

Work-Life Balance Policies And Work-Family Conflict

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ABSTRACT

Work-life balance (WLB) policies are initiated by the government and the formal organization to help employees balance their work and life. This research aims to examine the effectiveness of the WLB policies on work-family Conflict (WFC). The research model was tested quantitatively through a field survey of 200 female workers in Makassar using multiple linear regression analysis with SPSS 23 (Statistical Product and Service Solutions). In contrast to other academic literature related to WLB policies, data analysis results revealed that WLB-related policies' implementation does not necessarily reduce WFC's influence. In fact, several programs were found to have the opposite effect in the Makassar context.

Keywords: Dual-role theory, Work-family conflict, work-life balance policies

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

I. INTRODUCTION

To obtain the best employee performance, each organization has to create a work environment that can bring employee satisfaction. Some studies have proven that organizational competitiveness is affected by employee satisfaction (Chandrasekar, 2011; Bakotic, 2016). Ostroff (1992) and Devi and Rani (2016) state that an organization dominated by satisfied employees will be more productive than otherwise. However, shifts in an increasingly turbulent organizational environment contribute to an increased intra-role and interpersonal conflict between family and work, recognized as family-work conflict (WFC) (Kinnunen et al., 2004; Gurbuz, Turunc, and Celik, 2013).

According to some literature, WFC is one of the leading causes of stress experienced by individuals (Carlson, Kacmar, and Williams, 2000; Haun and Dormann, 2016). Employees who cannot manage WFC well because of inadequate support can experience less work satisfaction (Devi and Rani, 2016), affecting their productivity, directly or indirectly, affecting organization competitiveness (Böckerman & Ilmakunnas, 2012). WFC can occur in men and women. However, several studies have shown that the intensity of WFC incidence in women is higher than in men (Apperson et al., 2002; Gurbuz, Turunc, and Celik, 2013; Devi and Rani, 2016).

In Indonesia, the ideology of patriarchal culture and traditional gender role plays an essential role in understanding WFC's issues. Women in Indonesia are faced with a demand to take more responsibilities in household life. Although women are also allowed to work, household responsibility stays on their shoulders. There are no reasons women are irresponsible for household life; even highly educated does not affect the traditional gender role adopted. Being obedient to the belief is a safe choice for women in Indonesia to avoid social sanctions and improve welfare (Artiawati, 2017). Rahmawati (2016) states that the situation where women try to balance their time between work demand and family demand is the leading cause of WFC occurrence.

The study shows a significant correlation between WFC and the positive advancement of a business both on the individual and organization levels (Warner & Hausdorf, 2009). Therefore, an organization's role and support to help employees reduce WFC's level get more attention from practitioners and researchers in the field (Michel et al., 2011; Selvarajan, Cloninger, & Singh, 2013). Calvo-Salguero et al. (2011) state that from the practical point of view, managers are interested in designing organizational policies/programs that can increase the level of work satisfaction of employees that eventually can lead to more positive work behavior.

Work-Life Balance (WLB.) policies refer to a group of formal organization initiatives and programs designed to help employees balance their work and life (McCarthy, Darcy, & Grady, 2010; Lee & Hong, 2011; Afrianty, Issa and Burgess, 2016). WLB policies can be classified into three main types: flexible work options, specialized leave policy, and care support for dependents (child-elderly) (McDonald, Brown, & Bradley, 2005; Morgan & Milliken, 1992). Related to Indonesia's context, Afrianty (2013), Afrianty, Issa, and Burgess (2015, 2016) add religiosity factor to organizational policies related to work-life balance. Religiosity support includes specific policies for Indonesia's context and has never been studied in any studies on WLB in Indonesia (Afrianty, Issa, and Burgess, 2016).

A previous study that investigated WFC and policies related to Indonesia's work-life balance was conducted by Afrianty (2013). The result of the study proves that WLB policies did not have a significant effect on WFC. The study's result contrasts with previous studies stating that various WLB policies were correlated with a lower WFC level (Anderson et al., 2002; McDonald et al., 2005; Wang et al., 2011). Furthermore, it said that the difference was probably caused by cultural differences between Indonesia and Western countries (collectivist versus individualistic) (Afrianty, Issa, and Burgess, 2015).

In addition to the cultural factor, it could be said that the research population probably became the cause of the difference. The research respondents were academic staff/lecturers in higher education that could have high flexibility, reducing the policies' positive impact (Afrianty, Issa, and Burgess, 2015). Therefore, the study's limitation states that it requires further research with different populations to understand better the correlation between WFC and policies related to work-life balance on businesswomen in Indonesia.

Based on the explanation above, the study aimed to develop the study by Afrianty (2013) and Afrianty, Issa, and Burgess (2015) by exploring the implementation of WLB policies in Makassar on WFC.

II. LITERATURE REVIEW

a. Policies Related to Work-Life Balance (WLB)

Work-Life Balance (WLB.) policies refer to a group of formal organization initiatives and programs designed to help employees balance their

work and life (Burgess & Strachan, 2005; McCarthy, Darcy, & Grady, 2010; Lee & Hong, 2011). Work-life balance policies can be classified into three main types: flexible work options, specialized leave policy, and care support for dependents (McDonald, Brown, & Bradley, 2005; Morgan & Milliken, 1992).

Flexible work options refer to an arrangement that gives opportunities to employees to adjust their working hours to meet their commitment to their family or life demand of other people (Burgess & Strachan, 2005; Glass & Finley, 2002). Flexible work options include various policies, including working hours reduction, non-standard working hours, multiple forms of remote working, and compressed working hours (Kelliher & Anderson, 2010). A specialized leave policy refers to an arrangement of a different time and leaves that can be taken from working hours. Leave can be paid or unpaid. Specialized leave policy includes bereavement leave, maternity leave, sabbatical leave, and leave to take care of sick family members (Bardoel, 2003; Morgan & Milliken, 1992). Care support for dependents refers to a policy designed to give social support in the work environment to employee's dependents (namely children and elderly parents) (Drago & Kashian, 2003; Glass & Finley, 2002). Religiosity support is a specific WLB policy in Indonesia in sabbatical leave and/or leave to perform the religious ritual without salary reduction.

WLB policies as a form of organizational support can provide psychological support for employees (Bakker & Demerouti, 2007) and give support to overcome stress when they face pressures (Kossek et al., 2011) that furthermore will reduce the level of WFC (Anderson et al., 2002; McDonald et al., 2005; Byron, 2005; Fiksenbaum, 2013).

b. Work-Family Conflict (WFC)

Work-family conflict (WFC) and the underlying theoretical framework have become a dominant perspective used to study and understand the psychological consequences of active participation in work and family roles (Demerouti et al., 2012). Greenhaus and Beutell (1985) define WFC as "a type of inter-role conflict occurring due to pressure from contradictory roles in work and family domain."

Initially, WFC was said to be a unidimensional construct (Greenhaus & Beutell, 1985), but further researches and theories agreed to

operate WFC as a construct consisting of two separately directed sub-dimensions: work interferes family (WIF), and family hinders work (FIW) (Frone, Russell, & Cooper, 1992). WIF occurs when the work domain's stressors affect someone's ability to meet his/her demand in the family domain. In contrast, FIW occurs when the family domain stressors affect someone's ability to meet

his/her demand in the work domain. Eby et al. (2005) state that WIF and FIW are commonly known together as WFC.

III. FRAMEWORK OF THINKING AND HYPOTHESES

The framework of thinking in the study can be illustrated as the following:

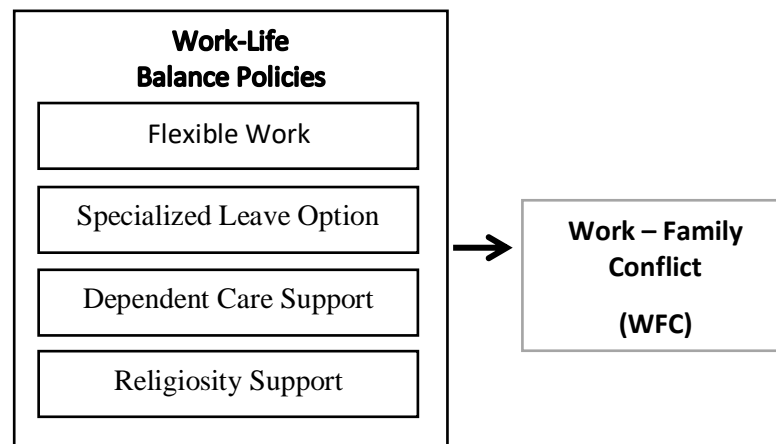


Figure 1. Research Model

Hypotheses:

- H1: Flexible Work has a negative effect on WFC.
- H2: Specialized Leave Option has a negative effect on WFC.
- H3: Dependent Care Support has a negative effect on WFC.
- H4: Religiosity Support has a negative effect on WFC.

IV. RESEARCH METHODOLOGY

a. Research Design

The research was descriptive and cross-sectional research. The period of the study started from July 2020 to September 2020. The study used primary data sources, using a survey method with a questionnaire to collect data personally administered to the respondents. The sampling method was purposive sampling using specific criteria, namely women and married. The analysis contained 200 samples from four government organizations and five private organizations.

b. Questionnaire and Measurement Method

The study operationalized five variables: flexible work, specialized leave option, dependent care support, religiosity support, and work-family conflict (WFC). The first four variables were measured based on the WLB policies adapted from Afrianty (2013). The respondents were asked to show the programs they currently used, or they had used previously. The unavailable program was coded 0, available but never used coded (1), while available and have been used coded (2). For the

WFC variable, the research questionnaire was adapted from Netemeyer et al. (1996) using five point-Likert scales starting from 1=strongly disagree to 5=strongly agree.

The obtained data were analyzed using SPSS (Statistical Product and Services Solution) version 23, hereinafter tested using the Multiple Linear Regression equation. Multiple linear regression in this research was converted to test the effect of flexible work, specialized leave option, dependent care support, and religiosity support on WFC. Furthermore, this research used validity and reliability testing.

V. RESULT

a. Validity and Reliability Test

Table 2 shows the result of the validity test. A validity test is a test directed to measure the accuracy or precision of what is measured. In determining validity, the statement item is correlated with the total item (total score). An item is considered valid if it has the value of the corrected item-total correlation < 0.30.

The criteria of reliability testing are done by observing Cronbach's alpha as a reliability coefficient. Cronbach's alpha shows the extent to which the measurement items are homogeneous and

reflect the same and fundamental construct. According to Ghazali (2009), Cronbach's alpha coefficient of an instrument is considered reliable if it has an alpha coefficient of 0.60 or more.

No	Indicator	Corrected Item- Total Correlation	Cronbach's Alpha
1.	Flexible Work		0.758
	X1.1	0.802	
	X1.2	0.802	
	X1.3	0.707	
	X1.4	0.743	
2.	Specialized Leave Option		0.623
	X2.1	0.455	
	X2.2	0.558	
	X2.3	0.590	
	X2.4	0.499	
3.	Dependent Care Support		0.680
	X3.1	0.455	
	X3.2	0.952	
4.	Religiosity Support		0.667
	X4.1	0.489	
	X4.2	0.927	
5.	Work-Family Conflict (WFC)		0.815
	Y1.1	0.756	
	Y1.2	0.851	
	Y1.3	0.814	
	Y1.4	0.777	
	Y1.5	0.605	

Table 1. Result of Validity and Reliability Test

The result of data processing in Table 1 shows that the value of corrected item-total correlation for all statement items representing the variable is > 0.30 , it means that the data are declared valid (Hair et al., (2011) and the value of Cronbach's alpha for all items of the variables studied is > 0.6 , so the variables are considered reliable (Ghozali, 2009).

b. Multiple Linear Regression Analysis Test

Regression analysis is one of the analyses aiming to investigate the effect of a variable on another variable. The research seeks to examine the impact of independent variables on the dependent variable, namely Flexible Work, Specialized Leave Option, Dependent Care Support, and Religiosity Support. From the analysis test, it obtained the following result:

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.892	1.890		5.764	.000
<i>Flexible work</i>	-.159	.107	-.112	-1.488	.138
<i>Specialized leave option</i>	.154	.187	.064	.820	.413
<i>Dependent care support</i>	.438	.241	.132	1.813	.071
<i>Religiosity support</i>	.017	.290	.004	.059	.953

Table 2. Result of Multiple Linear Regression Analysis Test

Based on Table 2, it obtained the following regression equation:

$$Y = 10,892 - 0,159X_1 + 0,154X_2 + 0,438X_3 + 0,017X_4 + e$$

From the equation above, it can be explained as the following:

- 1) The value of constant (α) of the equation is 10.892 and positive. It means that if the value of flexible work, specialized leave option, dependent care support, and religiosity support is zero, the value of work-family conflict will be 10.892.
- 2) The value of coefficient X_1 is 0.159 and negative.
It shows that the flexible work variable had a negative effect on work-family conflict. If the value of flexible work increases by one unit, the value of work-family conflict will decrease by 0.159 or 15.9%.
- 3) The value of coefficient X_2 is 0.154 and positive.
It illustrates that the specialized leave option had a positive effect on work-family conflict. If the value of the specialized leave option increases by one unit, the value of work-family conflict will increase by 0.154 or 15.9%.

- 4) The value of coefficient X_3 is 0.438 and positive.
It shows that the dependent care support variable had a positive effect on work-family conflict. If the value of dependent care support increases by one unit, the value of work-family conflict will increase by 0.438 or 43.8%.
- 5) The value of coefficient X_4 is 0.017 and positive.
It explains that if the value of religiosity support increases by one unit, the value of work-family conflict will increase by 0.017 or 1.7%.

c. Hypothesis Testing

The hypothesis testing applied in the study aimed to observe the effect of the independent variables on the dependent variable. The hypothesis testing consists of F-Test (Simultaneous), Determination Test (R^2), T-Test (Partial).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.157 ^a	.025	.005	3.51420

Table 3. Determination Coefficient Test

Based on Table 3 above, it obtained the value of adjusted R square 0.005 or 0.5%. It shows that the flexible work could explain the work-family conflict variable, specialized leave option, dependent care support, and religiosity support variable for 0.5%, while the remaining 99.5% was explained by other variables not included in the study. The small value of R^2 means the independent variables' ability to explain the dependent variable was minimal.

F-Test (Simultaneous) is applied to investigate whether the independent variables simultaneously affect the dependent variable. If the significance (sig) < 0.1 , it can be said that they have a positive and significant effect. The result of the F-Test calculation can be observed from the following table.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	60.781	4	15.195	1.230	.299 ^b
Residual	2408.174	195	12.350		
Total	2468.955	199			

Table 4. F-Test Result

The ANOVA Table above obtained the value of F calculates 1.230 with the level of F probability of 0.299. Because the value of F calculates 1.230 < 2.32 on significance level 0.299 > 0.05 , H_0 was accepted, and H_a was rejected. Therefore, the independent variables simultaneously had no significant effect on the work-family conflict variable.

The T-test is a separate or partial regression testing between each of the independent variables on the dependent variable. The testing was done to investigate whether each of the flexible work, specialized leave options, dependent care support, and religiosity support variables partially had a significant effect on the work-family conflict variable. The result of the t statistic test can be

observed from Table 2 above provided that if the value of t probability were smaller than 0.05, H_a would be accepted and H_0 would be rejected, while if the value of t probability were more significant than 0.05, H_a would be rejected and H_0 would be accepted (Ghozali, 2011).

Based on Table 2 for the value of each probability for the independent variables above, it can be observed that:

- 1) The value of the t probability for the flexible work variable was $0.138 > 0.05$, while the value of t calculates was $1.488 < t$ table, namely 1.972. Therefore, H_a was accepted, and H_0 was rejected, so the flexible work variable had a significant effect on the work-family conflict.
- 2) The value of t probability for the specialized leave option variable was $0.413 > 0.05$, while

the value of t calculates was $0.820 < t$ table, namely 1.972. Therefore, H_0 was accepted, and H_a was rejected, so the specialized leave option variable had no significant effect on the work-family conflict.

- 3) The value of the t probability for the dependent care support variable was $0.071 > 0.05$, while the value of t calculates $1.813 < t$ table, namely 1.972. Therefore, H_0 was accepted, and H_a was rejected, so the dependent care support variable had no significant effect on the work-family conflict.
- 4) The value of t probability for the religiosity support variable was $0.953 > 0.05$, while the value of t calculates was $0.059 < t$ table, namely 1.972. Therefore, H_0 was accepted, and H_a was rejected, so the religiosity support variable had no significant effect on the work-family conflict.

VI. FINDING AND DISCUSSION

The result of the hypothesis testing of the study is summarized in Table 5:

Hypotheses	β	Test Result
H1: Flexible work option has a negative impact on WFC	-.159	Supported
H2: Specialized leave option has a negative impact on WFC	.154	Not Supported
H3: Dependent care support has a negative impact on WFC	.438	Not Supported
H4: Religiosity support has a positive impact on WFC	.017	Not Supported

Table 5. Summary of the Findings for Hypothesis Testing

The study's result shown in Table 5 indicates that the research data supported only H1 of the four hypotheses proposed. While the other three hypotheses, namely H2, H3, and H4, were not supported. The result indicates that in the study, WLB policies: specialized leave options, dependent care support, religiosity support, did not prove to affect WFC.

The study's result enriches the study conducted by Afrianty, Burgess, and Issa (2015). Flexible work proved to have a negative effect on WFC, which could not be proved by Afrianty, Burgess, and Issa (2015). The result of the hypothesis testing is in line with previous related studies. Byron (2005), through a meta-analytical study on 60 studies, found that those with flexible work schedules had lower WFC levels. The negative effect of flexible work on WFC also agrees with the study conducted by Wang et al. (2011). Wang et al. (2011), from the result of the study in 4 countries (China, India, Kenya, and Thailand), found that family-friendly policies related to flexibility had a negative and significant correlation with work-family conflict perceived.

The second, third, and fourth hypotheses based on the result of testing did not prove to affect WFC. The study's result agrees with the study conducted by Afrianty, Burgess, and Issa (2015). The WLB policy's weakness was that, despite giving facilities, the facilities did not reduce their workload. They were still expected to finish their tasks that kept piling when they left them. It would potentially increase their stress that Byron (2015) and Michell et al. (2011) said could increase their WFC level.

The implementation of WLB policies also frequently brought a concern that their status would be visible and protrude in the workplace by implementing the policy facilities. They feared being considered taking advantage of WLB policies to neglect their work responsibilities. Especially for women whose competency, productivity, and commitment in the workplace were doubted all this time (Brescoll et al., 2013). Individuals can experience stigmatization or exclusion when they ask to use WLB policies (Kirby and Krone, 2002).

The stigmatization can come from the organization and also their fellow employees (social jealousy) (Perrigino et al., 2018). Some studies show that the use of WLB policies is frequently related to performance assessment and career advancement. Employees who often leave the workplace for family reasons are associated with career obstruction and smaller wage increases.

Graves, Ohlott, & Ruderman (2007) and Perrigino (2018) state that "organizations often assume that commitment to family compromises performance in managerial roles and consequently restricts the career opportunities." Employees who use WLB policies are said to violate the concept of ideal employees. The perfect idea for some organizations is employees prioritizing work over the other aspects of life. Even in advanced countries such as Switzerland, the "maybe baby" phenomenon shows a stigma from the organization and colleagues viewing women without children as uncertain and potentially causing discomfort if they decide to have children.

Fear of colleagues' jealousy is another consequence that employees may face who take advantage of WLB policies, especially when the organizational environment does not support it. An increase in workload caused by the absence of employees who take advantage of WLB policies becomes one reason for jealousy. Moreover, the sense of unfairness for other groups that cannot enjoy WLB policies. One form of jealousy was the presence of Childfree Network as an advocacy group to support the interest of employees without children and to claim that WLB policies were unfair and even possibly spread a form of systematic discrimination in the society (Rothausen et al., 1998; Perrigino et al., 2018).

VII. CONCLUSIONS

The study reviewed the effectiveness of WLB policies to reduce work-family conflict among employees of organizations in Makassar. Based on the result of testing done, it could be concluded that: flexible work had a negative effect on WFC, specialized leave option, dependent care support, and religiosity support had no effect on WFC. The study enriches the previous study by finding the effect of flexible work options in reducing WFC's employees' level of organizations in Makassar.

VIII. LIMITATION AND FUTURE RESEARCH

The research was carried out in Makassar to test the effectiveness of WLB policies. The research

findings indicate that the WLB policies implementation in Makassar did not work effectively to overcome WFC, which by some studies proved to have a detrimental impact on employees and organizations. Thus, instead of adopting the one size fits all" approach, organizations must observe the program's suitability to be applied for the preferences of individuals relevant to work-life balance policies.

The research centered on WLB strategies as WFC precedents. Further research is expected to improve further this study using variables other than those tested, which can dramatically impact job satisfaction (such as the influence of superiors and coworkers or extended family and paid care). This research uses a survey approach to generalize and time restrictions. Future studies might suggest using other study approaches, such as the qualitative approach, to recognize better respondents' perspectives and experiences using WLB policies. Respondents came from one town, Makassar. Future study is projected to extend research for widespread usage

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