

THE INFLUENCE OF WORK ROLE AMBIGUITY, WORK ROLE CONFLICT, AND WORK TIME DEMAND TO WORK FAMILY CONFLICT AND ITS INFLUENCE TO JOB SATISFACTION AND INTENTION TO LEAVE

Abstract:

This research explores the influence of work role ambiguity, work role conflict, and work time demand to work family conflict, and also the influence of work family conflict to job satisfaction and intention to leave. Understanding about the antecedents and consequences of work family conflict will enable the managers to better manage those aspects, so the manager will benefit from better performance of any employee in the organization.

Questionnaires were distributed to multiple target respondents of 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.

This study found several findings. First, work role conflict and work time demand have positive influence on work family conflict. Second, work role ambiguity has no influence to work family conflict. Third, work family conflict has negative influence to job satisfaction. Fourth, job satisfaction has negative influence to intention to leave.

(Keywords: work family conflict, work role conflict, work role ambiguity, work time demand, job satisfaction, intention to leave).

INTRODUCTION

Work family conflict is a common phenomenon for an employee. This phenomenon can not be avoided since basically people has dual roles: their roles at home and also their roles in their office. Since people has to perform well in both roles, sometimes it is hard for them to separate their personal lives and their duties in their office, so there comes a conflict that is called work family conflict.

A more complete understanding about the antecedents and consequences of work family 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. This research explores the relationship among work family conflict, their antecedents and consequences. Variables used in this research are work role ambiguity, work role conflict, and work time demand, and involvement as antecedents of work family conflict and job satisfaction and intention to leave as the consequences of work family conflict.

MAIN TEXT

Work Family 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 work family conflict.

Carlson and Kacmar (2000) classified work family 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 work family conflict were equally unfavorable, because they interfere with a person's role at home or in the office.

Basically the existence of work family conflict has these following three elements: time (i.e. when the time required for one element reduce the available time for another element), the problem (i.e. when problems arise in one element affects the other elements), and behavior (i.e. the unparalleled behavior between two elements).

Related to time, if an employee is spending too much time in the office until he/she can not perform its role as a mother/wife properly, this can cause problems at home. Likewise, if an employee has too much burden of at home (e.g. child care or care of the elderly), his/her responsibilities in the office could be disrupted.

Besides that, high performance demands can make employee stress in the office. The stress at work can then be carried home and create new problems at home. Likewise, if an employee is experiencing stress in at home, his/her performance in the office could be disrupted.

Related aspects of behavior, work family conflict occurs because of unfit between behavior at home and in the office. For example, an employee who became a supervisor and his supervisor duty demands to be firm and hard on subordinates, he or she could do the same thing at home because he/she is affected by the habits in the office, even though the family wants a compassionate father/mother.

Based on the research in this field, the researchers concluded that there are at least three things that make the effect of work family conflict is different for each person. The first is the personal factors which include the abilities, interests, personality, and individual aspirations. Every individual has different personal characteristics. These different personal characteristics will affect how he/she responds to conflict/different pressures. This causes some individuals are more susceptible to work family conflict than other individuals.

The second factor includes family situation, role of parents, culture, and the religion of a person. An employee who comes from a family that tends to understand each other harmoniously with other family members will not vulnerable to work family conflict. On the other hand, people who do not live their religion well, are more vulnerable to work family conflict.

Specific situation can be conducive working environment and friendly working environment. A conducive working environment occurs when the relationship among employees and between employees and boss is good, then the employee will be less likely to be vulnerable to work family conflict. On the other hand, when there is a harsh working environment, this will tend to suppress emotions so that the possibility of work family conflict may occur.

Related to aspects discussed above, basically every employee will try to maintain a balance between work life and personal life (Vallone & Donaldson, 2001). If the balance is reached, then an employee will be able to perform well both in the office and at home. If the balance can not be achieved, performance in the office or at home can be disrupted, which in turn will hurt the company in the long run because the employee is not performing optimally

Such dynamics in the work described in the context of the 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 job demands that are too high can interfere with an employee's role at home and demands at home that are too high can also interfere with a person's job in the office.

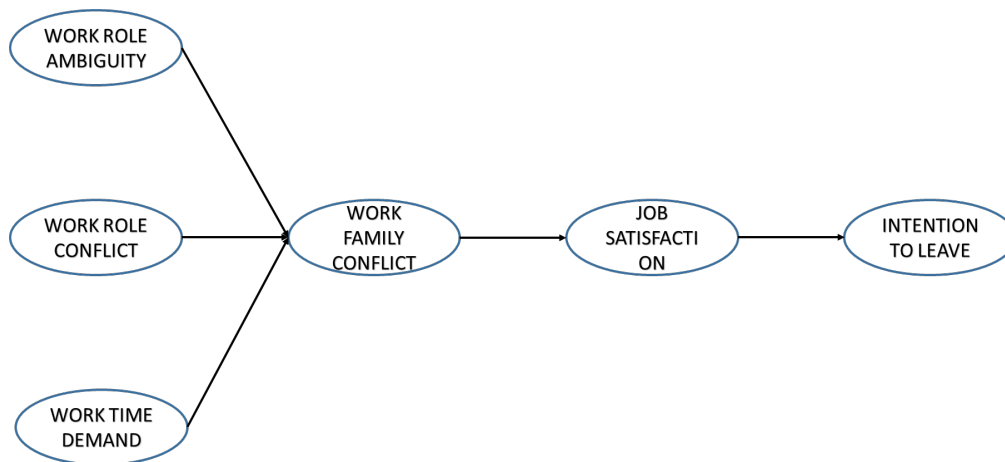
This view is also rooted in scarcity hypotheses (Parasuraman & Greenhaus, 2002) which states that everyone has limited energy and time. Individuals who underwent dual roles will certainly experience a conflict between the roles. Thus, work family conflict would arise if an employee is unable to separate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

Table 1
Research on Work Family Conflict

WRITER	YEAR	RESEARCH SETTING	INDEPENDENT VARIABLES	DEPENDENT VARIABLES	
Lin	2013	Employees from various organizations	Job demand	Work family conflict (WFC)	J V
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	V e F l s
Beutel	2010	Entrepreneurs	Work schedules	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW) Work Family synergy (WFS)	V V
Porter & Ayman	2010	Hospital employees	Job flexibility Work family conflict	Intention to leave	J V V t
Thanacoody , <i>et al.</i>	2009	Hospital nurse	Work family conflict (WFC)	Job burnout	V b
Beutel & Berman	2008	Employees from various organizations	Job demand	Work family conflict (WFC)	J V
Boyar, <i>et al.</i>	2008	University employees	Job demand Home demand	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	J F F
Maazerolle, <i>et al.</i>	2008	Athletic trainer	Long working hours Out of town assignment	Work family conflict	I p
Beutel	2008	Entrepreneurs	Work family conflict (WFC) Work-family synergy (WFS) Work pressure (WP)	Work satisfaction Life satisfaction	V l V l V r
Fu & Shaffer	2001	Administrative staff	Role conflict Role overload	Work family conflict (WFC)	F p
Carlson & Kackmar	2000	Employees	Role ambiguity Role conflict Time demand Involvement	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	V i F b c

Aryee, <i>et al.</i>	1999	Employees from various organizations	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Life satisfaction Family satisfaction Job satisfaction	V s F s
Boles	1997	Salesperson	Work family conflict (WFC) Emotional exhaustion Job satisfaction	Intention to leave	V e j F i J i

Figure 1
Research Model Developed



Antecedents of Work Family Conflict

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

Because each person has a limited capacity, when the time demands are too high, this will make the role of someone somewhere else to be disturbed. If someone gets high time demands at office, then the level of work to family conflict will be higher. This is confirmed by Lin (2013) who found that relationship. Thus, we formulate hypotheses as follows:

H1: Work time demand has positive influence to work family conflict.

Boles, *et al.* (1997) stated that people will experience work role conflict if he/she gets two impossible expectations can he accomplished simultaneously. It can be a manager who already has many responsibilities but he is still assigned to lead a task force of product development. These two responsibilities require a lot of time to do and difficult to achieve at the same time, then comes work role conflict. These conditions will lead to certain conflicts, so we formulate hypotheses as follows:

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

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 in the office are never completed and raises its own problems. These conditions will lead to certain conflicts, so we formulate several hypotheses as follows:

H3: Work role ambiguity has positive influence to work family conflict.

Consequences of Work Family Conflict

There are several things that could be the consequences of work family conflict. This study focuses on job satisfaction. Job satisfaction is basically a condition one's satisfaction in his work. Work family conflict would arise if the role demands in the office or at home interfere with a person's role in any other position. High performance demand in office can disrupt a person's role at home. Therefore, it is stated that basically work family conflict is a negative thing. It is based on conflict perspective which states that the interests from the office and the interests at home are not compatible and can not support each other. Demands that are too big in the office will interfere with the role of a person at home

Scarcity hypotheses also confirms this. Basically people has a limited capacity, so he/she will have limitations in performing its role both in the office or at home. If a person receives a lot of pressure at work, their role at home may be disrupted. If this is the case, then one's satisfaction in work will decline. Therefore, we formulate hypotheses as follows:

H4: Work family conflict has negative influence to life satisfaction.

This research argues that job satisfaction will affect a person's intention to leave. The higher employee job satisfaction, employee's intention to leave will be lower. Therefore, we formulate hypotheses as follows:

H5: Job satisfaction has negative influence to intent to leave.

RESEARCH METHODS

Respondents and data collection methods

Questionnaires were distributed to multiple target respondents of 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.

Respondents Demographic

		Frequency	%
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.

Work role ambiguity is an ambiguity in the someone's role in the office. This variable was measured using an instrument developed by Rizzo, House, and Lirtzman (1970) which was adapted to the research context.

Work role conflict is the role conflict experienced by a person in the office that makes an employee becomes depressed and stressed. This variable was measured using an instrument developed by Rizzo, House, and Lirtzman (1970) which was adapted to the research context.

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

Work family conflict is an issue that arises because of the burden on the job is brought home. This variable was measured using an instrument developed by Netemeyer *et al*, (1996) which was adapted to the research context.

Job satisfaction is related to a person's sense of satisfaction regarding his/her job in the office. This variable was measured using an instrument developed by Alsaqri (2014).

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. Results of factor analysis showed that all items are valid for this variable because the entire value of factor loading > 0.5.

CODE	FACTOR LOADINGS						STATEMENTS
WRA1	0.815						I feel certain about how much authority I have.

WRA2	0.742						I have clear, planned goals and objectives for my job.
WRA3	0.819						I know what my responsibilities are.
WRA4	0.702						I know exactly what is expected of me.
WRA5	0.659						Explanation is clear of what has to be done.
WRC1		0.506					I have to do things that should be done differently.
WRC2		0.609					I work on unnecessary things.
WRC3		0.723					I have to work under vague directives or orders.
WRC4		0.755					Lack of policies and guidelines to help me.
WRC5		0.587					I receive incompatible requests from two or more people.
WRC6		0.630					I receive an assignment without adequate resources and materials to execute it.
WTD1			0.675				I frequently have more work to do than I can handle during the time available at work
WTD2			0.827				I have difficulty in satisfying work demands of all the people I deal with because of time limitation
WTD3			0.715				I am not given enough time to do what is expected of me in my job
WTD4			0.715				I often feel that I have caught up with my work and have everything under control
WFC1				0.767			The demands of my work interfere with my home and family life.
WFC2				0.879			The amount of time my job takes up makes it difficult to fulfill family responsibilities.
WFC3				0.887			Things I want to do at home do not get done because of the demands my job puts on me.
WFC4				0.888			My job produces strain that makes it difficult to fulfill family duties.
WFC5				<.05			Due to work-related duties, I have to make changes to my plans for family activities.
JS1					0.645		I am fairly well satisfied with my job.
JS2					0.769		I consider my job rather unpleasant.
JS3					0.844		I definitely dislike my job.
JS4					0.749		Most days I am enthusiastic about my job.
JS5					0.756		I find real enjoyment in my job.
JS6					0.739		I am often bored with my job.
ITL1						0.895	I am thinking about leaving this organization
ITL2						0.874	I am planning to look for a new job.
ITL3						0.769	I intend to ask people about new job opportunities

ITL4						<.05	I don't plan to be in this organization much longer.
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In the table below illustrated Cronbach alpha value, average, standard deviation, and correlation between variables. Correlations between variables represented by the asterisk in the relationship (correlation) between variables exist.

	Mean	Std. Dev.	WRA	WRC	WTD	WFC	JS	ITL
WRA	2.12	0.55	1	.479**	.187**	.425**	-.324**	.261**
WRC	2.60	0.53		1	.331**	.456**	-.344**	.316**
WTD	2.71	0.61			1	.396**	-0.072	.176**
WFC	2.09	0.63				1	-.383**	.401**
JS	3.82	0.57					1	-.353**
ITL	1.84	0.78						1

Once the data has been tested and it is declared valid and reliable, the analysis can be continued to test the research model. Testing research model using values fit that can be calculated on the basis of existing research model. The following table 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, do not have a model of goodness of fit is good, so the hypothesis testing can not be done with existing models.

ABSOLUTE FIT	CRITERIA	FIT VALUE	DESCRIPTION
Chi square; df; probability	Not significant (Hair et al., 1998)	50,7 (<0,05)	Not good
GFI	>0,9 (Hair et al., 1998)	0,94	Good
RMR	<0,08; upper limit <0,1 (Arbuckle, 2005)	0,027	Good
RMSEA	<0,08; upper limit <0,1 (Arbuckle, 2005)	0,15	Not good
INCREMENTAL FIT			
AGFI	>0,8 (Sharma, 1996)	0,83	Good
NFI	>0,9 (Hair et al., 1998)	0,85	Good
CFI	>0,9 (Hair et al., 1998)	0,869	Good
TLI	>0,9 (Hair et al., 1998)	0,718	Not good
PARSIMONIOUS FIT			
CMIN/DF (subject to sample size)	1 – 2 over fit 2-5 liberal limit (Arbuckle, 2005)	7,25	Not good

Model test fit test results showed that basically the model has an adequate fit. So, the hypotheses can be tested with this new model.

Hypotheses Testing Result

CODE	HYPOTHESES	Estimate	S.E.	C.R.	P	Label
H1	Work time demand has positive influence to work family conflict	0.254	0.075	3.373	***	Hypotheses supported
H2	Work role conflict has positive influence to work family conflict	0.412	0.116	3.548	***	Hypotheses supported
H3	Work role ambiguity has positive influence to work family conflict	0.136	0.1	1.356	0.175	Hypotheses not supported
H4	Work family conflict has negative influence to job satisfaction	-0.484	0.064	-7.587	***	Hypotheses supported
H5	Job satisfaction has negative influence to intent to leave	-0.489	0.067	-7.326	***	Hypotheses supported

This research found that work time demand has positive influence to work family conflict ($\beta=0.254$, $p<0,01$). It means the more time demanded at work, this will increase work family conflict. So, this research supports the scarcity hypotheses stated that people has limited capability. The more demand from one side will reduce their capacity in another side. The higher the demands of time in the job, usually work family conflict will also be higher.

This research found that work role conflict has positive influence to work family conflict ($\beta=0.412$, $p<0,01$). When people has several role to do at work, he/she will have a more intense of work family conflict. This finding also supports the scarcity hypotheses above.

This research found that work role ambiguity has no influence to work family conflict ($\beta=0.136$, $p>0,01$). First, it is stated that when there in unclarity about a person's role, this wil increase the work family conflict. This research did not find support for that argument. This research found there is no influence ot work role ambiguity to work family conflict. This may due to people's characteristics when there is ambiguity about work, they will not work, so there will be no work family conflict.

This research found that work family conflict has negative influence to job satisfaction ($\beta=-0.484$, $p<0,01$). When there is an increase in work family conflict, someone's job satisfaction will decrease. Work family conflict is a negative thing that will destroy the job satisfaction.

The last finding in this research is that job satisfaction has negative influence to intent to leave ($\beta=-0.489$, $p<0,01$). When peoplr has job satisfaction, their tendency to leave the organization will decrease.

CONCLUSION

This study found several findings. First, work role conflict and work time demand have positive influence on work family conflict. Second, work role ambiguity has no influence to work family conflict. Third, work family conflict has negative influence to job satisfaction. Fourth, job satisfaction has negative influence to intention to leave.

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