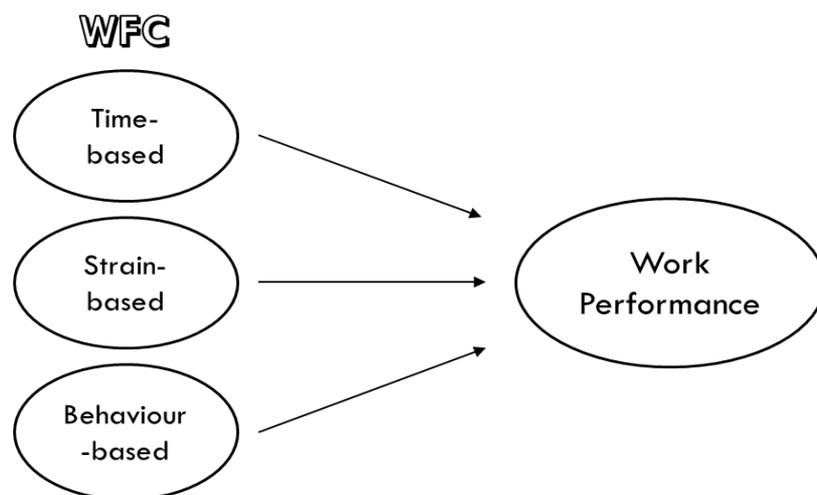


Figure 1.1: Conceptual Framework

1.6 SIGNIFICANCE OF THE STUDY

Theory and research methodology are discussed in depth in the important of study discussions:

1.6.1 Significance of theory

Based on the past research related WFC and work performance among government employees that has been carried out, it shows that they are antecedent of work-family conflict. This study was conducted to investigate the relationship between WFC and work performance among government employees in Sarawak. Existing theories can be used to further characterise the work-family conflict. The findings of this study will be utilised to strengthen the current hypothesis on the relationship between WFC and work performance among Sarawak government employees.

1.6.2 Significance of research methodology

Questionnaire is used to compile and collect data. The questionnaires were randomly distributed among government employees in Sarawak. Furthermore, to comply with the standard operating procedure enforced by the government during the COVID-19 pandemic period, then the data was analyzed to check the study's validity and reliability. Scientific research methods need explanation based on the collected facts, measurement, and observation (Rajasekar, Philominathan, & Chinnathambi, 2013). It is necessary to verify that explanation by using experiment to produce a good result.

1.7 LIMITATIONS OF THE STUDY

This study has certain limitations that should be addressed. Only government employees in Sarawak were questioned for this study. Or in particular, the respondents are

only from among the employees in the Department of Labour Sarawak only. Therefore, all the results of this study cannot be generalized to any department in the government sector or other private sectors.

Similarly, this study only focusses the three variables determine the of WFC among government sector employee in Sarawak. There are three types of conflict: time-based, strain-based, and behavior-based. This study's findings are solely based on those factors. As a result, future studies are advised to vary the variables even further in order to uncover the factors that influence work performance among Sarawak government employees.

On the other hand, this study uses self-reported data, which means that we need to record what people have responded in the questionnaires, which can rarely be verified independently.

1.8 DEFINITION OF TERMS

1.8.1 : Time-based conflict

Conceptual Definition

“Time-based conflict occurs when the time demands associated with one role restrict the amount of time that can be devoted to the other role, inhibiting one’s performance in the latter role.” (Greenhaus, J.H. et al, forthcoming).

Operational Definition

Time-based conflict applies to the dispute that occurs when the dispute hours committed to one job makes it impossible for the employee to take part in the other position.

1.8.2 : Strain-based conflict

Conceptual Definition

“Strain-based conflict occurs when stress arising in one role is carried or transferred to the other role, with the consequent strain symptoms (e.g., anxiety, irritability) reducing effectiveness in the second role” (Greenhaus, J.H. et al, forthcoming).

Operational Definition

In one role, burden reduces the opportunity to fulfill the conditions of another role or interrupts with involvement in another role.

1.8.3 : Behavior-based conflict

Conceptual Definition

“In behavior-based conflict, a behavior that is effective in one role (e.g., an authoritarian interaction style) is inappropriately applied to the other role reducing one’s effectiveness in the role” (Greenhaus, J.H. et al, forthcoming).

Operational Definition

It is triggered because one role's behaviour opposes the other role's conduct.

1.8.4 : Work performance

Conceptual Definition

“Work performance has been defined as the overall expected value from employees' behaviors carried out over the course of a set period of time” (Motowidlo, Borman, & Schmidt, 1997).

Operational Definition

Employees that are provided with a particular set of guidelines outlining their work responsibilities and how they specifically contribute to the organisation's overarching

business purpose are much more successful and concise when conducting their everyday activities.

1.9 SUMMARY

The next chapter will be discussing on the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter discusses the literature review of the study. Several issues related to the study of relationship between WFC and Work Performance among government employees in Sarawak. Next, discuss on the theory related to this study then followed by a discussion of past similar research findings from similar research done by other researchers. This chapter ends with a summary.

2.1 DISCUSSION OF ISSUES RELATED TO TOPIC

Carlson & Kacmar, 2000; Kossek & Ozeki, (1998) states, in any event, today's work-family conflict is the core construct of work-family balance research, so it helps one to concentrate emphasis on potential backgrounds and possible consequences of difficulty emotions: the struggle to balance family and career responsibilities may be a source of job frustration.

Greenhaus and Beutell, (1985) defined work-family conflict as a type of inter-role dispute in which, in certain ways, the role pressures from the realms of work and family are completely contradictory. In other words, engagement within role of work (family) is becoming more complicated because of engagement in the role of family (work).

Babin and Boles, (1998), defined work performance as the scale of productivity of an individual worker in many task activities and performance compared to his or her peers. In their research model, Christen et al. (2006) they indicated that the commitment and capability of employees dictated the degree of job efficiency.

COVID-19 is known as the deadly virus and organisations have to lock down and implement creative solutions to sustain their everyday work from home because of it. Karin et.al., (2020), Wang C. et al., (2020) in their stated in their study, found that the quality of performance of workers was decreased when operating from home. In order to alleviate fear and resume official work from home, it is a positive initiative. Yet it still has drawbacks. Frustration, work-families conflict, digital inequality, fatigue, not all work can be completed from home, and many other problems concerning the performance of employees.

2.2 DISCUSSION OF RELATED THEORY/MODEL

According to Carlson et al. (2000), Work-family conflict also happens when work commitments clash with home life, or vice versa. There are few forms of conflicts, such as time-based conflicts (for example, shortage of family or leisure time, or time constraint), strain-based conflicts (for example, exhaustion, stress, or fear), and behavioral-based conflicts (for example incompatible behavioural expectations between work and home life).

In this study, all the types of conflict become an independent variable to measures work-family conflict among Sarawak public service employee. This will come under Role Conflict Theory when the employee experiencing confusion or conflict within a role can lead to a state of undesirability. Conflicting demands between roles (for example time, incompatible behaviour) lead to personal conflict, making successful performance of each role more difficult.

Another theory used in this study is Theory of Performance (ToP). According to Artley & Stroh, (2001); Bransford, Brown & Cocking, (2000), six foundation principles that form a structure that is used to describe success and performance enhancements are created

and related to the Theory of Performance. This theory will be used to study the work performance among government employees in Sarawak.

2.3 DISCUSSION OF PAST SIMILAR FINDINGS

In this study, there is a related empirical study regarding the work-family conflict among Sarawak public service employee.

2.3.1 Empirical Evidence

The relationship between work-family conflict and working time. This finding is similar to the research done in the west by Frone et al, (1997); Grzywacz & Marks, (2000); Judge, Boudreau & Brets, (1994); Major, Klein & Ehrhart, (2002) suggests that work time is linked to work-family conflicts in a major and constructive way. Based on studies done in Malaysia by Aminah, (2005) It has been found that the extra hours spent at work appear to affect the work-family interface tension faced in government hospitals by female doctors, which also refers to government employees in general.

According to Ashfaq et al., (2013), generally, there will be two factors in developed countries (i.e., work-life conflict and work overload) related to jobs that have a direct impact on the performance of workers. According to Warokka & Febrilia, (2015) studies, work-family conflict has a negative influence on job performance. This statement is further supported by Greenhaus et al., (2006), WFC happens where there is a difference between actual circumstance and person assumption that will interrupt and decrease their role's performance at work or family.

According to Pradifta & Subudi, (2019) organizational success is dependent on performance. The sooner the organisation achieves its objectives, the better the employee's performance. Employee performance will be at its peak if they are able to manage conflict,

are dedicated to their work, and can split their time between work and home responsibilities. Employees are stressed and emotionally affected by conflict at work or in the home because of time-based conflict, strain-based conflict, and behavior-based conflict.

2.4 SUMMARY

Next chapter is focus on the research methodology for this study.