

THE INFLUENCE OF WORK FAMILY CONFLICT AND WORK FAMILY SYNERGY TO EMOTIONAL EXHAUSTION AND LIFE SATISFACTION AND THEIR INFLUENCE TO PERFORMANCE

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Abstract

This research explores the influence of work family conflict and work family synergy to emotional exhaustion and life satisfaction and their influence to performance. Understanding about work family conflict and work family synergy will enable the managers to better manage those aspects, so the manager will benefit from better performance of any employee in the organization. Questionnaires were distributed to multiple target respondents of diverse backgrounds that include lecturers and university employees, government employees, employees of a restaurant, employees of small and medium businesses, and employees of a manufacturing business. A total of 350 questionnaires were distributed and the returned questionnaires that can be processed as many as 269 questionnaires. This study found several findings. First, work family conflict has positive influence to emotional exhaustion and negative influence to life satisfaction. Second, work family synergy has negative influence to emotional exhaustion and positive influence to life satisfaction. Third, emotional exhaustion has negative influence to performance. Fourth, life satisfaction has positive influence to performance.

Keywords: work family conflict, work family synergy, life satisfaction, emotional exhaustion, performance

INTRODUCTION

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

Besides the negative implication of work family conflict, there is a more positive term called work family synergy. Work family synergy happens if there is a balance between home and office. People gets support from their family to work well and also gets support from their office to perform well at home. If this happens, people will perform well both at home and in their office.

A more complete understanding about the antecedents and consequences of work family conflict and work family synergy will enable the managers to better manage those aspects. If they can manage them well, the manager will benefit from better performance of any employee in the organization. This research explores the relationship among work family conflict, work family synergy, emotional exhaustion, life satisfaction, and performance.

MAIN TEXT

Work Family Conflict and Work Family Synergy

Everyone who works certainly has dual roles. An employee has an equally important role both at home and in the office. A woman, in addition to being a good employee must also perform very well as a wife and a mother. A man, in addition to be a good employee must perform his role as a father and the head of the family as well. The burden in each role is not easy. Sometimes the demands of the job require an employee to bring office work home, which would interfere with his/her role at home as a father/mother or husband/wife. Sometimes the problem from home is carried over to the office, thereby disrupting the process of employee duties. Since every role demands high performance, not infrequently comes certain role conflict called work family conflict.

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

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

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

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

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

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

Specific situation can be conducive working environment and friendly working environment. A conducive working environment occurs when the relationship among

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

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

Such dynamics in the work described in the context of the conflict perspective (Parasuraman & Greenhaus, 2002). This perspective explains that the responsibilities and demands at home and in the office will not be compatible, so that the higher demands in one role will interfere with other roles. Thus, the job demands that are too high can interfere with an employee's role at home and demands at home that are too high can also interfere with a person's job in the office.

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

In addition to the term work family conflict that has negative meaning, the relationship between personal life and office life can also has a positive meaning. This is called work family synergy. Work family synergy is a synergy between an employee's personal conditions at home and in the office (Beutel, 2010). This synergy will arise if an employee is experiencing a positive emotional state at home and then it is brought to the office, resulting in good performance. This can also occur if an employee is experiencing positive emotions in the office and bring positive emotions home, so that the employee can carry out his/her role at home very well. Some researchers conduct research on work family conflict and work family synergy, and generally examine the effects of these two variables on performance and intention to quit the job.

Research on Work Family Conflict and Work Family Synergy

WRITER	YEAR	RESEARCH SETTING	INDEPENDENT VARIABLES	DEPENDENT VARIABLES	RESULT
Lin	2013	Employees from various organizations	Job demand	Work family conflict (WFC)	Job demand has positive influence to WFC.
Zhang	2012	Employees from various organizations	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Emotional exhaustion Affective commitment Intention to leave Life satisfaction	WIF has positive influence to emotional exhaustion and affective commitment. FIW has positive influence to intention to leave and has negative influence to life satisfaction and affective commitment.
Beutel	2010	Entrepreneurs	Work schedules	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW) Work Family synergy (WFS)	Work schedules correlates with WIF and WFS.
Beutel	2010	Employees have children under 18 years	Work Family synergy (WFS)	Job satisfaction dimension	WFS has positive influence to job satisfaction dimensions.
Porter & Ayman	2010	Hospital employees	Job flexibility Work family conflict	Intention to leave	Job flexibility has negative influence to WFC. WFC has positive influence to intention to leave.
Thanacoody, <i>et al.</i>	2009	Hospital nurse	Work family conflict (WFC)	Job burnout	WFC has positive influence to job burnout.

WRITER	YEAR	RESEARCH SETTING	INDEPENDENT VARIABLES	DEPENDENT VARIABLES	RESULT
Beutel & Berman	2008	Employees from various organizations	Job demand	Work family conflict (WFC)	Job demand has positive influence to WFC.
Boyar, <i>et al.</i>	2008	University employees	Job demand Home demand	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Job demand has positive influence to WIF. Home demand has positive influence to FIW.
Maazerolle, <i>et al.</i>	2008	Athletic trainer	Long working hours Out of town assignment	Work family conflict	Long working hours and out of town has positive influence to work family conflict.
Beutel	2008	Entrepreneurs	Work family conflict (WFC) Work-family synergy (WFS) Work pressure (WP)	Work satisfaction Life satisfaction	WFC has negative influence to work and life satisfaction WFS has positive influence to work and life satisfaction. WP has positive influence to WFC and has negative influence to WFS.
Fu & Shaffer	2001	Administrative staff	Role conflict Role overload	Work family conflict (WFC)	Role conflict and role overload have positive influence to WFC
Carlson & Kackmar	2000	Employees	Role ambiguity Role conflict Time demand Involvement	Work interfere with family conflict (WIF) Family interfere with work conflict (FIW)	Work time demand and FIW has no influence to job satisfaction. Family satisfaction does not be influenced by family involvement or by family time demands.
Aryee, <i>et al.</i>	1999	Employees from various organizations	Work interfere with family conflict (WIF)	Life satisfaction Family satisfaction Job satisfaction	WIF has negative influence to life satisfaction and family satisfaction.

WRITER	YEAR	RESEARCH SETTING	INDEPENDENT VARIABLES	DEPENDENT VARIABLES	RESULT
			Family interfere with work conflict (FIW)		FIW has negative influence to job satisfaction.
Boles	1997	Salesperson	Work family conflict (WFC) Emotional exhaustion Job satisfaction	Intention to leave	WFC has positive influence to emotional exhaustion and has negative influence to job satisfaction. Emotional exhaustion has positive influence to intention to leave. Job satisfaction has negative influence to intention to leave.

Consequences of Work Family Conflict

There are several things that could be the consequences of work family conflict. This study focuses on two variables: emotional exhaustion and life satisfaction. Emotional exhaustion is basically a fatigue in a person's emotions. Someone who experienced emotional exhaustion will usually feel tired psychologically. Life satisfaction associated with the individual assessment of the quality of life in general.

Work family conflict would arise if the role demands in the office or at home interfere with a person's role in any other position. High performance demand in office can disrupt a person's role at home. Therefore, it is stated that basically work family conflict is a negative thing. It is based on conflict perspective which states that the interests from the office and the interests at home are not compatible and can not support each other. Demands that are too big in the office will interfere with the role of a person at home

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

H1: Work family conflict has positive influence to emotional exhaustion.

H2: Work family conflict has negative influence to life satisfaction.

Consequences of Work Family Synergy

The existence of work family synergy opposites with work to family conflict or family to work conflict. Work family synergy has more positive connotation. In work family synergy, there is a synergy between home and office. An employee will get support from home to work better, and also get support from office to perform at home better. Thus, the higher the work family synergy will result in the decrease of emotional exhaustion, and increase in life satisfaction. Therefore, we formulate two hypotheses as follows:

H3: Work family synergy has negative influence to emotional exhaustion.

H4: Work family synergy has positive influence to life satisfaction.

Antecedents of Performance and Intention to Leave

This research argues that emotional exhaustion and life satisfaction will affect a person's performance. The higher the emotional exhaustion, the performance will decline. The higher the life satisfaction job performance will be higher. Therefore, we formulate two hypotheses as follows:

H5: Emotional exhaustion has negative influence to performance.

H6: Life satisfaction has positive influence to performance.

RESEARCH METHODS

Respondents and data collection methods

Questionnaires were distributed to multiple target respondents of diverse backgrounds that include lecturers and university employees, government employees, employees of a restaurant, employees of small and medium businesses, and employees of a manufacturing business. A total of 350 questionnaires were distributed and the returned questionnaires that can be processed as many as 269 questionnaires.

Table 1. Respondents Demographic

		Frequency	%
Gender	Male	192	71.4
	Female	77	28.6
Age	Average 39.4 years		
Education	Junior high school	21	7.8
	Senior high school	137	50.9
	1 year diploma	5	1.9
	3 year diploma	25	9.3
	Bachelor	47	17.5
	Master	34	12.6
Job tenure	Average 13.5 years		
Company type	Government employees	36	13.4
	Lecturers	29	10.8
	University employees	90	33.5
	Restaurant employees	16	5.9
	Small business employees	49	18.2
	Sales force from beverage employees	49	18.2

Variables, operational definition, and measurement

The study started with designing research instruments. This study used previous questionnaires from previous researchers and then adapted the questionnaires to the research setting in Indonesia.

Work family conflict is an issue that arises because of the burden on the job is brought home. This variable was measured using an instrument developed by Netemeyer *et al.* (1996) which was adapted to the research context. Work family synergy is the condition of mutual support between home and office. This variable was measured using an instrument developed by Beutell *et al.* (2008).

Life satisfaction is the satisfaction that someone feels about the current living conditions. This variable was measured using an instrument developed by Diener *et al.* (1985) which was then adapted to the research context. Emotional exhaustion is an emotional fatigue experienced by individuals during their working life. This variable was measured using an instrument developed by Maslach and Jackson (1981).

Performance is the achievement of a person on the job according to his/her job description. This variable was measured using instruments of in-role performance developed by Williams and Anderson (1991).

Testing instrument validity and reliability

Factor analysis was used to test the validity of the items and statements followed by calculating the value of reliability (alpha) for each variable. An item will be preserved (not dropped) if the loading factor equal to or greater than 0.5 with reference to the guidelines set by Comrey and Lee (1992) as quoted Tabachnick and Fidell (1996) which states that the criterion of 0.5 has the ability to explain less over 30% of variance.

After testing the validity, the questionnaire reliability will be measured with Cronbach's Alpha value. The questionnaire revealed reliable if it meets the criteria of reliability expressed by Nunnally (1967) as quoted by Churchill (1979) which is a measure of reliability of 0.50 or 0.60 can already be considered adequate for an exploratory study, although still in the category of low reliability.

To ensure that the items are already prepared can be understood by respondents, reseracher conducted face validity tests involving 5 employees. This face validity is to make sure that the instruments developed to ensure can be understood by respondents.

Factor analysis for the variables work family conflict and work family synergy was based on 2 distinct variables with varimax rotation. The result of validity test is presented in table 2. These results indicate that there is one item to work family conflict and one item for family work synergy invalid because the value of factor loading <0.5.

Table 2. Factor Analysis for Work Family Conflict and Work Family Synergy

KODE	STATEMENT	FACTOR LOADING	
WFC1	The demands of my work interfere with my home and family life.	0.590104	
WFC2	The amount of time my job takes up makes it difficult to fulfill family responsibilities.	0.819266	
WFC3	Things I want to do at home do not get done because of the demands my job puts on me.	0.843625	
WFC4	My job produces strain that makes it difficult to fulfill family duties.	0.824413	
WFC5	Due to work-related duties, I have to make changes to my plans for family activities.	<0,5	
WFS1	More energy to do things with family because of job		0.637915
WFS2	Being in better mood at home because of job		0.777593
WFS3	More energy to do job because of family/personal life		0.821971
WFS4	better mood at work because of family/personal life		0.802989
WFS5	My family always encourage me to work well.		<0,5
WFS6	My office always reminds me the importance of family time besides office time.		<0,5

Factor analysis performed for the variable performance was conducted as a single variable. The result of validity test is presented in table 3. These results indicate that all items are valid for this variable.

Table 3. Factor Analysis for Performance

CODE	STATEMENT	FACTOR LOADING
KIN1	Adequately completes assigned duties.	0.732916
KIN2	Perform tasks that are expected of me.	0.766927
KIN3	Engages in activities that will directly affect my performance evaluations.	0.665551
KIN4	Fails to perform essential duties (R).	0.59958
KIN5	Fulfills responsibilities specified in job description.	0.766543
KIN6	Meets formal performance requirements of the job.	0.782363
KIN7	Neglects aspects of the job I am obliged to perform (R).	0.763772

Factor analysis for the variables life satisfaction was based on one variable. The result of validity test is presented in table 4. These results indicate that all items are valid for these variables.

Table 4. Factor Analysis for Life Satisfaction

CODE	STATEMENT	FACTOR LOADING
LS1	In most ways my life is close to my ideal.	0.657474
LS2	The conditions of my life are excellent.	0.695291
LS3	I am satisfied with my life.	0.7948
LS4	So far I have gotten the important things I want in life.	0.671952
LS5	If I could live my life over, I would change almost nothing.	0.556614

Factor analysis performed for the variables emotional exhaustion was conducted as a single variable. Below is the result of validity test. These results indicate that all items are valid for this variable because the entire value of factor loading > 0.5.

Table 5. Factor Analysis for Emotional Exhaustion

CODE	STATEMENT	FACTOR LOADING
EH1	I feel emotionally drained from my work	0.696125
EH2	I feel used up at the end of the workday	0.605842
EH3	I feel fatigued when I get up in the morning and have to face another day on the job Working with people all day is really a strain for me	0.817027
EH4	I feel frustrated by my job	0.793029
EH5	I feel I'm working too hard on my job Working with people directly puts too much stress on me	0.644195

Having tested the validity, reliability testing is carried out for each variable. The reliability calculation is done by calculating Cronbach alpha values for each variable. In the following table it appears that all variables meet reliability criteria Cronbach alpha values above 0.6.

Table 6. Reliability Testing

VARIABLE	ALPHA
Work family conflict	0.884426849
Work family synergy	0.81474993
Emotional exhaustion	0.763214389
Life satisfaction	0.739331115
Performance	0.851402913

RESULT AND DISCUSSION

Once the data has been tested and it is declared valid and reliable, the analysis can be continued to test the research model. Testing research model using values fit that can be calculated on the basis of existing research model. The following table shows the values of absolute fit measures, incremental fit measures, and parsimonious fit measure. Results of testing the model by looking at the absolute values of fit indicates that, in general, do not have a model of goodness of fit is good, so the hypothesis testing can not be done with existing models.

Table 7. Goodness of Fit Test

ABSOLUTE FIT	CRITERIA	FIT VALUE	DESCRIPTION
Chi square; df; probability	Not significant (Hair et al., 1998)	54,1; <0,01	Not Good
GFI	>0,9 (Hair et al., 1998)	0,931	Good
RMR	<0,08; upper limit <0,1 (Arbuckle, 2005)	0,012	Good
RMSEA	<0,08; upper limit <0,1 (Arbuckle, 2005)	0,254	Not good
INCREMENTAL FIT			
NFI	>0,8 (Hair et al., 1998)	0,801	Good
CFI	>0,8 (Hair et al., 1998)	0,804	Good
PARSIMONIOUS FIT			
CMIN/DF (subject to sample size)	1 – 2 over fit 2-5 liberal limit (Arbuckle, 2005)	18,2	Not good

From the fit values from table 7, it is concluded that the fit requirement can be fulfilled since more standard are fulfilled, so the hypotheses can be tested based on the existing model. Table below describes the result.

Table 8. Hypothesis Testing

HYPOTHESES	Estimate	S.E.	C.R.	P	Label
Work family conflict has positive influence to emotional exhaustion	0.455	0.063	7.204	***	Hypotheses supported
Work family conflict has negative influence to life satisfaction	-0.171	0.067	-2.546	0.011	Hypotheses supported
Work family synergy has negative influence to emotional exhaustion	-0.327	0.066	-4.991	***	Hypotheses supported
Work family synergy has positive influence to life satisfaction	0.466	0.071	6.596	***	Hypotheses supported
Emotional exhaustion has negative influence to performance	-0.365	0.074	-4.908	***	Hypotheses supported
Life satisfaction has positive influence to performance	0.382	0.074	5.139	***	Hypotheses supported

The first hypotheses “work family conflict has positive influence to emotional exhaustion” is supported ($\beta=0,455$; $p<0,05$). This confirms that when someone has conflict about the job, he/she will have a quite heavy burden. This will cause someone to suffer emotional exhaustion. So the higher the work family conflict, the higher the emotional exhaustion will be.

The second hypotheses “work family conflict has negative influence to life satisfaction” is supported ($\beta=-0,171$; $p<0,05$). Having incompatible role at home and office will reduce someone’s life satisfaction. He/she will not be able enjoy his/her life since the work family conflict ruins his/her life satisfaction

The third hypotheses “work family synergy has negative influence to emotional exhaustion” is supported ($\beta=-0,327$; $p<0,05$). When someone experience support from home to work well and also get support from office to perform well at home, he/she will be happier at work. The happier the employee, the less emotional exhaustion will be.

The fourth hypotheses “work family synergy has positive influence to life satisfaction” is supported ($\beta=0,466$; $p<0,05$). When someone has support from family to work well and get support from office to perform well at home, he/she will be satisfied with his/her life.

The fifth hypotheses “emotional exhaustion has negative influence to performance” is supported ($\beta=-0,365$; $p<0,05$). This research found that an employee’s emotional fatigue can not perform well, so the higher the emotional exhaustion, employee performance will be lower.

The sixth hypotheses “life satisfaction has positive influence to performance” is supported ($\beta=0,366$; $p<0,05$). When someone has greater life satisfaction, someone will perform better. This happens since satisfied people will use his/her best energy in his/her work.

CONCLUSION

This research explores the influence of work family conflict and work family synergy to emotional exhaustion and life satisfaction and their influence to performance. Questionnaires were distributed to multiple target respondents of diverse backgrounds that include lecturers and university employees, government employees, employees of a restaurant, employees of small and medium businesses, and employees of a manufacturing business. A total of 350 questionnaires were distributed and the returned questionnaires that can be processed as many as 269 questionnaires.

This study found several findings. First, work family conflict has positive influence to emotional exhaustion and negative influence to life satisfaction. Second, work family synergy has negative influence to emotional exhaustion and positive influence to life

satisfaction. Third, emotional exhaustion has negative influence to performance. Fourth, life satisfaction has positive influence to performance.

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