



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



The Influence of Work and Family as A Factor of Antecedents of Work-Family Conflict among Staff at Uitm Pahang

Mohamad Atheef Hannan Suaree, Zaidatul Nadhirah Roslan, Mohd Safwan Ramli, Mohd Zaidi Mat Saat, Nur Hidayah Ayob, Nurul Zahidah Md Juperi

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v12-i5/13125>

DOI:10.6007/IJARBSS/v12-i5/13125

Received: 15 March 2022, **Revised:** 17 April 2022, **Accepted:** 28 April 2022

Published Online: 12 May 2022

In-Text Citation: (Suaree et al., 2022)

To Cite this Article: Suaree, M. A. H., Roslan, Z. N., Ramli, M. S., Saat, M. Z. M., Ayob, N. H., & Juperi, N. Z. M. (2022). The Influence of Work and Family as A Factor of Antecedents of Work-Family Conflict among Staff at Uitm Pahang. *International Journal of Academic Research in Business and Social Sciences*. 12(5), 1570 – 1585.

Copyright: © 2022 The Author(s)

Published by Human Resource Management Academic Research Society (www.hrmars.com)

This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen at: <http://creativecommons.org/licenses/by/4.0/legalcode>

Vol. 12, No. 5, 2022, Pg. 1570 – 1585

<http://hrmars.com/index.php/pages/detail/IJARBSS>

JOURNAL HOMEPAGE

Full Terms & Conditions of access and use can be found at
<http://hrmars.com/index.php/pages/detail/publication-ethics>



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



www.hrmars.com

ISSN: 2222-6990

The Influence of Work and Family as A Factor of Antecedents of Work-Family Conflict among Staff at Uitm Pahang

Mohamad Atheef Hannan Suaree¹, Zaidatul Nadhirah Roslan²,
Mohd Safwan Ramli³, Mohd Zaidi Mat Saat⁴, Nur Hidayah
Ayob⁵, Nurul Zahidah Md Juperi⁶

¹Faculty of Business and Management Universiti Teknologi MARA Shah Alam, Malaysia,

²⁻⁶Faculty of Business and Management, Universiti Teknologi MARA Pahang, 26400 Bandar Jengka

Corresponding Author Email: zaidatulnadirah@uitm.edu.my & safwanramli@uitm.edu.my

Abstract

Work and family are two vital aspects that are challenging to integrate and balance. Work-family conflict is becoming increasingly common among both men and women. As a result, the purpose of this study was to determine the level of work-family conflict among UiTM Pahang staff. The relationship between work-related factor (job participation, role conflict, role ambiguity, and role overload) and family-related factor (family involvement and family support) in relation to work-family conflict was also investigated in this study, which included 144 participants. SPSS was used to evaluate quantitative data. All of the factors had a positive link with work-family conflict, according to the findings. Role conflict, role ambiguity, role overload, family involvement, and family support all had a significant impact on work-family conflict in regression analysis. The result from this study reveals that the role ambiguity had the greatest influence on work-family conflict, followed by role overload and role conflict. Family support and involvement, on the other hand, had a negative influence on work-family conflict. To sum, work-related factors are one of several determinants that may have a significant impact on work-family conflict among staff.

Keywords: Work-Related Factor, Family-Related Factor, Work-Family Conflict

Introduction

Work-family conflict keeps on being an interesting topic for researchers, specialists, and professionals over the globe. Due to increasing in dual-income families, work family has become a more phenomenon in today's society (Allen et al., 2020). Work and family issues become more challenging because of the changes in the workplace and demography of employees (Aminah, 2008). Research that examines work-family conflict has advanced over the last few decades and has led to the development of theoretical models, empirical studies, and organization-sponsored work-family initiatives (Aminah, 2008). Further, Aminah (2008) stated that as an organization attempts to help employees manage the balance between work

and family conflict. Due to a growing body of research on work-family conflict, the organizations attempt to help employees manage their life (Aminah, 2008).

As careers increasingly pose more demands on the individual's work roles, there is emergence interest to understandings and knowing what is the antecedents that have stimulated the development of work-family conflict. Recent studies have indicated an increased occurrence of dual-earner households which means less free time for working parents, this trend make many parents are expressing concern about finding adequate time for work and family obligation (Allen et al., 2020). According to Kalliath et al (2014), the challenges associated with balancing the demands from work and family domains and the consequent experiences of conflict have been an area of grave concern for individuals, families, and organizations. Over the past several decades, the number of employees who feel the time and energy required for work interferes with their responsibilities at home has been steadily increasing (Davis et al., 2016).

In addition, several studies have examined the predictors and consequences of work-to-family conflict in relation to gender (Minnotte et al., 2013; Nomaguchi et al., 2011). According to American Psychological Association (2017), Different for many media accounts and public opinion, work-family conflict reported similar level for males and females. According to role scarcity perspective (Goode, 1960), individuals have limited time and energy to spend. As such, occupying multiple roles requires investing resources in such roles and may create inter-role conflict and work overload, which in turn result in psychological stress and pain (Marks, 1977). When employees are too attached to their work, they will tend to spend less time with the family and will not involve much in their family role. They will take work as their priority and ignores their families (Siu, 2014).

Due to greater number of working mothers, and the increasing number of dual-earners families, working parents in dual-earner families are uniquely faced with multiple family and work roles that often hold competing demands (Bernandi, 2013). Furthermore, limited studies have done on this topic in educational institutions. Thus, result of this study can be used as learning factor for top management to foresee issues among workers in the organizations.

Literature Review

Work-related Factor

Work-related factors are identified as likely to be as antecedents of work-family conflict simply because they are related to role behavior, behavioral intentions, and work performance of employees across the work and family domains (Ballout, 2008). Work-specific variables as a sources of work family conflict, lives (Higgins et al., 1992). Besides, according to Aminah (2008), there are many studies examining the characteristics of work domain as predictor of work-family conflict. These studies focus on four work-related factors which are job involvement, role conflict, role ambiguity and role-overload.

Job Involvement

Job involvement is one of the potential work-related factors that may cause work-family conflict. Research has shown that job involvement is positively related to work family conflict (Higgins et al., 1992; Adams et al., 1996). Similarly, Carlson & Frone (2003) provided evidence that job involvement has positive relationship between work-family conflict.

It may lead to work interfering with family, which in turn leads to less time and energy devoted to family roles, thereby making it more difficult to comply with pressures associated

with family roles (Ballout, 2008). Individuals who are highly involved in their jobs may devote more time and efforts to the work than to family role. Thus, individuals with both high job and high family involvement have been found to experience higher level of work-family (Greenhaus & Kopelman, 1981). In particular, women experience a stronger relationship between job involvement and family involvement than do men (Rothbard, 2001; Greenhaus & Kopelman, 1981).

There is a recognition that individuals may be actively participating in one role while simultaneously feeling distracted by thoughts, emotions or demands that are tied to moods, stress and thoughts generated in one role domain often influences or spill over into other domains (William & Alliger, 1994). Such spillover process also affects how individual's performance on the job and relate to others in the organizational context.

Role Conflict

Role conflict occurs when two or more demands arise simultaneously and compliance with one demand would make compliance with the others is more difficult or even impossible (Liu et al., 2015). When role conflict occurs, the individual is unsure how to perform the tasks, which tasks should be completed and when to execute the tasks (Tidd & Friedman, 2002).

Lenaghan and Sengupta (2007) stated that role conflict arises from several different sources. For example, it is possible for different roles to compete due to a person's limited time resources or it could occur due to various strains associated with multiple roles. Meanwhile, Ballout (2008) emphasized that role conflict arises from opposing roles pressures in different work-related roles, such as complying with two or more demands at the same time (Ballout, 2008).

For example, an employee who experiences work conflict when at the same time he or she receives two important requests and these requests need to perform at simultaneously, intra-role conflict, another type of role conflict, it occurs when the role pressures associated with membership in organization are in conflict with the pressure stemming from membership in other groups (Kahn et al., 1964). For instance, conflict at work may draw an employee's time devoted to family-related activities away from the family domain, resulting in higher level of work-family conflict (Greenhaus & Kopelman, 1981; Frone et al., 1997). Thus, the more time is devoted to work, the more it is likely to be related to work-family conflict.

Role Ambiguity

According to Kahn et al (1964), they defined role ambiguity as lack of information about the role expectations for a given position due to non-existent or inadequate communication from the organization. Referring to McShane and Glinow (2010) a lack of clarity and predictability of the outcomes of a person's behavior reflects role ambiguity.

It is important to differentiate the role ambiguity with role conflict, which is defined above. As mentioned above, role conflict is defined as a situation where employees receive inconsistent direction from his or her manager or when employees received inconsistency direction from more than one superior at the same time. Thus, it directly reflects to work-family conflict (Rizzo et al., 1970).

This role ambiguity produces unclear role perceptions, which directly affect job performance as well as source of stress in variety situations, such as joining an organization or working in a new joint venture, because people are uncertain about task and social expectation, role ambiguity can be distinguished through the subcategories which are task

ambiguity and social-emotional ambiguity (Kahn et al., 1964). Task ambiguity, can be result of the lack or organizational definition of the expected job responsibilities or there may be lack of authority to compete the responsibilities as they are defined (Kohner, 2000).

Role Overload

Role overload is also a direct predictor of work-family conflict. It occurs when the total demand on time and energy are too great for an individual to perform roles adequately or comfortably (Barnett & Hyde, 2001) or in other words it happens when an individual takes too many roles at one time. Individuals who perceive their workload to be high and cannot be handled on a day-to-day basis would experience to the negative emotions, fatigue, and depression.

Meanwhile, Beehr et al (2006) defined role overload as having too much work to do in time available. Thiagrajan et al (2006) described role overload as a role stressor perceived by an individual who does not have adequate time or energy to meet incompatible roles expectations. Furthermore, role overload occurs when too much is expected of an individual within the available time or when demands exceed capabilities (Katz & Kahn, 1978). In addition, Katz (1978) also posited that overload is quantitative (too much work to accomplish) and qualitative (work too difficult to accomplish).

According to Barnett and Baruch (1985), they stated that high levels of overload mean that an individual has too many roles demands and obligation but is unable to perform them all adequately. Research evidence indicated that role overload was significantly and positively related to work-family conflict. According to Wang et al (2012), role overload is one of the most significant predictors of work-family conflict that leads to burnout. Role overload might be a major obstacle to women's career development and success compared to the men's career development. This is because female employees and managers have many roles demands or responsibilities that pressure them to work harder and prove competence (Judiesch & Lyness, 1999; Harlan & Weiss, 1980).

Family-Related Factor

The experiences of work-family conflict among women and have provided convincing evidence of the adverse effects of such conflict on their well-being in both the work and family domain (Ahmad, 1997). Family-related factors would be two variables which are family involvement and family support.

Family Involvement

Family involvement is conceptualized as the degree to which a person identified psychologically with family roles, the importance of the family to the person's self-image and self-concept and the individual's commitment to family roles (Yogev & Brett, 1985) entails spending more time on family related work such as childcare and household chores (Frone et al., 1997). According to Glasper et al (2009), family involvement can be referred in which an individual cognitively is preoccupied with engaged in and concerned with her family.

Similar to the application of personal engagement behavior by Khan (1990), individuals who are psychologically involved in family roles express themselves physically, cognitively and emotionally during family role performance. Duxbury and Higgins (1991) suggested that most women have involved and responsible for their children and family. However, to fully understand the relationship or role family involvement plays in work-family conflict, family involvement must be more inclusive allowing for both the number and

salience of various constraints to be considered (Boyar et al., 2003). According to Boyar et al (2003), family involvement as the obligation to care for others who are either formally or informally sanctioned family members. This could include for example, a spouse or significant other parents, children, siblings and children of siblings, Higgins et al (1992) found that family involvement and family expectations were related to family conflict and ultimately work-family conflict.

Family involvement has been identified as predictor of work-family conflict (Hammer et al., 1997). Studies have shown that family involvement is also related to work to work-family conflict, which refers to the degree to which individuals identify with their family, the relative importance of the family to individual's self-image and self-concept, and individuals' commitment to their family. In addition, to time involvement, psychological involvement with one's family has been shown to lead to work-family conflict (Adams et al., 1996). Greenhaus et al (2001) found a positive relationship between family involvement and work-family conflict, a relationship that was stronger for males than females. Carlson and Kacmar (2000) found that employees who were more involved or immersed in the family domain experienced more family interference with work conflict.

Family Support

Social support has been described as behavioral interactions that have positive affect, provide affirmation, or aid the individual (Antonucci et al., 1997). These interactions may be in a tangible form (e.g., money or other assistance) or intangible (e.g., approval, esteem, concern). Many positive psychological and physical health results have been discovered in the research in this field (Md-Sidin et al., 2010). Demonstrating the benefit of continued research in this area.

In addition, social support has been found to have specific work-related benefits, such as a decreased burnout and work stress (Dunseath et al., 1995) and decreased noncompliant job behaviors and job insecurity (Lim & Hasty, 1996). As described, social support has the potential to help individuals in several ways; for example, individuals who receive support from others feel valued, experience positive outcomes, and receive positive reinforcement of their behavior as well as to their job performance.

Family supports were including support from spouse, friend and children. Past research has shown that spouse support is negatively related to depression (Perry et al., 2000). Support can enable spouses to solve work-family conflict effectively and strongly associated with the partner's well-being (Akkas et al., 2015). Support must be mutual, in that each partner must provide support as well as receive support. Spouse or partner support may enhance individuals' positive emotions because they feel cared about, and the support may provide individuals with enhanced feelings of positive affect and confidence. Previous research studied found that children also one of the sources of nonwork support. Kinnunen and Mauno (1998) found that the more children had in the family, the higher the levels of work-family conflict.

Family support has predictive power towards work-family conflict according to the result from (Narayanan and Savarimuthu, 2013). If someone receives sufficient support from family, it can effectively manage both works interfering with family and family interfering with work (Monfared & Akin, 2017). Other research found that those with children under age of five experience greater levels of work-family conflict (Swanson et al., 1998). Again, this seems intuitive, in that young children require more assistance in daily living and typically require full-time childcare, rather than no childcare or limited childcare as older children might need.

Umberson and Gove (1989) found that parents with children living at home responded with lower levels of well-being and satisfaction and higher levels of life meaning, as compared to non-parents.

Work-Family Conflict

Work-family conflict is defined as inter-role conflict that occurs when there is incompatibility in meeting the demands of work and family (Sheikh et al., 2018; Rehman, & Waheed, 2012). Work-family conflict as an inter-role conflict, where the pressures from job and family roles are incompatible with each other in some respects (Monfared et al., 2017). Work and family are interconnected domains, with what happens in one domain affecting the other (Voydanoff, 2005). The potential for lack of compatibility between work and family life has become a major concern for employers and employees alike, especially with the increase in dual earner families and female participation in the labor market (Howard et al., 2004). Work-family conflict is used to describe conflict that exist work life and family life without specifying direction. Work-family conflict refers to the demand that has to face by individuals in the work domain that make it difficult to meet responsibilities at home (Li et al., 2017). Over the past several decades, the number of employees who feel the time and energy required for work interfere with their responsibilities at home has been steadily increasing (Davis et al., 2017).

The changing face of the workforce has increased the amount of research looking at how people manage the demands of both work and family. With both professional and personal responsibilities, women are facing with significant challenge when reconciling these demands. In exploring this study, Greenhaus and Beutell (1985) were among the first researchers who study the work-family interface. Work-family conflict happened when work role pressures and demands lead to the negative impact towards family life. For instance, work-family would be a parent missing his or her child's music recital due to the prior work commitments. Besides, the researcher also stated that family-work conflict occurred when family role pressures and demands lead to negative impacts on work performance and vice versa (Greenhaus & Beutell, 1985). Work-family conflict is linked with serious mental and physical health effects such as depression, negative emotions, heavy drinking, stress, poor physical health, self-rated mental health and dissatisfaction with life (Stoiko et al., 2017). Furthermore, having dependents living in the same household or having more children in home under age of 12 who need constant care as well as having more children stay together can be also stressor or source positive spillover in the family domain.

Past study showed that quality childcare remains critical problems for millions of families and the average cost of day-care spending for children below age of four-year-old can be nearly twice the cost of college tuition. Due to that issue, Uttal (1999) examined the meaning of childcare arrangements to employed mothers, asserts that childcare arrangements are an essential element of parental employment for them to focus on their work.

Conceptual Framework

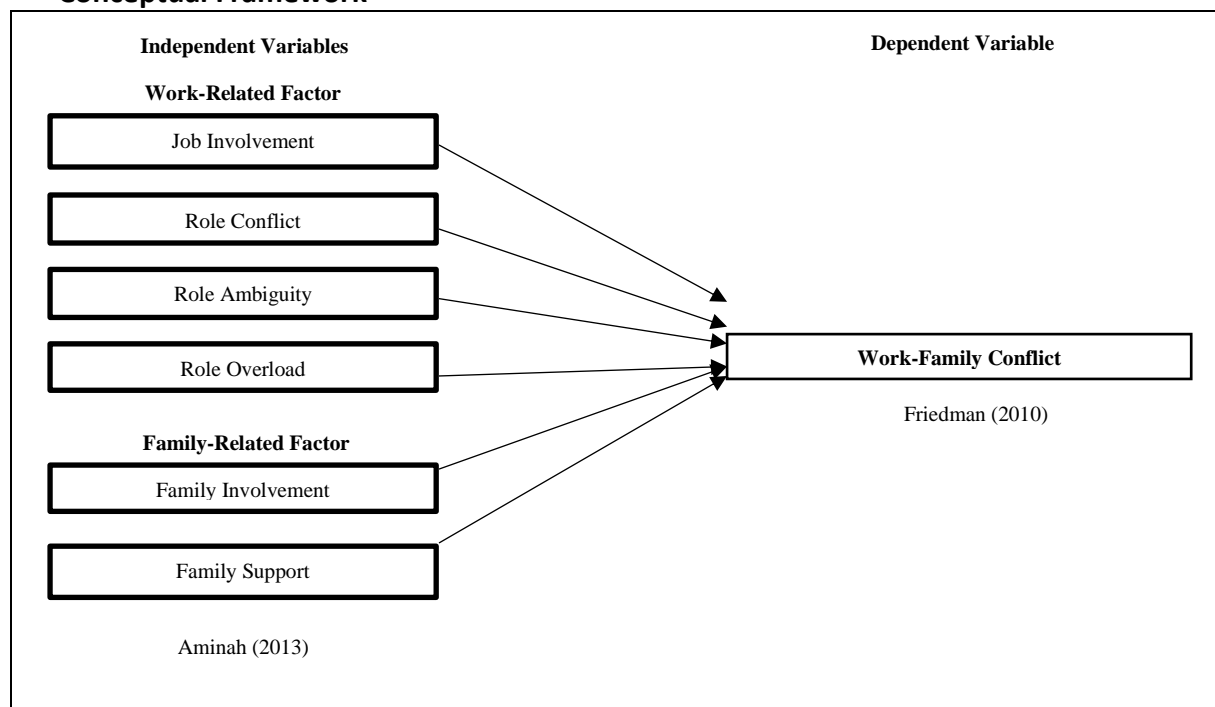


Figure 1: Conceptual Framework

Research Questions

Three research questions are formulated in the study namely:

1. What is the level of work-family conflict among staff at UiTM Pahang?
2. What is the relationship between work-related factor and family-related factor on work-family conflict?
3. Which dimensions of work-related factor and family-related factor predict work-family conflict among staff at UiTM Pahang?

Methodology

The present study utilized correlational research design involving staff from UiTM Pahang, Jengka and Raub's Campus. Purposive sampling techniques was used to distribute the questionnaire using e-survey to 144 respondents. The questionnaire was developed based on the existing questions on the intended variables. There are six independent variables which are four from work-related factor and two from family-related factor. For work-related factor, there are 10 items to measure job involvement, 12 items to measure role conflict, 9 items to measure role ambiguity and 13 items to measure role overload. For family-related factor, 9 items to measure family involvement and 11 items to measure family support. Items for assessing independent variables were adapted from (Aminah, 2008). In order to measure respondents' answer, Likert Scale was used in the survey form for section B, C and D. The respondents were answer based on a 5-point Likert Scale which ranged from 1 for "Strongly Disagree" to 5 for "Strongly Agree". The data were analysed using SPSS.

Result and Finding

In this study, the data was obtained from 144 respondents. A total of 118 respondents (81.9%) are female, and 26 respondents (18.1%) are male. Pertaining to the age distribution of the respondents, 122 (84.7%) is in the age group between 31 until 40 years old, 15

respondents (10.4%) were aged between 41 years old until 50 years old and 7 respondents (4.9%) are in the age of 21-30 years old. For length of services majority of respondents were 11-15 years with the percentage of (77.1) 111 respondent, 15 respondents (10.4%) were in 1 – 5 years length of services, 15 respondents were 16-20 years length of services and lastly 4 respondents (2.8%) were 6-10 years services.

Table 1*Demographic Details*

Demographic Details	Description	Frequencies	Percentage
Gender	Male	26	18.1
	Female	118	81.9
Age	21-30 years old	7	4.9
	31-40 years old	122	84.7
	41-50 years old	15	10.4
Length of Services	1-5 years	15	10.4
	6-10 years	4	2.8
	11-15 years	111	77.1
	16 – 20 years	14	9.7

RQ 1: What is the level of work-family conflict among staff at UiTM Pahang?

Descriptive statistics were computed for both independent and dependent variables in order to compare the level of work-family conflict among staff at UiTM Pahang. The interpretation of the scores was based on the Best Principle (Thaoprom, 2004). Scores were divided by three ranges which are high, average and low with the computation like this: $5 - 1/3 = 1.33$.

Thus, the results are:

- Scores between 1.00-2.33 = Low Scores
- Scores between 2.34-3.67 = Moderate Scores
- Scores between 3.68-5.00 = High Scores

The assessment on the level of work-family conflict revealed that as indicated in Table 2. It was found that all dimensions were at a high level.

Table 2

Level of Work-Family Conflict Among Staff at UiTM Pahang

Respondents	Variable	N	Mean	Std Deviation	Level
Staff at UiTM Pahang	Job Involvement	144	3.9861	.72122	High
	Role Conflict	144	4.0428	.70889	High
	Role Ambiguity	144	4.0324	.67306	High
	Role Overload	144	4.0778	.80085	High
	Family Involvement	144	4.3981	.47255	High
	Family Support		4.2326	.76172	
	Overall Independent Variable	144	3.7442	.85910	High
	Dependent Variable	144	4.4742	.61116	High

The findings based on the UiTM Pahang staff in Malaysia have been supported by various work-family conflict study in Malaysia. Ganesan et al (2018) reported that the work-related factor, family-related factor level and work-family conflict rapid growth that can cause decreased physical health, diminished emotional well-being and increased life distress. The level of role overload is higher it may cause the common stressors reported in UiTM Pahang staff setting include excessive work, individual fulfills multiple roles simultaneously and lacks the resources to perform them. It can evolve from both excessive time demands and excessive psychological demands. As supported by Roslan et al (2017) the staff in UiTM Pahang do may have emotional burned out due to the work and responsibility overload. Due to concerns, it is important to understand how in role overload can affect other areas of life such as family life, parenting and work and causes work-family conflict. Learning to effectively how to manage the time and support from top management in UiTM Pahang can significantly reduce work-family conflict and allow you to balance work and family (Frone et al., 1997; Parasuraman et al., 1996).

RQ 2: What is the relationship between work-related factor and family-related factor on work-family conflict?

Table 3 illustrates the relationship between independent and dependent variables which will be interpreted by using Cohen (1992) guidelines positive relationship between the independent variable and dependent variables. Correlational analysis was conducted to determine the relationships between dimensions of work-related factor and family-related factor toward work-family conflict. The findings are tabulated in Table 2 which will be interpreted according to the guidelines by (Cohen et al., 1992). It was discovered that all four of work-related factor and two dimensions family-related factor dimensions of had significant and positive relationships with work-family conflict. Notably, job involvement, role conflict, role ambiguity, role overload, family involvement and family support were found to have

positive relationships with work-family conflicts ($r=.179$, $p, p<0.01$; $r=.175$, $p<0.01$; $r=.345$, $p<0.01$; $r=.687$, $p<0.01$, $r=.843$, $p<0.01$, $r=.875$, $p<0.01$ respectively). These positive relationships have signified that the greater the role conflict, role ambiguity, role overload, family involvement and family support the greater it will affect work-family conflict among UiTM Pahang staff. These findings are supported by Roslan et al (2017) who found that work-related factor and family-related factor may affect both work-family conflict among UiTM Pahang staff, it can be concluded that work-related factor and family-related factor can directly affect our abilities to schedule flexibility. As workers feel they are often being pulled in multiple directions, it can be difficult for them to fit all of their job and personal responsibilities in UiTM Pahang. Proper culture in UiTM Pahang and adequate support will avoid work-family conflicts.

Table 3

Correlation Between Work-Related Factors and Family-Related Factors and Work-Family Conflict

	1	2	3	4	5	6	7
Job Involvement	(.930)						
Role Conflict	.965**	(.815)					
Role Ambiguity	.624**	.661**	(.892)				
Role Overload	.349**	.324*	.396**	(.718)			
Family Involvement	.219**	.194**	.345**		(.740)		
				.936**			
Family Support	.249**	.243**	.471**	.858**	.903**	(.875)	
Work-Family Conflict	.179**	.175**	.345**	.687**	.843**	.875**	(.606)

**Correlation is significant at the 0.01 level (1 tailed)

RQ 3: Which dimensions of work-related factors and family-related factors predict work-family conflict among staff at UiTM Pahang?

Table 4 shows the results of multiple regression analysis in determining the predictors of work-related factors and family-related factors towards the work-family conflict among UiTM Pahang Staff, in Malaysia. It was found that the R² value was .895 in which all dimensions comprised of work-related factor and family-related factor are explained 89.5% of the variance for work-family conflict. The findings have shown that role ambiguity is the most influential dimension of work-related factors towards work-family conflict among UiTM Pahang Staff in Malaysia ($\beta=1.176$, $p<0.00$), followed by role overload with ($\beta=1.176$, $p<0.00$) and role conflict with value of ($\beta=0.287$, $p<0.40$) however one dimension of work-related factors (job involvement) does not have influential on the work-family conflict among UiTM Pahang staff. In the meantime, family involvement and family support were found to have a negative influence on the work-family conflict among UiTM Pahang staff with ($\beta=-.102$, $p<0.00$) and ($\beta=-1.045$, $p<0.00$). Therefore, it can be concluded through these findings that only one out of six dimensions of work-related factors and family-related factors acted as predictors towards the study's dependent variable which is work-family conflict. As stated by Huzaimah et al., (2012) the interpretation of the value of work-related and family-related factors among UiTM Pahang staff would affect their work-family conflicts.

Table 4

Multiple Regression Analysis Between Dimensions of Work-Related Factor and Family-Related Factor towards Work-Family Conflict

Respondents	Independent variables	Standardized Coefficients Beta	t	Sig.
	Job Involvement	.008	-.090	.928
	Role Conflict	.187	2.062	.040
Part-Time	Role Ambiguity	1.176	14.389	.000
Students	Role Overload	.714	12.377	.000
	Family Involvement	-.102	-2.991	.003
	Family Support	-1.045	-14.808	.000
	R Square		.895	
	F		295.926	
	Sig. F Value		.000	
	Durbin Watson		.840	

Conclusion

This conceptual framework developed a social exchange theory process framework for employment exchange relationships that included both work-related and family-related factors in work-family conflicts. Then, the proposed conceptual framework was empirically tested to see how and when work-related and family-related factors interact to influence work-family conflict. As a result, when role overload is high, work-family conflict increases, which is likely to lead to lower performance and commitment. The findings also show that, in order to reduce work-family conflict among UiTM Pahang staff, organization should continuously analyze and assess the balance and interplay between work-family related, and family work-related factors.

Recommendation

This research made some recommendations for future researchers to consider. This research relied solely on cross-sectional data. Longitudinal data may be used by future researchers to confirm causal inferences. The sample elements were gathered from UiTM Pahang, a local Malaysian educational institution. It is believed that additional validations will lend confidence to the findings and increase the generalizability of the current study. Only work-related and family-related factors were examined towards work-family conflict in the current study. Future research can look into these factors that contribute to family-work conflict.

Theoretical Contribution

This study contributes to theory in several ways. First, this study advances the social exchange theory and work-family conflict contract literatures review by integrating these concepts into a social exchange theory process framework of the work-family conflict, a novel contribution given the absence of such an understanding in prior research. In particular, this research demonstrated that social exchange theory fulfillments represent an important cognitive process underlying the work-related factor and family-related factor outcomes relationship in the work-family conflicts. The advance of work-family conflict literature by demonstrating then interaction between work-related factor, and family-related factor which boarder the conceptualization of the study. Such finding extends the social exchange theory

by offering a more comprehensive and practice relevant view of work-family conflict together with work-related factor and family work related, an important contribution to the literature review given the criticism that prior work-family conflict research takes a too narrow of job support.

References

- Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of applied psychology, 81*(4), 411.
- Ahmad, A. (1997). Work-family conflict and social support: A study of female secretaries in Malaysia. *Pertanika Journal of Social Sciences & Humanities, 5*(2), 93-101.
- Akkas, M. A., Hossain, M. I., & Rhaman, S. (2015). Causes and consequences of work-family conflict (WFC) among the female employees in Bangladesh: an empirical study. *Journal of business and economics, 6*(12), 2063-2071.
- Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2020). A cross-national meta-analytic examination of predictors and outcomes associated with work-family conflict. *Journal of Applied Psychology, 105*(6), 539.
- Aminah, A. (2008). Direct and indirect effects of work-family conflict on job performance. *The Journal of International Management Studies, 3* (8): 176-180
- Antonucci, T. C., Sherman, A. M., & Vandewater, E. A. (1997). Measures of social support and caregiver burden. *Generations: Journal of the American Society on Aging, 21*(1), 48-51.
- Ballout, H. I. (2008). Work-family conflict and career success: the effects of domain-specific determinants. *Journal of management development.*
- Barnett, R. C., & Baruch, G. K. (1985). Women's involvement in multiple roles and psychological distress. *Journal of personality and social psychology, 49*(1), 135.
- Barnett, R. C., & Hyde, J. S. (2001). Women, men, work, and family: An expansionist theory. *American psychologist, 56*(10), 781.
- Beehr, T. A., Glaser, K. M., Wallwey, D. A., & Erofeev, D. (2006). The nature of satisfaction with subordinates: Its predictors and importance to supervisors. *Journal of Applied Social Psychology, 36*(6), 1523-1547.
- Bernardi, S. I. (2013). *The relationship between role salience and work-family conflict among parents in dual-earner families*. State University of New York at Albany.
- Boyar, S. L., Maertz Jr, C. P., Pearson, A. W., & Keough, S. (2003). Work-family conflict: A model of linkages between work and family domain variables and turnover intentions. *Journal of managerial Issues, 17*-190.
- Carlson, D. S., & Frone, M. R. (2003). Relation of behavioral and psychological involvement to a new four-factor conceptualization of work-family interference. *Journal of business and psychology, 17*(4), 515-535.
- Carlson, D. S., & Kacmar, K. M. (2000). Work-family conflict in the organization: Do life role values make a difference? *Journal of management, 26*(5), 1031-1054.
- Cohen, J. (1992). Statistical power analysis. *Current directions in psychological science, 1*(3), 98-101.
- Davis, K. D., Gere, J., & Sliwinski, M. J. (2016). Investigating the work-family conflict and health link: Repetitive thought as a mechanism. *Stress and Health.*
- Dunseath, J., Beehr, T. A., & King, D. W. (1995). Job stress-social support buffering effects across gender, education, and occupational groups in a municipal workforce:

- Implications for EAP's and further research. *Review of Public Personnel Administration*, 15(1), 60-83.
- Duxbury, L. E., & Higgins, C. A. (1991). Gender differences in work-family conflict. *Journal of applied psychology*, 76(1), 60.
- Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work-family interface. *Journal of vocational behavior*, 50(2), 145-167.
- Ganesan, Y., Talwar, P., Fauzan, N., & Oon, Y. B. (2018). A study on stress level and coping strategies among undergraduate students. *Journal of Cognitive Sciences and Human Development*, 3(2), 37-47.
- Glasper, A., Kelsey, J., & McEwing, G. (2009). Care of the child and young person.
- Goode, W. J. (1960). A theory of role strain. *American sociological review*, 483-496.
- Greenhaus, J. H., & Kopelman, R. E. (1981). Conflict between work and nonwork roles: Implications for the career planning process. *Human Resource Planning*, 4(1), 1-10.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.
- Greenhaus, J. H., Parasuraman, S., & Collins, K. M. (2001). Career involvement and family involvement as moderators of relationships between work-family conflict and withdrawal from a profession. *Journal of occupational health psychology*, 6(2), 91.
- Hammer, L. B., Allen, E., & Grigsby, T. D. (1997). Work-family conflict in dual-earner couples: Within-individual and crossover effects of work and family. *Journal of vocational behavior*, 50(2), 185-203.
- Harlan, A., & Weiss, C. (1980). Moving up: Women in managerial careers: Third progress report. *Wesley Centre for Research on Women, Wesley, Mass.*
- Higgins, C. A., Duxbury, L. E., & Irving, R. H. (1992). Work-family conflict in the dual-career family. *Organizational Behavior and Human Decision Processes*, 51(1), 51-75.
- Howard, W. G., Donofrio, H. H., & Boles, J. S. (2004). Inter-domain work-family, family-work conflict, and police work satisfaction. *Policing: An International Journal of Police Strategies & Management*.
- Huzaimah, S. S., Yaman, M., Shuib, Y. A., & Rozaimie, A. (2012). Part-time adults' students in Sarawak and environmental stress factors. *Journal of ASIAN Behavioral Studies*, 2(7), 48-57.
- Judiesch, M. K., & Lyness, K. S. (1999). Left behind? The impact of leaves of absence on managers' career success. *Academy of management journal*, 42(6), 641-651.
- Kalliath, P., Kalliath, T., & Chan, C. (2014). Work-family conflict and family-work conflict as predictors of psychological strain: Does social support matter? *The British Journal of Social Work*, 45(8), 2387-2405.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). Organizational stress: Studies in role conflict and ambiguity.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Katz, D. (1978). *Social psychology of organizations*.
- Katz, D., & Kahn, R. L. (1978). Organizations and the system concept. *Classics of organization theory*, 80, 480.
- Kinnunen, U., & Mauno, S. (1998). Antecedents and outcomes of work-family conflict among employed women and men in Finland. *Human Relations*, 51(2), 157-177.

- Kohner, P. K. (2000). *Appalachian special education administrators: The extent of the relationship of role conflict and role ambiguity to specific dimensions of stress*. West Virginia University.
- Lenaghan, J. A., & Sengupta, K. (2007). Role conflict, role balance and affect: A model of well-being of the working student. *Journal of Behavioral and Applied Management*, 9(1), 88-109.
- Li, A., Bagger, J., & Cropanzano, R. (2017). The impact of stereotypes and supervisor perceptions of employee work–family conflict on job performance ratings. *Human Relations*, 70(1), 119-145.
- Lim, D. S., & Hasty, P. (1996). A mutation in mouse rad51 results in an early embryonic lethal that is suppressed by a mutation in p53. *Molecular and cellular biology*, 16(12), 7133-7143.
- Liu, Y., Wang, M., Chang, C. H., Shi, J., Zhou, L., & Shao, R. (2015). Work–family conflict, emotional exhaustion, and displaced aggression toward others: The moderating roles of workplace interpersonal conflict and perceived managerial family support. *Journal of Applied Psychology*, 100(3), 793.
- Marks, S. R. (1977). Multiple roles and role strain: Some notes on human energy, time and commitment. *American sociological review*, 921-936.
- McShane, S., & Von Glinow, M. A. (2010). *Organizational behaviors: Emerging knowledge and practice for the real world*. McGraw-Hill/Irwin..
- Md-Sidin, S., Sambasivan, M., & Ismail, I. (2010). Relationship between work-family conflict and quality of life: An investigation into the role of social support. *Journal of Managerial Psychology*.
- Minnotte, K. L., Pedersen, D. E., & Mannon, S. E. (2013). Work and Family Stressors and the Quality of Father-Child Relationships: Do Neighborhood Resources Matter? *Sociological Focus*, 46(1), 68-84.
- Monfared, S., & Akin, F. (2017). The relationship between exchange rates and inflation: the case of Iran. *European Journal of Sustainable Development*, 6(4).
- Monfared, S., Soudagar, S., & Hidaji, M. B. (2017). The Relationship between Perceived Social Support Dimensions and Work-Family Conflict among Employees in Kish Free Zone Organization. *International Journal of Psychology and Behavioral Sciences*, 7(3), 79-82.
- Narayanan, S. L., & Savarimuthu, A. (2013). Work-Family conflict-An exploratory study of the dependents child's age on working mothers. *Review of Integrative Business and Economics Research*, 2(1), 449.
- Nomaguchi, K. M., & Brown, S. L. (2011). Parental strains and rewards among mothers: The role of education. *Journal of Marriage and Family*, 73(3), 621-636.
- Parasuraman, S., Purohit, Y. S., Godshalk, V. M., & Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of vocational behavior*, 48(3), 275-300.
- Perry-Smith, J. E., & Blum, T. C. (2000). Work-family human resource bundles and perceived organizational performance. *Academy of management Journal*, 43(6), 1107-1117.
- Rehman, R. R., & Waheed, A. (2012). Work-family conflict and organizational commitment: Study of faculty members in Pakistani universities. *Pakistan Journal of Social and Clinical Psychology*, 10(1), 23-26.
- Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative science quarterly*, 150-163.

- Roslan, S., Ahmad, N., Nabilla, N., & Ghiami, Z. (2017). Psychological well-being among postgraduate students. *Acta Medica Bulgarica*, 44(1), 35-41.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), 655-684.
- Sheikh, M. A., Ashiq, A., Mehar, M. R., Hasan, A., & Khalid, M. (2018). Impact of work and home demands on work life balance: Mediating role of work family conflicts. *Pyrex Journal of Business and Finance Management Research*, 4(5), 48-57.
- Siu, Y. P. (2014). Work-family Conflict and Organisational Commitment in Malaysia (Doctoral dissertation). University of Waikato.
- Stoiko, R. R., Strough, J., & Turiano, N. A. (2017). Understanding "his and her" work-family conflict and facilitation. *Current Psychology*, 36(3), 453-467.
- Swanson, V., Power, K. G., & Simpson, R. J. (1998). Occupational stress and family life: A comparison of male and female doctors. *Journal of Occupational and Organizational Psychology*, 71(3), 237-260.
- Thaoprom, P. (2004). *Relationship Between Quality of Work Life and Job Performance for Police Office-Crime Prevention and Suppression Division: Case Study Thonglor Metropolitan* (Doctoral dissertation, Mahidol University).
- Thiagarajan, P., Chakrabarty, S., & Taylor, R. D. (2006). A confirmatory factor analysis of Reilly's Role Overload Scale. *Educational and psychological measurement*, 66(4), 657-666.
- Tidd, S. T., & Friedman, R. A. (2002). Conflict style and coping with role conflict: An extension of the uncertainty model of work stress. *International Journal of Conflict Management*.
- Umberson, D., & Gove, W. R. (1989). Parenthood and psychological well-being: Theory, measurement, and stage in the family life course. *Journal of family issues*, 10(4), 440-462.
- Uttal, L. (1999). Using kin for childcare: Embedment in the socioeconomic networks of extended families. *Journal of Marriage and the Family*, 845-857.
- Voydanoff, P. (2005). Consequences of boundary-spanning demands and resources for work-to-family conflict and perceived stress. *Journal of occupational health psychology*, 10(4), 491.
- Wang, Y., Liu, L., Wang, J., & Wang, L. (2012). Work-family conflict and burnout among Chinese doctors: the mediating role of psychological capital. *Journal of occupational health*, 54(3), 232-240.
- Williams, K. J., & Alliger, G. M. (1994). Role stressors, mood spillover, and perceptions of work-family conflict in employed parents. *Academy of Management Journal*, 37(4), 837-868.
- Yogev, S., & Brett, J. (1985). Perceptions of the division of housework and childcare and marital satisfaction. *Journal of Marriage and the Family*, 609-618.