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Work-Family Conflict, Family-Work Conflict and its Effect on Emotional Exhaustion and Affective Commitment

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Abstract

The present study developed and tested an integrative model of the work-family interface consist of work-family conflict (WFC) and family-work conflict on affective commitment directly and indirectly through emotional exhaustion. In recognizing the highly stressful nature of the microfinance profession, analyses were based on existing questionnaire data from 244 participants (204 male and 40 female officers) who were full-time professional employees of Lembaga Perkreditan Desa (LPD) – village credit institutions in Bali. Two of four hypotheses are rejected in this study. In addition, the study has shown that emotional exhausting has a mediating effect on the relationship between work-family conflict and affective commitment. This pattern of mediating role is not suitable in the relationship between family-work conflict and affective commitment. Results also generally provide support for further research; the limitations and practical implications of these findings are discussed.

Keywords: Work-family Conflict, Family-work Conflict, Emotional Exhaustion, Affective Commitment.

Introduction

As argued by Goenka and Henley (2011), the introduction of microsavings was ‘Indonesia’s real microfinance revolution’. In Bali, Lembaga Perkreditan Desa (LPD) is a village credit institutions owned by traditional village that has the main function to develop and empower economic sector in Balinese society. In Bali, the operations of the village credit institutions (lembaga perkreditan desa, LPDs) were headquartered in the village, not the sub-district. Rosengard et al., (2007) stated that the greatest difference in micro finance access between Bali and other provinces in Indonesia is due to its village credit institutions. LPDs are an integral part of the desa adat (traditional village), as distinct from the desa dinas (official village)—the smallest unit of local government throughout Indonesia.

As the economy expanded over the past two decades in Bali, the demand for financial services exceeded their existing capacity. There has been a multitude of savings and credit groups in

Balinese society as an integral part of the customary community (Seibel,2013) that increase the need to involved a shift in the area of operation from customary community to village (as the existence of LPD have been started). This would be seen as perfect drawing eclectic mix of social science and historical background to paint cultural and social perspective of the past and present of microfinance in Southeast Asia (Goenka and Henley, 2011). Its exposition is almost completely non-technical, yet it provides an economist's critical attention to issues such as heterogeneity.

Seibel (2013) stated two unique characteristics of LPDs in Bali: (1) as a financial institution that owned, managed and governed by the customary village; (2) it is fully integrated into Balinese culture. Rosengard et al., (2007) also notice that each LPD is a stand-alone institution, and its managers have no real career path, except to develop their own LPD. Some LPDs are quite large, with total assets in the tens of billions of rupiah, as they have consistently and successfully resisted changing their status to become rural banks (BPR). To provide an indicator of the ability of managers as well as a degree of job status, a training certification system has been developed.

Good governance, with effective control over management, is crucial in LPD. Seibel (2013) have noticed of the 1356 LPDs in Bali, 17 per cent among them are not properly functioning, with out of ten LPDs visited, four of them have undergone a major organizational (often financial) crisis in their history. As officers manually consolidate the data received in as printouts, there is no automatic IT-based consolidation. Another issue is the lack of coordination between the various district-level institutions and LPD. The necessary financial and human resources has not been empowered to enforce prudential standards in LPD governance.

With officers still suffers from a number of organizational deficiencies, their emotional attachment toward LPD still questionable. In behavioral research, emotional attachment would be seen as form of organizational commitment. Commitment in the workplace is accompanied by a specific mind-set (affective in this case) reflecting the emotional attachment and identification to the target, a force that binds an individual to a course of action that is of relevance to one or more targets, which plays a role in shaping and motivating workplace behaviors (Meyer and Allen, 1991; Meyer and Herscovitch, 2001; Meyer Becker, and Vandenberghe, 2004). Affective commitment is well known as a main component of organizational commitment. Some researchers have discussed that higher affective commitment in employees are beneficial to organization rather than employees with continuance or normative commitment (Zeidan, 2006; Mohamed et al, 2006).

It is increasingly important to provide a positive work situation to ensure worker stability. In many case, stressful situation in work will lead to lower motivation, commitment, and performance. One specific aspect of occupational stress is work-family conflict. Work-family conflict can be described as a form of inter-role conflict in which the role pressures from the work and family domain are mutually incompatible (Greenhaus and Beutell, 1985; Frone et al., 1992; Netermeyer et al., 1996). It is also apparent that work-family conflict, family-work conflict, emotional exhaustion and affective commitment, as four major issues for service organizations, are potentially closely interrelated. Such emotional displays are central to service employees' daily tasks in their organization and will undoubtedly be influenced by work attitudes as central as affective commitment (Grandey, 2000). Affective commitment can be both influenced by WFC and FWC (Duxbury and Higgins 1991, Cheung and Wong, 2013), and emotional exhaustion (Chong and Monroe, 2013).

The two types of conflicts (WFC and FWC) have positive correlations were found by previous study (i.e. Mesmer-Magnus and Viswesvaran, 2005). Netemeyer et al., (1996) argued about the conceptual distinct between WFC and FWC, thus the work domain that obstruct performance in the family domain (work-to-family conflict; WFC) and family demands that hinder performance in the work domain (family-to-work conflict; FWC). There is also differential pattern existing in WFC and FWC through vast literature review, such as higher correlation founded between WFC and job stressors and job satisfaction than FWC, in other side FWC have higher correlation with life satisfaction and non-job stressors than WFC (Mesmer-Magnus and Viswesvaran, 2005).

There has been substantial research conducted and literature published on work-family conflict and its consequences among various sampling object. This study conducted with focus in District Badung, Bali, Indonesia. Therefore, this study will investigate the role of work-family conflict and family-work conflict as potential predictors of employees' affective commitment and by examining how emotional exhaustion will mediate this relationship.

Theoretical and Practical Implications

Emotional exhaustion can be considered as an intervening variable that can weaken or strengthen the relationship between family-work conflicts (WFC), work-family conflict (FWC) on affective commitment. When the WFC is highly perceived by employees then their emotional attachment to organization will decrease (Zhang *et al.*, 2012; Wang Zhang *et al.*, 2012). When employees feel emotionally exhausted with their work, they tend to increase the negative effect between WFC and affective commitment.

This study is based on several scientific reasons. First, research on WFC is more widely done than FWC (Greenhaus and Beutell, 1985; Netemeyer *et al.*, 1996). Previous research of WFC and FWC toward outcome variables is mostly done in separate ways. Thus, the present study attempts to test the role of WFC and FWC together in single model. This paper has integrated the three constructs (work-family conflict, family-work conflict, and emotional exhaustion) into a single framework to study their effects on affective commitment. Earlier studies have looked at some of these constructs together, but in this study also looked at the inter-relationships between the constructs.

From the previous explanation, the motive for this research is theoretically expected to contribute in behavioral science and knowledge, especially in building the model of conflict, exhaustion, and commitment among employees. In practical ways, it is also expected that result of this study would be as an input and consideration for stakeholder and policy maker in applying process of change and quality improvement on LPDs' governance in Bali.

Literature Review

The Relationship Between Work-Family Conflict and Family-Work Conflict on Emotional Exhaustion

Emotional exhaustion is defined as draining process of individual's emotional resources and is '...caused by excessive psychological and emotional demands made on people helping people' (Jackson et al., 1986, p. 630). Excessive workload and lack of control and information are an important determinant of the job burnout dimension of emotional exhaustion (Jackson et al., 1986; Cordes and Dougherty, 1993; Maslach and Leiter, 1997). Emotional exhaustion is

conceptualized as the first stage of job burnout (Cordes and Dougherty, 1993; Lee and Ashforth, 1993) and burning out involves a sequential process (Maslach *et al.*, 2001).

Frone *et al.*, (1992) have identified two types of WFC; one is work-to-family conflict (WFC), which happens when work is interfering family and the other is family-to-work conflict (FWC), happens when family is interfering work. WFC, which indicates work-to-family conflict means work's characteristics, will interfere in the family domain of a person, whereas FWC as family characteristics will have a negative impact on work domain (Tabassum, 2012). There are three components that used to derivate inter-role conflict (Greenhaus and Beutell, 1985): (1) *time-based conflict*, occurs when time devoted to one role makes it difficult to participate in, or comply with, the expectations of another role; (2) *strain-based conflict*, as strain from the demands of one role intruding into and interfering with participation in another role; (3) *behavioral-based conflict*, often seen as mismatch of behavioral pattern that wanted in both part of role (in family and work).

In both form (WFC or FWC), conflict can originate in one domain and spill over into the other, causing experienced stress to the individuals affected. Study of Wang *et al.*, (2012) have tested model of *work-family conflict* (both consist of *work interfering family conflict* – WIF and *family interfering work* – FIW conflict) on job burnout (*emotional exhaustion*, cynicism, and *professional efficacy*) through psychological capital (PsyCap) on 1332 nurses in China. The research findings reveal that neither WIF nor FIW is positively associated with emotional exhaustion and cynicism. WIF conflict is positively related to professional efficacy while FIW conflict is negatively related. Psychological capital partially mediates WIF with emotional exhaustion and cynicism; while FIW over emotional fatigue, cynicism, and professional efficacy.

Zhang *et al.*, (2012) examined the work-family conflict model consisting of WFC (Work-Family Conflict) and FWC (Family-Work Conflict) as predictors of life satisfaction, emotional fatigue, affective commitment, and turnover intent. With a quantitative approach and using the Structural Equation Modeling method, 264 managers from mainland China became respondents in the study. FIW has a negative effect on life satisfaction and affective commitment, positive for turnover intention. WFC has a positive sign on emotional exhaustion and affective commitment.

Some of the previous relevant empirical findings have supported the prediction that conflict in work and family leads on work pressure. Role theory explains that role conflict in individuals occurred when expectations of individuals' role performance create difficulties in each role. Ahmad and Omar (2010) examine the mediation model of the work-family conflict over the perceived family-supportive culture of workplace pressure. The findings reveal that family-work conflict can strengthen employee job stress. The nature of influence among family cultures that supports family-work conflict is negative.

Based the job demand and resources model, Rubio *et al.*, (2015) examined the link between family-time conflict and emotional fatigue at different times, and determined the role of professional self-efficacy over the relationship. Longitudinal studies were performed at two times on a sample of Spanish troops. To examine the causal relationship between work-family and emotional exhaustion of three models tested: normal causal reversed causal, and causal reciprocal. The results of the Structural Equation Modeling analysis revealed that simultaneous reciprocal effects model of work-family conflicts can predict emotional exhaustion and then at other times emotional exhaustion may encourage work-family conflicts. This brings a more comprehensive understanding of the causality relationship between constructs investigated.

The Relationship between Work-Family Conflict, Family-Work Conflict and Emotional Exhaustion on Affective Commitment

Being committed to an organization often means people feeling proud about the organization and their affiliation with it and is therefore glad to be a member of it. Organizational commitment has been conceptualized into three components—affective, continuance and normative (Meyer and Allen, 1991)—and this conceptualization have been applied to organizational contexts. Affective commitment indicates individuals' emotional attachment and identification with the profession. When employees feel emotionally attached to an organization, they are likely to stay with the organization.

Haar (2004) studied the relationship between work-family conflicts and outcomes related employment in governmental organizations in New Zealand. This study discusses two types of conflict-work-family and work-family conflict predictors for a number of organizational attitudes. Results show work-family conflict has a significant and negative impact on organizational commitment. In general the impact of work-family conflict is negative, both on job satisfaction and organizational commitment.

Gemlik *et al.*, (2010) examined the relationship between emotional exhaustion on organizational commitment in health sector staff at two hospitals in Istanbul Turkey, covering 459 people (116 doctors, 293 nurses, 32 managers, and 18 employees of admin staff) who became respondents in the study. For emotional exhaustion and its impact on affective commitment, it is found that the nature of this effect is positive and significant. This means that the more emotionally exhausted employees will encourage their level of emotional attachment to organization they work for.

Casper *et al.*, (2011) argued individuals with WFC may cope by reducing their emotional engagement in the originating role (i.e., affective commitment). Because of the importance of family, when officers perceive that family interferes with their work, they may respond by decreasing the emotion, energy, or time invested in their work role. It means that they want to work less (i.e., lower affective commitment). Research on the relationship between FWC and organizational commitment is less well developed than that on WFC. Previous findings are mixed with respect to this relationship. Some studies have found a negative relationship between FWC and affective commitment (Netemeyer *et al.*, 1996); others have found no relationship (Casper *et al.*, 2002).

Hypotheses Development

Figure 1 provides a graphic depiction of the proposed theoretical model integrating the relationships among the variables.

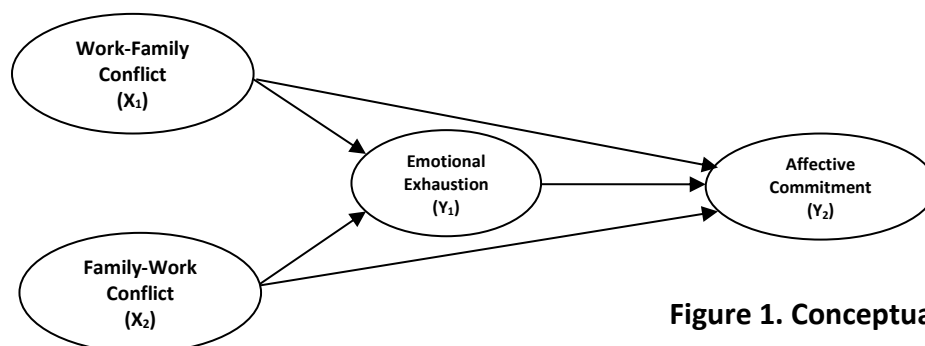


Figure 1. Conceptual Framework

Work-family conflict occurs because the overlap between work and household affairs can also be defined as the role of role conflict caused by work and family demands cannot be aligned in some respects. The individual's inability to manage and deal with these conflicts will have negative consequences, one of which is increased self-pressure. In the context of work, one form of recognizable stress is burnout that is more indicated by emotional exhaustion. Work-family conflict is a form of resistance to struggle of gaining resources between two key important areas of the individual's life, that are work and family life. If the demands on the job are too high and someone has to reconcile them with housework with no one has to surrender anything, this will lead to the threat of loss of resources (Daderman and Basinska, 2016).

Burnout has a core component—emotional exhaustion— or the depletion of an individual's emotional and physical resources at work (Maslach *et al.*, 2001). While emotional exhaustion is a form of individual feelings for the work done. It can be assumed that emotional exhaustion is a negative consequence of individual work-family conflicts. The relationship pattern between the two is positive linear, which means that the increased work-family conflicts are perceived by the employee then this will increase their tendency to feel emotionally tired. Emotional exhaustion can lead to anxiety, depression, decreased self-esteem and increased health problems. As previously stated by Maslach *et al.*, (2001), emotional exhaustion is important in burnout. To test the models presented above the following hypotheses are formulated below:

Hypothesis1 : Work-family conflict will significantly predict emotional exhaustion among LPD officers in Badung Regency Bali.

Hypothesis2 : Family-family conflict will significantly predict emotional exhaustion among LPD officers in Badung Regency Bali.

Work-family conflicts are therefore perceived to have a negative impact on individual attitudes and behaviors. Higher work-family conflict (WFC) among employee will decrease job engagement or other positive attitudinal mechanism (Baka and Derbis, 2012; Karatepe and Karadas, 2016). It shows general assumption that work-family conflict has an important and negative effect related to job attitudes. Therefore, using theory and empirical findings, the following hypothesis proposed below.

Hypothesis3 : Work-family conflict will significantly predict affective commitment among LPD officers in Badung Regency Bali.

Hypothesis4 : Family-family conflict will significantly predict affective commitment among LPD officers in Badung Regency Bali.

Prior research suggests that diminished levels of organizational commitment and job satisfaction are important consequences of job burnout (Leiter and Maslach, 1988; Fogarty *et al.*, 2000). Emotional exhaustion is an emotionally depleted state of energy, not a lack of physical energy. A person who is emotionally exhausted is not physically exhausted from doing heavy work like physical labor, but it is more to the emotional feeling that is drained from the lack of resources to handle the demands and stress. This condition will lead a person to reduce his or her attachment to the organization. In addition, experiencing higher emotional exhaustion is more likely to feel less satisfied with their work and be less committed to their organization

(Fogarty et al., 2000). Lapointe *et al.*, (2012) added that affective commitment as the only targets that remain significantly related to emotional exhaustion. This leads to the following hypothesis:

Hypothesis5 : Emotional exhaustion will significantly predict affective commitment among LPD officers in Badung Regency Bali.

Employees experiencing conflict who have the option of relying on emotional exhaustion will tend to worry about the pressures associated with their work. As conflict arise and perceived by employees, both WFC and FWC will cause negative effect on emotional and psychological attachment, while in the same time could increase their possibility to be emotionally exhausted with the job. More specifically, it has been argued that employees who experience high levels of work-family and family-work conflict perceive higher levels of emotional exhaustion, which, in turn, will decrease the affective commitment toward organization. Thus, the following hypotheses are tested:

Hypothesis6 : Work-family conflict will significantly predict affective commitment through emotional exhaustion among LPD officers in Badung Regency Bali.

Hypothesis7 : Family-family conflict will significantly predict affective commitment through emotional exhaustion among LPD officers in Badung Regency Bali.

Methodology

This survey-based study was based on a path analysis designed to test a hypothetical model involving officers' work-family conflict, family-work conflict, emotional exhaustion, and affective commitment. A cross-sectional design was used to survey village credit institution's (LPD) officers in district Badung, Denpasar, Bali. Questionnaires were distributed during six management training programs. All respondents were informed that their participation was totally voluntary. Respondents were given a questionnaire, which included an explanation of the purpose of the study, as well as provided demographic information and answered questions assessing latent variables used in this study. The socio-demographic variables of our questionnaire included age, gender, and educational background. While collecting data on-site, it has assured that the respondents' participation was voluntary and that their responses remained confidential by providing them with self-addressed envelopes to return their questionnaires.

The sample included 244 officers – consist of 147 men and 97 women – from LPD in district Badung, Denpasar, Bali. This study considered the sample size to be appropriate, as path analysis with a sample over 200 allows for appropriate conclusions regarding the development of a model based on composite indices. The average age was 40 years, with respondents are in the three age groups: 36 – 45 years ($n = 102$), 46 – 50 years ($n = 77$), and 25 – 35 years ($n=65$). Most respondents have a senior high school's degree ($n = 163$), but 32 per cent of the respondents hold Bachelor's degree in higher professional education. The respondents were all employed in full-time jobs.

Instrument

All the variables in study were measured with well-established scales, based on scales developed by previous researchers. The instrument comprised three sections, section 1

determined work-family conflict and family-work conflict. In section 2, emotional exhaustion was measured, and the last section affective commitment was measured.

Work-Family Conflict and *Family-Work Conflict*. Items measuring the three components of both work-family conflict and family-work conflict (three items for measuring each component) came from the scale of Greenhaus and Beutell (1985). WFC and FWC items were adopted from the instrument with responses were made on a 5-point Likert-type scale (1 = 'strongly disagree', 5 = 'strongly agree'). Higher scores reflect higher levels work-family conflict and family-work conflict.

Emotional Exhaustion. Items measuring emotional exhaustion came from the Maslach Burnout Inventory-Human Service Survey (MBI-HSS) in Maslach and Jackson (1981), and later modified by Houkes *et al.*, (2001) and adopted in this study. As one component of burnout, emotional exhaustion was measured with comprises a total of 6 statements rated on a 5-point Likert-type scale (1 = 'strongly disagree', 5 = 'strongly agree'). Higher scores reflect higher levels emotional exhaustion. Data coding was done in such a way that a higher score indicated a more negative perception that conflict and emotional exhaustion was provided.

Affective Commitment. It comprises a total of six statements adapted from Allen and Meyer, (1990) to measure individual's perception of affective personal state toward organization. This construct is rated on a 5-point Likert-type scale (1 = 'strongly disagree', 5 = 'strongly agree'). Higher scores reflect higher levels of affective organizational commitment.

Analysis

This study used SPSS and SmartPLS to analyze the data. The SPSS software was used to analyze descriptive statistic, validity and the reliability of, and correlation between, research instruments. SmartPLS software package is used to conduct confirmatory factor analysis by comparing the fit indices of factor model comprising the quality of WFC (Work-Family Conflict), FWC (Family-Work Conflict), EE (Emotional Exhaustion), and AC (Affective Commitment). To test hypotheses that proposed in this study, structural equation modeling is used to test the structural paths of WFC and AC, FWC and AC, WFC and EE, FWC and EE, as well as EE and AC.

Proposed model also tested for discriminant validity. Fornell and Larcker (1981) suggest that discriminant validity holds when the average variance extracted (AVE) for latent variables are greater than the squared correlation between them. The AVE was 0.809 for WFC, 0.802 for FWC, 0.699 for EE, and 0.757 for AC, in which values that were greater than the squared correlation between the pairs of latent variables (0.690, 0.629 and 0.558, respectively). Hence, the result yielded an acceptable level of discriminant validity.

Findings and Discussion

Table 1. Descriptive Statistics and Intercorrelations (n = 244)

Variables	Mean (SD)	1	2	3	4
1.Work-Family Conflict	2.90 (2.632)	(.881)			
2.Family-Work Conflict	2.83 (2.580)	0,867**	(.877)		
3.Emotional Exhaustion	2.93 (4.034)	0,703**	0,717**	(.777)	
4.Affective Commitment	3.70 (4.439)	-	-	-	(.935)
		0,505**	0,555**	0,558**	

Notes: **p, 0.01; *p, 0.05; Cronbach’s alphas for each scale are italicized and shown in the diagonal

Table 1 shows the means, standard deviations, and correlations of the variables. The means range from 2.83 to 3.70 and the standard deviations range from 2.580 to 4.439. The mean scores for the variables of interest were 2.92 for work-family conflict, 2.83 for family-work conflict, 2.93 for emotional exhaustion, and 3.70 for affective commitment. As can be seen, all variables have acceptable reliabilities, with Cronbach’s alpha coefficients of .70 or higher. This study found that work-family conflict was positively correlated with family-work conflict ($r = 0.867, P < 0.001$), emotional exhaustion ($r = 0.703, P < 0.001$), and negatively correlated with affective commitment ($r = -0.505, P < 0.001$). Family-work conflict was positively correlated with emotional exhaustion ($r = 0.703, P < 0.001$), and negatively correlated with affective commitment ($r = -0.555, P < 0.001$). Finally, emotional exhaustion is and negatively correlated with affective commitment ($r = -0.556, P < 0.001$).

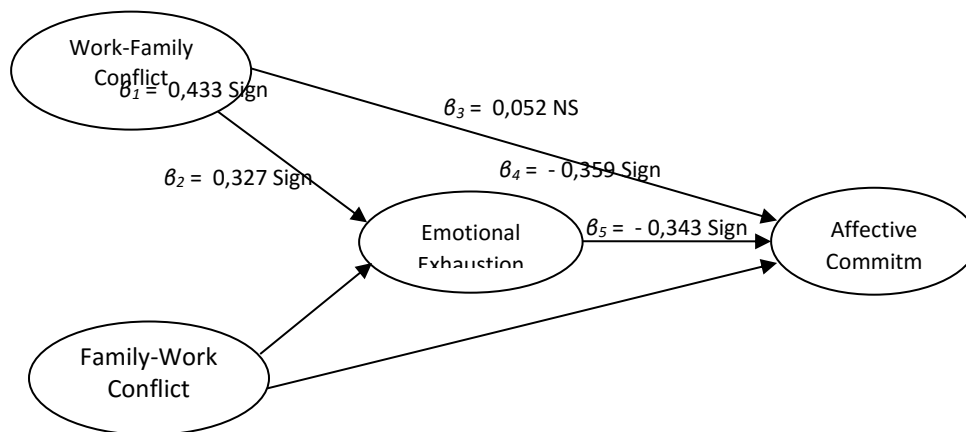


Figure 2. Result of Path Analysis

Results for H1 and H2

As shown in Figure 2, the standardized parameter coefficient between work-family conflict and emotional exhaustion is positive and statistically significant (path coefficient = 0.433, $p < 0.05$), thus supporting H1. As expected, employees who reported experiencing higher in work-family conflict showed higher emotional exhaustion. Result show highest path coefficient in this

relationship. Our finding suggests that the work-family conflict is the greatest predictor on emotional exhaustion, rather than family-work conflict.

Furthermore, the standardized path coefficient between family-work conflict and emotional exhaustion is positive and statistically significant (path coefficient = 0.327, $p < 0.05$), supporting H2. This result corroborates important relationships between family-work conflict and emotional exhaustion. Higher family-work conflict among officers will increase their feeling emotionally exhausted.

Results for H3, H4 and H5

Figure 2 shows that the standardized parameter coefficients between work-family conflict and affective commitment (path coefficient = 0.052, $p > 0.05$), and family-work conflict and affective commitment (path coefficient = - 0.359, $p < 0.05$) are different in results. Taken together, this suggests that work-family conflict is not related to affective commitment. While H3 is rejected, H10 is supported, suggests that family-work conflict could importantly influencing affective commitment. As also shown in Figure 2, the standardized parameter coefficient between emotional exhaustion and affective commitment is negative and statistically significant (path coefficient = -0.343, $p < 0.05$). Therefore, H5 is supported.

Table 2 shows the direct, indirect and total effects of the antecedents and consequences of work family conflict on affective commitment.

Table 2. Direct and Indirect Effects

Relationship Between Latent Variables	Direct Effect	Indirect Effect
1. Work-family conflict to Emotional Exhaustion	0.433*	0.000
2. Family-work conflict to Emotional Exhaustion	0.327*	0.000
3. Work-family conflict to Affective Commitment	0.052	-0.148*
4. Family-work conflict to Affective Commitment	-0.359*	-0.112
5. Emotional Exhaustion to Affective Commitment	-0.343*	0.000

Note: ** $p, 0, 01$; (2-tailed); * $p, 0, 05$; (2-tailed);

Results for H6 and H7

In each indirect relationship are tested by Sobel Test. Results are reveal that path coefficients from the structural model in work-family conflict on affective commitment through emotional exhaustion were -0.148 (with $p < .032$). In addition, Table 2 shows that WFC is not directly related to affective commitment, but in contrary there is significant mediating effect of emotional exhaustion in the relationship between WFC and affective commitment. One explanation for this discrepancy is that our sample of LPD officers is majority of male (60.2 percents dominating sample). They may stay at their current job and still feel emotionally attached with organization, if they not feeling exhausted with their work. Therefore, H6 is supported.

Family-work conflict on affective commitment through emotional exhaustion was -0.112 (with $p < .056$). Therefore, H7 is rejected. Surprisingly, the significant direct effect of family-work conflict on affective commitment could not be the same as indirect effect. As family-work conflict increases, emotional exhaustion also increases, and later this increasing emotional exhaustion will result in decreased affective commitment. But it seems not as important as direct effect of family-work conflict on building affective commitment. Therefore, in this study, the relationship between family-work conflict and affective commitment could not be mediated by emotional exhaustion.

Overall, the final model accounts for a relatively high percentage (38.62 per cent) of the variance in affective commitment. Work-family conflict has a significant and negatively indirect effect on affective commitment through emotional exhaustion. This suggests that as work-family conflict increases, emotional exhaustion also increases. The increase in emotional exhaustion then results in decreased affective commitment.

Conclusion

The objective of this study was to investigate the direct and indirect effects of work-family conflict, family-work conflict on emotional exhaustion and affective commitment. As work-family and family-work conflict could explain a substantial amount of variance among LPD officers regarding their emotional exhaustion, it is hardly that any description of the impact of work-family and family-work conflict, and in turn, could affect on affective commitment.

The results reported in this study add to the human resource management and organizational behavior literature in several ways. First, our study suggests that work-family and family-work conflict initially influence employees' perceived levels of emotional attachment in different ways, direct and indirectly. While only family-work conflict has an important effect on affective commitment, the indirect effects involving emotional exhaustion were varied, that was being only a significant mediator of the relationship between work-family conflict and affective commitment. Second, although our findings are not without limitations, this research offers initial evidence on the mediating role of emotional exhaustion.

Although this study has a number of strengths, there are several limitations related to this study that might affect our conclusions. First, the findings were based on cross-sectional data, which limit causal interpretation. The implication of this is that we cannot make any definite inferences about causal relationships. To allow for causal conclusions, future research is needed to test our model in a longitudinal design. Second, all our measures were self-reports. The fact that the same person provides the information regarding predictor and criterion variables may be a potential source of common method variance. Future studies may use various more advanced design strategies to avoid common method issues while testing the proposed relationships. Third, a non-heterogeneous sample obviously limits the generalization of the results. The overrepresentation of these categories thus offers an interesting context to test hypotheses. Future studies may use a sampling frame that would allow for another possible shortcoming concerns the characteristics of the sample. Future studies can also explore the relationship between work-family conflict and other outcomes among workers in different industrial types. Additional research can be designed to control for possible reasons from other sources.

This typology reflects the complex nature of competing work and family demands as a source of significant stress. Findings have practical implications for how to manage work-family and family-work conflict among LPD officers. The associations between work-family and family-work conflict and individual consequences suggest managers should adopt some measures to decrease the effect. Even if a workplace does not contain any stressing factors, persons with higher family-work conflict fill in the situation with their own tension which results from their attitude to tasks. This discussion is only an attempt at explaining the received results and it demands further empirical studies. But practically, one way to reduce the effect of work-family conflict is for individuals to have the ability to effectively cope with the stressful demands.

Besides their cognitive values, the obtained results also possess a practical value, especially for activities performed by managers, leaders of workers' teams, and directors in LPD. The conflict of work with family is also linked to the quality of family interactions, and these linkages are alike for both men and women. While workers may prioritize work behaviors, they may also suffer from health-related problems such as emotional exhaustion and life dissatisfaction. To reduce the potential decline of health-related consequences such as emotional exhaustion, the society needs to promote the meaning of balancing work and family roles and emphasize the important of personal interests.

There is a need for organization such LPD in Bali to design stress prevention programs as a way to prevent emotional exhaustion development that should be clearly underlined. These programs could be an appropriate strategy in order to improve individual and professional competencies to cope with stressful condition. Also managers should facilitate the development of meaningful relationships at work which are more resilient against negative employee behavior.

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