Contribution of Work and Family Demands on Job Satisfaction Through Work-Family Conflict

Endang Dhamayantie*

Faculty of Economics and Business, Tanjungpura University, 78124, Pontianak, Indonesia

ABSTRACT

Objective – Work environment and family roles are two of the most important life domains; they are different but interconnected with each other. Each role requires energy and responsibilities to be handled effectively. Therefore, it is necessary to consider the experience of work-family interaction in this process. The purpose of this study is to develop an understanding of the effect of work and family demands on job satisfaction which is mediated by the experience in work-family interaction, in particular the work-family conflict.

Methodology/Technique – Self-report questionnaires were given to permanent employees who work in non-banking financial sectors in Kalimantan Barat, Indonesia. They were selected by purposive sampling and 100 valid questionnaires were collected.

Findings – The path analysis results show that work demands have a significant positive effect on work-family conflict, while family demands have no significant effect on work-family conflict, and work-family conflict has a significant negative effect on job satisfaction.

Novelty – Although it is believed that work and family demands contribute to outcomes such as job satisfaction, it is unclear how this occurs. It is recommended that organizations need to manage work-related stressors through family-friendly policies and programs that enable work and family domains to integrate with each other, as well as developing an organizational culture that supports the positive interaction of work and family.

Type of Paper: Empirical

Keywords: Work Demands; Family Demands; Work-Family Conflict; Job Satisfaction.

JEL Classification: J12, J23, J28.

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1. Introduction

Work and family roles are an important part of an individual's life. Most individuals spend their time fulfilling a series of roles in both the work and family domains. Each role requires their energy and responsibilities to be handled effectively. The general demands of a role refer to the responsibilities, requirements, expectations, duties, and commitments associated with that role (Netemeyer et al., 1996). In the Job Demand-Resource (JD-R) Model, Demerouti et al. (2001) state that job demands are considered stressors that are associated with negative outcomes. Work demands become stressors when the work demands require more effort and/or costs, resulting in a negative effect (Prieto et al., 2008), such as burnout (Demerouti et al.,

2001; Prieto et al., 2008; Xanthopoulou et al., 2007), emotional exhaustion (Blanchard et al., 2009), and reduced job satisfaction (Bakker & Demerouti, 2007; Decker & Borgen, 1993). As with stressors in the work environment, there are also stressors within the family environment or family demands, which can impact negatively on work outcomes.

It is believed that work and family demands contribute to those negative outcomes, but it is unclear how this relationship operates. According to Voydanoff (2005), demands for outcomes related to the role through the experience of work-family interactions, which are consistent with the experience of work-family conflict. Previous studies (Blanchard et al., 2009; Kim & Ling, 2001; Lu et al., 2008; Shimazu et al., 2010) have considered the work-family conflict experiences in this process.

The work-family conflict approach begins with inter-role conflict studies and as a guide to the assumption that work and family are in basic conflict (Barnett & Gareis, 2006). Role expectations of work and family domains are not always compatible (Netemeyer et al., 1996). Each role takes time and effort to be implemented adequately (Gutek et al., 1991). Even for those individuals who have the required time and energy will find that additional roles will increase the pressure of each competing role and may cause internal conflict (Fu and Shaffer, 2001). Consequently, individuals will experience an overlap between work and family roles or otherwise. This has led to inter-role conflicts (Greenhaus & Beutell, 1985).

The basic notion of the inter-role conflict model is that an individual has limited resources (such as time and energy) to meet the demands of their different roles (Ten Brummelhuis & Bakker, 2012). This means that individuals who take on multiple roles are more likely to suffer from a depletion of resources where the resources are not appropriately distributed amongst those roles. This may lead to a conflict of roles (Haar & Bardoel, 2008). Further, the work-family conflict has a negative impact on an individuals' success in a role, low job satisfaction, and burnout (Barnett & Gareis, 2006).

The purpose of this study is to develop an understanding of the effect of work and family demands on job satisfaction, which is mediated by an individual's experience of the interaction between work and family, focusing on work-family conflict. This study contributes to the empirical and theoretical literature clarifying the role of work-family interaction in the relationship between work and family demands and job satisfaction.

2. Literature Review

Role environment describes the individual's subjective experience in a variety of roles. Role environment reflects the demands of a particular role. Role demands are defined as structural or psychological claims associated with the role requirements, expectations, and norms which individuals have to respond or adapt to by exerting physical or mental effort (Voydanoff, 2004a). The demands are not objective characteristics of the work or family domain but are subjectively experienced by the employee (Boyar et al., 2008).

2.1 Work Demands

Work demands refer to the physical, social, or organizational aspects of work that require physical or mental effort, and are therefore associated with specific physiological and psychological costs (Demerouti et al., 2001). Work demands refer primarily to pressures arising from excessive workloads and typical workplace time pressures such as rush jobs and deadlines (Yang et al., 2000). Work demands are important factors of work environments in determining how work interferes with family (Blanchard et al., 2009) and most researchers agree that work demands are a source of work-family conflict (Netemeyer et al., 1996).

Previous studies have shown that work demands affect work-family conflict on dual-earner parents in the Netherlands (Bakker et al., 2008), university employees in United States (Boyar et al., 2008), employees from various sectors in Taiwan (Lu et al., 2008), working parents with preschool children in Japan (Shimazu et al., 2010), employees from a 1995 National Survey of Midlife Development in the United States (Voydanoff, 2004b), multi-divisional manufacturing company employees in the Northeastern United States and employees of a state-owned company in China (Yang et al., 2000). Other studies have developed aspects of work demands

which have an impact on the work-family conflict such as prescribed work hours (Boyar et al., 2008; Cohen & Liani, 2009; Kim & Ling, 2001), work overload (Molino et al., 2015; Yildirim & Aycan, 2008), and job responsibilities (Boyar et al., 2008). However, prescribed working hours shows no significant result (Yildirim & Aycan, 2008).

H1: Work demands have a significant positive effect on work-family conflict.

2.2 Family Demands

Family demands refer primarily to time pressures associated with tasks such as housekeeping and caring and providing for children (Yang et al., 2000; Lu et al., 2008). High demands in family duties occur when aspects of the family domain require sustained physical and/or mental effort. This makes it stressful as a high amount of personal resources are needed to successfully cope with these demands (Demerouti et al., 2001). Boyar et al. (2008) and Yang et al. (2000) indicate that family demands do have an impact on work-family conflict, however, Lu et al. (2008) indicates that family demands have no impact on work-family conflict. Further, Kim and Ling (2001) have found that family characteristics (such as the demands of a parent) can affect work-family conflict.

H2: Family demands have a significant positive effect on work-family conflict.

2.3 Work Family Conflict

Work-family conflict arises as a result of tensions in managing a variety of work and family responsibilities (Kahn et al., 1964). Work-family conflict, as a form of inter-role conflict, involves two roles that are mutually incompatible in some respect, creating tension between participation in either role (Greenhaus & Beutell, 1985). A work-family conflict is a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities (Netemeyer et al., 1996). Evidence of work-family conflict affecting job satisfaction have been conducted by previous research on sales employees of a regional promotion firm (Boles et al., 2003), full time employees (Carlson et al., 2010), married women entrepreneurs in Singapore (Kim & Ling, 2001), employees from various sectors in Taiwan (Lu et al., 2008), healthcare professionals in Malaysia (Ng et al., 2016), and nurses in Turkey (Yildirim & Aycan, 2008). However, Lin's et al. (2015) study on tour leaders in the tourism industry in Taiwan found that work-family conflict has no impact on job satisfaction.

H3: Work-family conflict has a significant negative effect on job satisfaction.
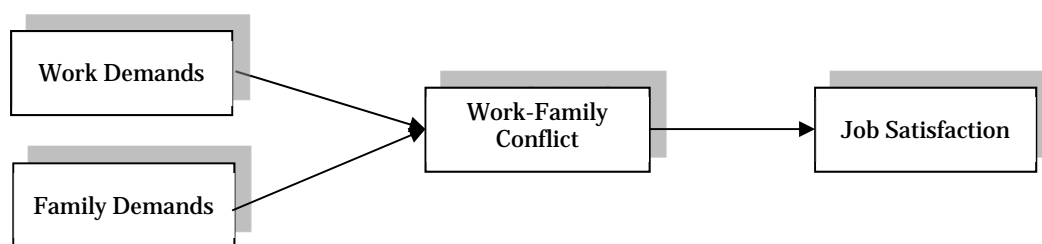

Figure 1. Research Conseptual Model

3. Research Methodology

The respondents of this study were permanent employees in the non-banking financial sector in Kalimantan Barat, Indonesia. Of the 110 questionnaires distributed, 100 questionnaires were returned in an appropriate form. The number of questionnaires obtained was in compliance with the minimum size required for this study which was 80 samples (5 x 16 indicators). A description of the demographic characteristics of the respondents is as follows: of the entire sample, 56% were male, 74% were married, with a majority (66%) of the respondents aged between 21 and 30 years, most of the respondents' (48%) had a senior high school education level, and

56% of them had a job tenure of fewer than five years. The research variables included: work demands, family demands, work-family conflict, and job satisfaction. Work demands were measured using 3 items (work load, work hour, and work responsibility). Family demands were also assessed using 3 items (demands as parents or children, dependence on family members, and time for family). Five items from Netemeyer et al. (1996) were used to measure work family-conflict. Job satisfaction was operationalized using the 5 items from the Job Description Index (JDI), which have been widely used in previous studies. All of the variables were measured using five points Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha for this scale is more than 0.70. The data was analyzed using a regression with a standardized variable (path analysis).

4. Results

Path analysis is used to analyze the patterns of relationships between variables to determine the effect, either directly or indirectly, of the independent variables on the dependent variable. The results show that work demands have a significant positive effect on work-family conflict ($\beta = 0.279$, $p = 0.045$), thereby supporting H1. With regard to H2 it is found that family demands do not have a significant effect on work-family conflict ($\beta = 0.051$, $p = 0.714$), thereby rejecting this hypothesis. The results of this study support H3, finding that work-family conflict has a significant negative effect on job satisfaction ($\beta = -0.341$, $p = 0.001$). The total determination coefficient obtained was 20.7% meaning that the diversity of data can be explained by the model amounting to 20.7%.

Table 1. Hypothesis Test Results

Direction of causality	β	t-statistic
Work demands -> Work family conflict	0.279	2.027
Family demands -> Work-family conflict	0.051	0.368
Work family conflict -> Job satisfaction	-0.341	-3.585

Based on the theory of trimming, the paths are not significantly removed. The model is supported by empirical data as follows:

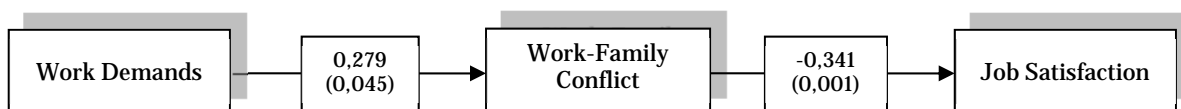Work Demands → 0,279 (0,045) → Work-Family Conflict → -0,341 (0,001) → Job Satisfaction

Figure 2. Causal Relationship Path Based on Theory Trimming

5. Discussion

This study demonstrates that work demands can improve work-family conflict. In an environment of demanding work roles, individuals who have a variety of work pressures will likely experience higher work-family conflict. This result is consistent with previous studies (Bakker et al., 2008; Boyar et al., 2008; Lu et al., 2008; Shimazu et al., 2010; Voydanoff, 2004b; Yang et al., 2000). The result also shows that family demands have no significant effect on work-family conflict. These results are also consistent with the previous study by Lu et al. (2008) but are inconsistent with other studies (Boyar et al., 2008). In eastern cultures, including Indonesia, work and family roles are generally integrated. Work-family conflict issues are closely linked to beliefs, values and cultural norms (Aycan, 2010 and Hassan, 2010). Eastern cultural norms consider work as an important role integral to the sustainability of a healthy family life. Therefore, the family domain

is treated as more flexible than the work domain (Gutek et al., 1991). Work demands are associated more strongly with work-family conflict, compared to family demands (Voydanoff, 2004a).

Work-family conflict has a significant negative effect on job satisfaction. Conflicts that occur between work and family domains can make it difficult or employees to work optimally. Higher levels of conflict can result in lower satisfaction at work. The findings of this study are consistent with the studies of Boles et al. (2003), Carlson et al. (2010), Kim and Ling (2001), Lu et al. (2008), Ng et al. (2016), and Yildirim and Aycan (2008).

6. Conclusion

This study demonstrates that work demands have a stronger effect on work-family conflict than family demands. It also shows that the effect of work-family can lower an employees' job satisfaction. Based on the findings of this study, it is recommended that organizations need to manage work-related stressors through family-friendly policies and programs that enable work and family domains to integrate with each other, as well as developing an organizational culture that supports the positive interaction of work and family. Organizations should also seek to help employees cope with work-family conflict. Future research may consider exploring various factors as a mediating or moderating variable, linking work demands with job outcomes.

Acknowledgements (Optional)

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