Relation Work–Family Conflict, Family-Work Conflict and Work-Life Balance at the Government Bank, Indonesia

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Abstract: - The purpose of this study is to test the effects of the relationship between work–family conflict and family–work conflict on work–life balance and of the relationship between work–family conflict and family–work competition and work–life balance on demographics. Participants of this study were 112 employees of government-owned banks in Indonesia. The data were primary data collected using questionnaires. The data were analyzed using the Pearson product-moment correlation. The study results found that work–family conflict and family–work conflict are negative and significant on work-life balance. Matches based on deadlines, stress levels, and behavior negatively impact work-life balance. Work-life balance was strongly associated with temporal conflict. The differences between work-family conflict and family–work conflict were insignificant when considering gender, but there was a significant difference when considering age. The conflict between work and family substantially impacted educational attainment and length of employment, but the opposite battle (family work) was insignificant.

1 Introduction

Work-life balance (WLB) is one of the topics that attract the attention of academics and practitioners, [4], [15], [27], [31]. It is believed that the heightened attention towards work-life balance is a result of a variety of factors, including more females joining the workforce, couples having dual incomes, and families having different structures which lead to modifications in the workplace and higher expectations from employees. Currently, employees are expected to be capable of managing their roles at work and in their families, [4], [17]. Work and family are closely associated with many people when things change. Employees who can cope with changes in their work and family life will have a happy, healthy, and successful life, [37].

In human resource management, WLB is an important factor because it can increase productivity, [2], improve job satisfaction, manage stress at work and home, and improve the well-being of employees and the organization, [27], [37]. [22], found that employees with a good WLB will perform better and have better career opportunities. This indicates that WLB and happiness in the workplace have a positive effect on performance, [19], [37]. The findings suggest that working from home and working hours that meet the needs of employees have a positive impact on WLB, [20], [28], [32], [34]. However, many factors negatively impact WLB, such as overload, [38], job demands, [10], and family work conflicts (FWC), [14], [9], [15]. Recent research on the work–family conflict (WFC) shows a bi-directional nature

of this type of conflict. Work roles can interfere with the domain of family life, while family life roles can interfere with the work domain, [3]. This study aims to explore further the importance of distinguishing the types of conflicts experienced by individuals in the evaluation of the field of work and family life. This study attempted to test the relationship between WFC and FWC on WLB. Most studies on WFC and FWC have been conducted in Western countries, but studies on Indonesian remain limited. The cultural differences between Indonesia and the West make this research necessary. One of the cultural differences is the responsibility of dealing with the family. In Indonesia, a woman is more obligated to care for the family, even if she is an employee. At the same time, in the Western world, it becomes a shared responsibility between women and men. Therefore, this research will contribute to understanding the differences in the dimensions of the WFC and FWC in different industries and countries.

2 Problem Formulation

2.1 Work-family Conflict

WFC is a conflict that occurs due to work obligations that are not in the meaning of family life. WFC occurs because individual hours of work shorten time with family. Role theory stipulates that people have many roles in their work and family. Numerous demands in the two areas often result in conflict, [23]. According to [10], WFC results from overload, long, irregular work hours, work pressures, and discomfort. [37], found the presence of WFC where participation between work and family roles does not match, so participation in work toward the family becomes more difficult with the family's participation at work. This creates pressure due to work-family conflict. [40], stated that WFC occurs when work responsibilities impede family responsibilities.

[38], showed that the high supervision of employees under WFC mediation was positively related to family breakups. [39], found that the availability of childcare, parental leave, as needed, work schedules, and support from superiors led to lower WFC, [20]. Under these circumstances, employees feel satisfied with their work, less stressed, and have no intention of quitting. [3], stated that WFC is associated with work comfort, happiness, life, marriage, fatigue, and physical and psychological tension, job satisfaction. [21], study of correctional institution employees in Taiwan revealed that WFC could be reduced through leadership styles that support employees and mentoring and training programs.

2.2 Family-work Conflict

FWC is a conflict caused by the conflicting roles in work and family, [16], making it challenging to complete one role's requirements due to participation in another, [26]. [40], indicated that FWC occurs when family activities impede work performance. In their study, [8], found that FWC was caused by employees having to prepare lunch for the kids or bring the families to the school. Therefore, the employees could not be on time to travel to work. To overcome this, the organization must ensure that work and family complete each other. The organization must strive for employees to be favorable toward it by providing benefits to employees and families, [40]. [1], a study of 150 employees in various industries in India found that the FWC led to conflicts between family roles and jobs. This situation affected the comfort of life and conflicts within the family. In this context, FWC can negatively contribute to the family, employment, and employee turnover intentions.

The organization can manage its workforce by providing more support in the work environment. Having access to support systems in the workplace can assist employees with managing their multiple roles and responsibilities at work, as well as those related to their families, [12], [13], [24], [25]. Employer aid is enabled by family-friendly regulations, encouraging supervision techniques, and advantages or results tailored toward families. Numerous research studies have indicated that having a positive work atmosphere has an essential effect on the job site, [11]. Family-oriented benefits, such as family-based wages, opportunities to work from home for employees, maternity leave for women, childcare programs, and training to cope with poor work schedules, are proving beneficial in managing FWC more balanced.

2.3 Work-life Balance

The WLB is defined as an evaluation of how the effectiveness and satisfaction of each position are consistent with their respective roles, [15]. According to, [36], WLB programs include family-friendly benefits programs that employees need, such as flextime, job sharing, and telecommunicating. In essence, organizations provide work–life balance initiatives to help employees manage the demands of work and personal life, [31]. WLB is considered a form of fulfilling professional and family roles with the people involved in fulfilling the demands of its role,

[18]. The previous research found that over 25% of workers believed that work–life balance was more important than competitive pay or job security. The author also found that over 25% of employee absences were caused by problems that occur in their household, [29].

2.4 The Relationship between Work–Family Conflict and Work–Life Balance

WLB is a measure of employee satisfaction with work and family life, [15]. Some studies have found that the perception of WFC is a predictor of WLB, [5], [9], [15]. Organizational support, such as flexible working hours and family leave, enables employees to play a balanced role between work and family, [31]. The same result was also found by [34], [28], that an organization that understands the needs of employees, both inside and outside the organization, will have a positive impact.

According to, [14], globalization drives businesses to favor highly skilled employees and new technologies. This makes skilled workers more productive and eliminates certain low-skilled jobs, which makes salaries even more unequal. Consequently, in these situations, if the wage level is relatively lower, employees usually work long hours. [6], [28], found that overloading workloads undermine WLB, employees are often frustrated because WLB does not seem to exist when they are overwhelmed with jobs.

H1: Employee perception of WFC is related to WLB.

2.5 The Relationship between Family–Work Conflict and Work–Life Balance

Previous research, [18], found that WLB would essentially eliminate FWC because work and family life can be done in time. According to, [22], [31], organizations facilitating WLB will reduce FWC. Organizational support through flexible work arrangements and family leave policies can help employees succeed in balancing their work and daily lives. Findings from several empirical studies demonstrate that organizational support has a positive effect on WLB. This backing encompasses the necessities of employees, both inside and outside the business, enabling personnel to attain success in their careers and family lives [34], [28]. However, [33], found that FWC had an insignificant negative impact on WLB.

A study of 316 professionals, [14], revealed that FWC based on time and stress was associated with fatigue. The negative impact of fatigue FWC

requires managers to be careful when designing work remotely. As a result, the creation of a WBL is a means of minimizing the conflict between professional and personal roles. [26], a study of 3145 alumni from universities from various organizations and occupations found that FWC could be conceptualized as a multidimensional construct based on two properties: time-based disorders and the domain of life involved, such as community engagement. Evidence indicates that work can disrupt not only family life, but also has a negative effect on employee morale, retention levels, and overall well-being. The following concepts and models in Figure 1 were developed after context analysis and literature research

H2: Employee perception of the FWC is related to WLB.
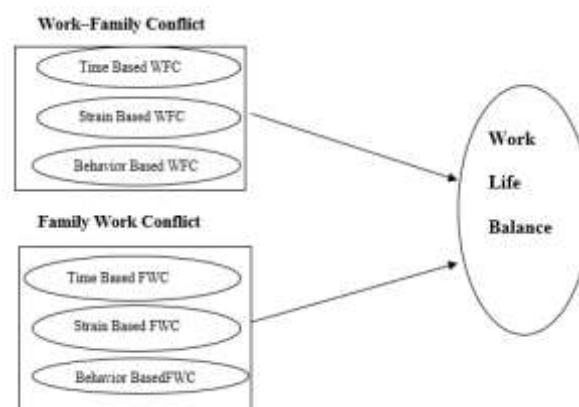H3: WFC and FWC are related to demographic Factors.

Fig. 1: Conceptual framework

3 Methods

The sample included 112 employees from banking companies. We used a purposive sampling approach, with the following criteria: 1) employees working fully outside the home in professional or managerial jobs, who have a career orientation in the banking sector; and 2) employees have families living in one house. This study used primary data collected by providing a list of statements to the respondents with multiple choice, and each item presented five answer options on a 5-point Likert scale: strongly agree, score 5; agree, score 4; simply agree, score 3; disagree, score 2; and strongly disagree, score 1. The data were analyzed using Pearson's product-moment correlation.

Table 1. The definition of variables and items

Variable	Variable definition	Items
WFC	WFC is a type of role conflict in which common demands, time constraints, and work stress interfere with family responsibilities, [35].	1. My job requirements clash with my domestic and familial obligations. 2. The hours I spend at work make it tough to meet my obligations to my family. 3. The tasks I plan to accomplish in my free time don't get done due to the obligations of my job. 4. The stress of my work makes it hard to meet my family obligations. 5. Because of my job responsibilities, I have to adjust my plans for family activities.
FWC	FWC is a form of role conflict in which common demands, time commitments, and family burdens prevent work-related task performance, [35].	1. My family or partner's requests get in the way of work. 2. I need to delay handling tasks at my job due to the obligations that take up my time in the house. 3. My family or partner's needs impede the completion of tasks I wish to accomplish at work. 4. My domestic duties impede me from fulfilling my obligations at the workplace, like arriving punctually, meeting daily objectives, and putting in extra hours. 5. Stress due to familial matters gets in the way of my work responsibilities.
WLB	Role balance as an internal working model includes both cognitive and affective orientations toward one's activities and the selves that undergird them, [30]. .	1. Currently, I appear to be relishing all aspects of my life equally. 2. I'm adept at maintaining an equilibrium between the multiple facets of my life; I typically never let matters go unattended. 3. Certain activities I engage in are of great significance, yet some others are a complete waste of my energy. (reverse-scored). 4. All of my actions are meaningful to me; none are more significant or treasured than any other. 5. There are certain aspects of my life that I am very passionate about, while some other parts I could not care less for. 6. I take pleasure in all of my activities, including working, attending classes, studying, spending time with a partner, hanging out with friends and family, and taking some leisure time. 7. I put a lot of effort and energy into all my activities.

4 Results

The average responses of respondents to WFC, FWC, and WLB were 3.08, 1.98, and 4.10, respectively. This suggests that the role of work against family conflicts was in moderate condition, the role of the family in the work conflict was in low condition, and the respondent's response to WLB was high. Most of the respondents were between 21–30 years old (46%), and female (52.68%) (Table 1). Most (81.26%) were undergraduate educated employees. They chose the organizations with the consideration that they could easily understand the work system oriented to satisfy customers. More than 41% of respondents had a work experience of 2–5 years.

Table 2. Results of the validity test

No	Variable/ Indicators	r_{value}	r_{table}	Criteria
1.	WFC (X1)			
	wfc 1	0.924	0.180	Valid
	wfc 2	0.948	0.180	Valid
	wfc 3	0.942	0.180	Valid
	wfc 4	0.940	0.180	Valid
	wfc 5	0.845	0.180	Valid
2.	FWC (X2)			
	fwc 1	0.787	0.180	Valid
	fwc 2	0.837	0.180	Valid
	fwc 3	0.848	0.180	Valid
	fwc 4	0.867	0.180	Valid
	fwc 5	0.769	0.180	Valid
3.	WLB (Y)			
	wlb 1	0.805	0.180	Valid
	wlb 2	0.853	0.180	Valid
	wlb 3	0.841	0.180	Valid
	wlb 4	0.786	0.180	Valid
	wlb 5	0.910	0.180	Valid
	wlb 6	0.861	0.180	Valid

Table 3. Results of reliability tests

Variable	Alpha	Cronbach Alpha	Criteria
WFC	0.6	0.954	Reliable
FWC	0.6	0.878	Reliable
WLB	0.6	0.915	Reliable

Based on Table 2, all questions for the WFC, FWC, and WLB variables had a valid status of a value of 0.180, with a significance level of 0.05. Table 3 presents the result of reliability testing.

It can be seen that all variables were reliable. Table 4 shows that age was associated with WFC and FWC. In FWC, the highest score was an average of 17.17 at the age of 41–50 years, while the age group of 21–30 years had an average score of 10.59. The relationship between WFC and FWC on gender was insignificant. WFC and FWC were higher in female employees, with average scores of 15.61 and 10.10, respectively. WFC was significantly related to the level of education, and the highest score was found at the undergraduate level (S1), with an average score of 15.9, while FWC was not significantly related. WFC and tenure were significant, and the highest scores were in 6–10 years, with an average score of 17.06; however, FWC was not significantly related.

Table 4. Descriptive statistics of variables and demography factors

Variable		N	Mean	Sig
WFC- Age	21-30 yo	46	14.39	0.010
	31-40 yo	21	14.14	
	41-50 yo	45	17.17	
FWC -Age	21-30 yo	46	10.59	0.009
	31-40 yo	21	9.1	
	41-50 yo	45	9.58	
WFC- Gender	Male	53	15.15	0.603
	Female	59	15.61	
FWC- Gender	Male	53	9.79	0,603
	Female	59	10.1	
WFC- Tertiary Education	< High School	4	10.5	0.022
	a 3-year Diploma	17	13.82	
	Undergraduate	91	15.9	
FWC- Tertiary Education	< High School	4	10	0.224
	a 3-year Diploma	17	10.71	
	Undergraduate	91	9.75	
WFC- Working Period	< 2 years	19	12.63	0.007
	2-5 years	41	15.66	
	6-10 years	35	17.06	
	11-15 years	16	14.75	
	16-20 years	1	9	
FWC- Working Period	< 2 years	19	9.95	0.162
	2-5 years	41	10.39	
	6-10 years	35	9.8	
	11-15 years	16	8.94	
	16-20 years	1	8	

Table 5. Pearson's correlation between WFC and WLB

		Total_WFC	Total_WLB
Total_WFC	Pearson's orrelation	1	-0.234[*]
	Sig. (2-tailed)		0.013
	N	112	112
Total_WLB	Pearson's correlation	-0.234[*]	1
	Sig. (2-tailed)	0.013	
	N	112	112

*. Correlation is significant at the 0.05 level (2-tailed).

Table 6. Pearson's correlation between FWC and WLB

		Total_FWC	Total_WLB
Total_FWC	Pearson's correlation	1	-0.376[**]
	Sig. (2-tailed)		0.000
	N	112	112
Total_WLB	Pearson's correlation	-0.376[**]	1
	Sig. (2-tailed)	0.000	
	N	112	112

**. *Correlation is significant at the 0.01 level (2-tailed).*

Table 7. Pearson's correlations between different work–family, family–work conflicts, and work-life balance

		WLB	Time_WFC	Strain_WFC	Behavior_WFC	Time_FWC	Strain_FWC	Behavior_FWC
WLB	Pearson's correlation	1	-0.213	-0.263	-0.158	-0.300	-0.344	-0.386
	Sig. (2-tailed)		0.024	0.005	0.097	0.001	0.	0
	N	112	112	112	112	112	112	112

Table 8. Pearson's correlation between different dimensions of conflict and work-life balance

		WLB	Total time conflict	Total strain conflict	Total behavior conflict
WLB	Pearson's correlation Sig. (2-tailed)	1	-0.262	-0.338	-0.280
			0.005	0.000	0.003
	N	112	112	112	112

Table 5 and Table 6 show that the relationship between total WFC and FWC to WLB was weak and negatively related, with correlation coefficients of -0.234 and -0.376, respectively. The higher the WFC and FWC, the lower the WLB.

Table 7 shows the relationships between the WFC, FWC, and WLB indicators. The correlation between WFC strains and FWC strains against WLB was negative and significant, with values of -0.263 and -0.344. The correlation between WFC time and FWC time to WLB was negative and significant with values of -0.213 and -0.300, respectively. The correlation between WFC behavior and FWC behavior to WLB was negative and significant, with values of -0.158 and -0.386, respectively. Table 8 shows the relationship between WLB and time-based conflict, strain conflict, and behavior conflict. The findings revealed that the three dimensions of the conflict were significant. Based on these results, it may be concluded that the higher the conflict, the lower the level of WLB.

5 Discussion

The main purpose of this study was to test the relationship between WFC and FWC to WLB. The study's results showed that WFC negatively and significantly affected WLB. Behavior-based conflicts in WFC were weakly associated with WLB, but show the highest value relative to conflicts based on time and tension. Overall, conflicts were linked to WLB. Time-based conflicts experienced by employees were caused by the role of employees who were more at work, which took longer, including time spent over time, overloading workloads, job pressures, personal conflicts between employees in the workplace, and supervisors or organizations that did not accommodate employees' needs to make time to meet family and personal needs.

The results of this study are the same as those of previous studies that showed higher workload rates and shorter deadlines for completing work, vacations, and less leave are negatively related to WLB. Previous research, [21], [7], found that the total hours of work required for employees'

overtime and inflexible employee work schedules create conflicts between work and family roles. To manage WFC, according to previous studies, organizational support, such as working from home and time for employees, plays a balanced role in family and work. If successfully implemented, it will prevent work-related and family-related conflicts and create WLB. Based on the role theory put forward by, [22], employees who are unbalanced between work and family are likely to have conflict at work and within the family.

The results of the current study showed that FWC was negatively related and of significance to WLB. Family supports include providing sufficient time for employees to carry out the work, not hindering employees from doing office work, and carrying out family responsibilities that do not make it difficult for employees to carry out the work. On the contrary, FWC occurs when the family hinders the employee's responsibility on the job or when family tensions and demands in carrying out responsibilities to the family are high, causing the employee to experience obstacles to doing the work. Conversely, a level of support from the employee's family will result in the family benefitting from the employee's work. This finding aligns with, [16], who stated that FWC is a conflict caused by roles in work and family conflict. Thus, employees find it challenging to complete the requirements of one role because they have to play a role in another. FWC occurs when family activities impede work at work, and families pursue employees to look after the family.

Organizations that facilitate WLB will experience a reduction in FWC. Time-based FWC and tension are associated with fatigue. Therefore, the creation of WBL is a strategy for minimizing conflicts between work and family roles. The findings of this study are different from [33], who found that FWC in women workers in the technology industry was negative and insignificant for WLB.

6 Conclusion

This study shows that the role of employees in the work is important to be considered by the organization so that employees can also play a good role in family life. The implementation of the WLB concept in the workplace is not the sole responsibility of the organization or the employee. It is the result of contributions from all aspects of life, sourced from within and outside the organization, including family life patterns and positive community mindsets in the employee's living environment. Therefore, strong awareness is required to enhance loyalty with organizational and personal integrity.

This study offers an overview of WFC, FWC, and WLB in the organization. This study presents limitations in terms of retrieval of data performed using a cross-sectional method, which suggests that the observation of phenomena at a given time was limited. Consequently, this method cannot explain changes in population conditions or relationships over different periods. The study could be expanded to include women as research samples. Organizational support variables, working conditions, working relationships, job characteristics, and role ambiguity can be used as moderation or mediation. Family-related variables, such as family support and family conflict roles, can also be explored to understand WFC and FWC relationships with WLB.

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Conflict of Interest
The authors have no conflict of interest to declare.