

INCOMAR 2023
The 9th International Conference on Marketing and Retailing**WORK-FAMILY CONFLICT AND SATISFACTION: DOES
GENDER MATTERS?**

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Abstract

This article aims to explain the importance of gender in work-family conflict and job satisfaction. Work-family conflict may be impacted by job demands and stress. The conflict between work and family can put a strain on employees internally. Research on work and family conflict began several decades ago, but due to the rise in the number of dual-earning families, it is now more pertinent than ever. The primary goal of this study is to determine the influence of gender on work-family conflict and job satisfaction. The research design for this study involved the quantitative method of convenience sampling and survey questionnaires that were developed based on a thorough and detailed analysis of the relevant literature. The researcher established the significance of gender and its functions in work-family conflict based on the study. Gender has also been found to have an impact on job satisfaction. The study's findings highlight the gender variations in work-family conflict. The distinctive role of gender and its significance in work-family conflict are identified by this study. The study also focuses on the job satisfaction of genders based on the work-family conflict they faced. The implications of this study were discussed.

2357-1330 © 2024 Published by European Publisher.

Keywords: Balance, gender, satisfaction, work-family conflict, work-family work stress

1. Introduction

In recent years, various terms such as "work-life balance," "work-home interference," "work-family integration," "work-family conflict," "work-family enrichment," and "work-family spillover" have been intensively discussed by academics, politicians, and the public (Carlson et al., 2006; Feierabend et al., 2011; Van Ruysseveldt et al., 2011). The phenomena of work-family conflict, a type of inter-role conflict brought on by somewhat mismatched job and family responsibilities, has received more attention in recent years (Miller et al., 2022).

Balancing work and family responsibilities has received a lot of scholarly attention in recent years. Work and family (non-work) play an important role in most people's adult lives, and both domains are regarded as the backbone of human existence (Md-Sidin et al., 2010). According to Fagan and Burchell (2002), globalisation, downsizing, and flexible work patterns have resulted in an increase in job demands and pressure, as well as a daily battle to balance work and family commitments. Studies on work-family conflict and its effects have been more relevant in recent years, and it appears that this importance will only increase in the future (Kao et al., 2020).

Byron (2005) stated that the increase in dual-career couples and single-parent households and the decrease in traditional, single-earner families mean that responsibilities for work, housework, and childcare are no longer confined to traditional gender roles. In addition, managing work-family responsibilities is more difficult and challenging in households with a more conventional "husband works, wife stays at home" family unit (Boles et al., 2001; Greenhaus & Powell, 2006). Gill and Davidson (2001) support this statement by saying that men have taken on greater family duties, partly as a result of rising divorce rates that lead to a rise in single parenting. Because of this, most men are starting to feel more stressed out and at odds with one another as they balance their roles as parents and workers (Tennant & Sperry, 2003).

To fulfil this, employees need to find themselves struggling to balance the demands of work and the demands of family. The excessive pressure and scarcity of free time may also adversely affect their ability to deal with their responsibilities. Strong family support at work is associated with lower levels of work-family conflict among employees (Lapierre et al., 2008), which will decrease the levels of job stress and reduce turnover (Bozo et al., 2009). In contrast, high levels of work-family conflict among employees will lead to high levels of job stress and higher turnover rates (Kreiner, 2006).

Generally, work and personal life interface situations have been studied from the perspective of the problems individuals face when trying to find a balance between their work and family lives. For example, individuals have difficulty with time pressures arising due to work and family. Furthermore, strain within either life negatively affects one's work-life experiences. Thus, excessive working hours, workplace stress, and personal obligations can lead to conflicts between work and home life and impair performance or role behaviours in the other domain, according to Greenhaus and Beutell (1985), Carlson (2002).

Therefore, everyone who has a working life must find brilliant ways to combine, balance, and well manage their time to accurately fulfil the demands of their working and private lives. As a person's working life affects their personal life, the reverse can also be true. Based on Eby et al. (2005), both favourable and unfavourable outcomes could result. Guest (2002) and Sturges and Guest (2004) have

suggested that the researcher should not limit their attention to work and family-related problems but should also give substantial consideration to other non-work domain issues, such as hobbies and other leisure activities.

Work-family issues are becoming more common and significant, which is consistent with changes in family arrangements and the nature of work (Watson et al., 2003). The rise in women's employment, the number of part-timers and casual workers, the amount of time spent working rather than at home, and recent modifications to industrial relations laws that alter the nature of work are other factors that impact work-family conflict (Baird et al., 2006).

In previous research, as stated by Anderson (2002), Babin and Boles (1996), and Frye and Breugh (2004), most studies have found a negative relationship between these two variables: work-family conflict (WFC) and job satisfaction. This is also supported by Choi et al. (2013), who found that work-to-family conflict negatively affected job satisfaction. All the current correctional research, with the exception of Lambert et al. (2002) study, indicates a connection between work-family conflict and job satisfaction. A moderating role for gender between work-family conflict and distinct repercussions, however, was not found by any of the meta-analyses that were conducted (Nohe et al., 2015). Using a different perspective to investigate the role of gender and looking at potential mediating factors can produce more fruitful findings and help shed light on work-family conflicts and their repercussions.

Work and family are the two most important roles in a person's life, and it is not surprising that they can cause conflict if combined. Mostly, each individual experiences work and family life (Karatepe, 2010; Netemeyer et al., 2005). According to Boyar et al. (2008) and Kim et al. (2005), it is strongly stated that work-family conflict is influenced by long working hours, duty, and heavy workloads. Brough and O'Driscoll (2005) provided support for this viewpoint, indicating that "a person's capacity to dedicate time and energy to their family life will be reduced if they have to work long hours and face significant job demands" (p. 224). Conversely, individuals won't have as much time to spend with their families. To effectively meet multiple demands in both domains and to conveniently obtain and utilise the necessary resources, it is imperative to achieve a successful balance between the work and family spheres (Grzywacz & Bass, 2003).

According to research, there are two different but related types of role conflict: work-interfering with family (WIF) and family-interfering with work (FIW). Conflict resulting from work obligations interfering with family obligations is known as work interfering with family (WIF). The stress that results when work and family obligations collide is known as family interfering with work (FIW). Both are essentially the outcome of a person's endeavour to satisfy the expectations of the family, work, and home environments in which they are involved. Family interfering with work is the term used to describe the strain that arises when job and family responsibilities interconnect (FIW). Both are the result of an individual's attempt to meet the demands of their home, workplace, and family settings. Role performance in another domain becomes more challenging due to demands from one domain. Individual who experiences higher WFC experiences work in greater number of hours and face greater demands at work, however, work autonomy may lower one's WIF (Allen et al., 2020).

It is supported by Greenhaus and Powell (2003) that work-family conflict occurs when work interferes with competing family activities or when work stress negatively affects behaviour within the

family domain. Due to the time, effort, and dedication required for each of these roles—such as worker, husband, and, in many cases, parent—work-family conflict (WFC) arises when an individual must fulfil numerous responsibilities. Overload and interference are the two forms of strain that arise from the combined demands of these roles (Duxbury & Higgins, 1991). When there is too much demand on a person to fulfil several roles effectively, overload results. Interference also arises when competing demands make it impossible to fulfil the criteria of several roles at once.

According to Jain and Nair (2021), contentment is an attitude that stems from a person's unique evaluation of their employment, implying that contentment is more than just sentiments and also represents how one views and evaluates their work. Mugunthan (2013) defined job satisfaction as an employee's attitudes toward their position, the workplace, their compensation, benefits, and other factors. Furthermore, the social sciences believe that an individual's ability to realise their wants, aspirations, values, and beliefs is a necessary condition for overall fulfilment, including job satisfaction (Kuo et al., 2018).

The degree of employee satisfaction with the work environment will mostly determine the achievement of organisational goals and targets (Kaur, 2012). In contrast, an employee who is dissatisfied with his work will feel negatively about it and a satisfied employee will feel positive about his employment (Khalid et al., 2011). According to Abbas et al. (2013), a satisfied employee consistently demonstrates their ability to perform well, but a dissatisfied employee will cause the organisation to lose. All in all, the internal feeling of fulfilment or dissatisfaction regarding one's work is the main emphasis of job satisfaction (Thompson & Phua, 2012). High levels of job satisfaction are produced by favourable experiences such as amiable coworkers, generous pay, understanding managers, and appealing employment (Giannikis & Mihail, 2011). Yee et al. (2010) highlighted out that a person's level of job satisfaction improves with how well their work environment matches their needs, values, or personal traits.

One type of work-family conflict is time-based conflict, or time strain. The higher the work hours and job demands, the more stress and negative effect it has on one's perception of work (Bianchi & Milkie, 2010). For example, Booth and van Ours (2007) found that the level of satisfaction for part-time working women was higher for full-time employed women. It demonstrated that work hours are a highly relevant antecedent of work satisfaction. Satisfied workers will subsequently devote more time to their jobs, engage in work-related activities more passionately, constructively, and successfully, and experience lower employee turnover (Agarwal et al., 2001). As such, organisations need to strive to enhance the levels of job satisfaction among their employees, as this has a positive stimulus effect on the organization's prosperity (Wongsuwan et al., 2023).

A significant factor is gender socialisation, which both directly and indirectly impacts behaviour and helps decide how much men and women internalise traditional conceptions of gender differences (Barnett & Rivers, 2004). Inconsistent findings have been found in several research on how gender differs in juggling work and home obligations (Hill et al., 2010). The desire to pursue careers in traditionally male fields like law and medicine has eliminated gender disparities in this regard (Sax, 2005).

The ways that men and women experience work-family issues varied according to their gender roles (Frone et al., 1992; Gutek et al., 1991). Previous studies have also shown that women are far more

likely than men to be involved in work-family disputes (Lundberg, 1996). However, Byron (2005) painted a different image in his meta-analysis of over 60 research. Men and women suffer work-family conflict (WFC) to varying degrees, according to Byron (2005). Contrarily, family-work conflict (FWC) affects women more frequently than it does males. However, compared to working mothers, working fathers reported lower levels of family-work conflict (Hill et al., 2003).

Furthermore, Hochschild and Machung (1989) noted that women appear to be more responsible for adjusting to the demands of both work and family in dual-earner households. There is proof that married women still have to do more childcare and housework than their male spouses (Wiersma, 1994). Furthermore, the researcher asserted that women experience more work-family conflict than males do, citing Cinamon and Rich (2002) as support.

Kinnunen and Mauno (1998), however, provided evidence to the contrary. It was established that in Finland, there is no gender difference in the amounts of family-to-work and work-to-family interference in a sample of working men and women. According to Beutell (2010), who drew support from a recent study, working fathers and moms had similar levels of work-family conflict.

2. Methodology and Finding

In order to analyse WFC between genders, the statistical population involved 105 employees around the Shah Alam area. Based on the objectives of the study, the sampling size is based on the volunteers of those respondents who were willing to answer the questionnaire and those participants who met some criteria for the study.

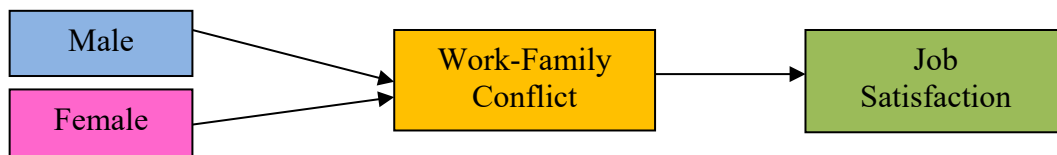


Figure 1. Gender Model in WFC

This study's primary goal was to examine the gender-to-WFC model link empirically. The work was influenced by the most integrated model to date, as well as the model presented by Frone et al., 1997. Research indicates that distinct work-family conflict models may be utilised or that certain models may operate differently for men and women. Nevertheless, the majority of research restricts its scope to confirming the existence of gender differences, and very few have concentrated on examining these models (Parasuraman & Greenhaus, 2002). Gender differences should be taken into account when analysing work-family conflict because work and family have historically been associated with specific responsibilities (McElwain et al., 2005). Based on this, a conceptual model was developed to guide the present research (Figure 1). This model was tested in the current study.

Among the 105 respondents, the majority were female, making up 60.0% (n = 63), closely followed by 40.0% (n = 42) of the respondents being male. Regarding equality of variance, since there is no significant difference between gender groups, $p = .23$, which is more than 0.05, In this condition, we can't reject the null hypothesis. It means that the variance of two groups in the work-family conflict is

equal. Although the mean value of males is slightly higher than females, there is no difference between males and females regarding work-family conflict. Therefore, hypotheses H1a and H1b are rejected.

Regarding equality of variance, since there is no significant difference between gender groups ($p = .976$), which is more than 0.05, In this condition, we can't reject the null hypothesis. It means that the variances of two groups for job satisfaction are equal. Although the mean value of males is slightly higher than females, there is no difference between males and females regarding job satisfaction, as this difference is not significant. Therefore, hypothesis H2 is rejected.

Overall, there is a significant positive relationship between independent and dependent variables ($r = 0.383$, $p = 0.00 < 0.05$). In the multiple regression analysis (model summary, table 11), the result found that work-family conflict explained 14% (adjusted R square) of the variance associated with job satisfaction. The analysis also showed a significant relationship between work-family conflict and job satisfaction, as indicated by the ANOVA result (table 12) and the F value ($F = 17.72$, $P = 0.00 < 0.05$). Additionally, the coefficients result (table 1) showed a significant correlation between work-family conflict and job satisfaction ($P = 0.00 < 0.05$, beta value $-.383$). Based on the research results, the null hypothesis H3 is rejected.

Table 1. Summary of Hypothesis

Hypothesis	Description	Result (Accepted/ Rejected)	R Value	P Value	Significant
H1a	Males face more work-family conflict than females.	Rejected		.23	<.05
H1b	Female facing more Work-Family Conflict than male.				
H2	There is a significant difference between males and females in job satisfaction.	Rejected		.976	>.05
H3	There is a negative relationship between work-family conflict and job satisfaction.	Rejected	.383	.000	<.05

3. Conclusion and Recommendations

This study emphasises the role of gender in the relationship between work and family conflict. The researcher found that the majority of respondents in the study were female (60.0%). Most of the respondents were aged between 25 and 35 years old (54.3%), and most of them were already married (61.9%). In terms of children taken care of, single respondents placed second highest. So they don't have children yet. The highest group in occupation status is permanent (52.4%), while most of the respondents hold diploma qualifications (38.0%).

For research question 1, the researcher found that there is no significant difference between the gender groups as $p = .23$, which is more than 0.05. Although the mean value of males is slightly higher than females, there is no difference between males and females regarding work-family conflict. Therefore, hypotheses H1a (males facing work-family conflict more than females) and H1b (females facing work-family conflict more than males) are rejected.

Frone (2003) provided support for the above thesis by summarising the lack of significant variations in work-family and family-work conflict levels in various sample instances. Research on the gender disparities in work-family conflict, however, has yielded wildly inconsistent results, and vice versa (Voydanoff, 2002). Men are more likely than women to face work-family conflict, according to certain studies (Duxbury & Higgins, 1991). Work-family conflict affects women more than it does males (Carlson, 2002). Men are more likely than women to face work-family conflict, according to certain studies (Duxbury & Higgins, 1991). Work-family conflict affects women more than it does males (Carlson, 2002). According to Pleck (1977), due of their gender identity (self-concept), men and women are more likely to encounter interference from work to family and from work to family, respectively, and because of this, women are more likely to experience interference from work to family. Research by Ahmad (1996) on eighty-six female researchers and Ahmad (2008) on one hundred professional women revealed that work-family conflict affects married working women in Malaysia. Research by Ahmad (1996) on eighty-six female researchers and Ahmad (2008) on one hundred professional women revealed that work-family conflict affects married working women in Malaysia.

In addition, for the second question, the result found that there is no significant difference between men and women in job satisfaction, as the P value is 0.976, which is more than 0.05. Although the mean for men is higher than for women, there is no difference between men and women regarding job satisfaction. This result is supported by Al-Ajmi (2006), who conducted a study in Kuwait and found that there is no significant difference between genders in job satisfaction as both have the same satisfaction with the job. However, this result is contrary to the other researchers' study. According to Voydanoff (1980), there are a few differences in the appraisal of job and family characteristics by men and women, while Randy Hodson (1989) and Centers and Bugental (1966) stated that women receive higher job satisfaction than men as women are more interested in different aspects of work than men were.

Based on the third question, there is a significant relationship between work-family conflict and job satisfaction ($r = 0.383$, $p = 0.00$ 0.05). From the ANOVA result, the analysis showed a significant relationship between work-family conflict and job satisfaction ($F = 17.72$, $P = 0.00$ 0.05). Additionally, the coefficient result also showed a significant correlation between work-family conflict and job satisfaction ($P = 0.00$ 0.05), and the beta value is -0.383. Based on the research result, hypothesis 3, which is that there is a negative relationship between work-family conflict and job satisfaction, is rejected.

Many researchers have demonstrated a significant negative correlation between work-family conflict and job satisfaction. For example, Ahmad and Omar (2010) stated that among single-mother employees in Malaysia, work-family conflict was negatively associated with job satisfaction. Judge et al. (1994) study on male executives shows that an increase in work-family conflict can lead to reduced job satisfaction.

3.1. Treat Employees as Important Assets

Woodruffe (2006) stated that most organisations rarely miss an opportunity to remind their audiences and themselves that their people and surroundings are their most precious assets. Through the study, he also mentioned that organisations should treat every member of their staff as an individual. He

further added that employees like to feel that there is someone available to whom they can turn for advice if they need it. This is supported by the open-ended questions. In this study, the majority of respondents stated that their employers are not aware of their needs and wants, and this result will make the respondents not satisfied with their job, stressed, and decide to leave.

From the researcher's review, the employees must be treated with respect and mostly respected. Paying them fairly and affording them opportunities for career advancement gives them motivation by encouraging their hidden, best potential skills for development. Other than that, the organisation should treat their employees fairly and without biases, which can create dissatisfaction towards other employees.

Understanding work-family conflict requires considering gender issues. Gender roles influence how men and women function in society, including at home and in the workplace (Eagly & Wood, 2012). A meta-analysis carried out by Shockley et al. (2017) demonstrates that there is no difference in the concerns about conflict between work and family expressed by men and women. Lyu and Fan (2022) found no significant differences between men and women on the issue of work-family conflict.

3.2. Provide Social Support

In order to understand workplace conflict and issues employees have with balancing work and family responsibilities, employers should also demonstrate a high degree of social support for their employees by acting with concern and being open to hearing about their issues. The majority of respondents indicated in response to the open-ended questions that family and financial problems are other factors that can spark conflict. In order to minimise the burden your staff members bear, you as a responsible employer should pay attention to what they have to say, assist them, and provide them with plenty of resources, including cash. In this scenario, the staff members will sense that the company values them.

3.3. Individual Sacrifices for Work and Family

It depends on the assumption that people may have many different motivations for attributing a given level of importance or salience to a specific life role. Furthermore, various individuals can demonstrate a certain level of importance in different ways. According to several studies, four different dimensions of sacrifice (i.e., willingness to sacrifice, behavioural sacrifice, satisfaction with sacrifice, and costs of sacrifice) have varying relationships with well-being (Righetti et al., 2020). Individuals' willingness to sacrifice was found to be favourably connected with their well-being as well as their partner's relationship well-being. Personal well-being, on the other hand, was inversely connected with behavioural sacrifice. Individual and couple well-being was positively connected with satisfaction with sacrifice. The cost of sacrifice was negatively associated with one's own and partner's relationship well-being.

3.4. Future Research

The findings of the study are needed for future research. There are a few recommendations for future research. Some of the recommendations are:

As for future research, either in the public or private sectors, additional studies in this field should be done on the topics of work-family conflict and family-work conflict in different organisations. In doing so, the study will be able to be used and conducted across a range of industries rather than being limited to a single one. In order to verify the veracity of the results, more research with a bigger sample size is advised. An extensive population should be studied in order to produce more precise results. Knowing the impact of work-family and family-work conflict on employees' job satisfaction will be beneficial to the department. Consequently, disputes may arise within their company.

Aside from that, the questionnaire itself shouldn't be the only restriction on the data collection process. It is advised that both employers and employees participate in an interview process. In addition, it is also recommended that data be collected using technology systems such as email, Google Docs, BlogSpot, and other social media like Facebook and Twitter. This is because normally, when researchers distribute questionnaires using the technology system, it will make it easier to send them to the respondents, and the researcher will get prompt feedback from them immediately. However, there are some disadvantages to using the technology system, such as the fact that when the researcher sends the questionnaires to them, sometimes they are not delivered to them, making it difficult for the researcher to collect the data.

In this societal setting, it is important to thoroughly examine the factors behind gender roles' attitudes about work-family conflict. Researchers who are creating interventions to lessen work-family conflict and its interference may find it useful as a guide.

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