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## The Consequences of work-family conflict, burnout and organizational commitment among women in Indonesia

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### Abstract

An individual with symptoms of exhausted is believed to have a problematic tendency towards working attitude and lack of commitment by the organization as a whole. The subjects of this study were women who worked in the banking sector, in Pekanbaru, Riau, Indonesia. The results of hierarchical regression analyses were undertaken in which several of variables, work-family conflict, burnout, and commitment organizational. The excessive demands of work and family responsibilities cause individuals indicated to withdraw from an imbalance of the role and affecting of performance, such as organizational commitment.

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### 1. Introduction

Increasing numbers of women who graduated from college, the high purposes of workers' organizations against women and the increasing needs of economic life, requires women to be able to work in various sectors according to their expertise. Various organizations have reported a positive impression for development activities, an increase in the number of women achieve career and promotion (Burke et al, 2006a) which is better, for the leadership skills, willingness to take risks, and skill in responding to distress (Burke et al, 2006b) . In fact, the number of women who

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take an active role in a career outside of the home is not the same event tend to be low in number compared to men, especially in developing countries such as Indonesia (Peraturan Menegpp, 2011). Even though the conditions workers generally in Indonesia shown improvement (2006-2008), but not so, the level of participation women workers in Indonesia is much lower compared to male workers. It has shown a significant increase in February 2006 to 2007, recorded increased female workforce figures 2.12 million of the 108.13 million workforces (BPS, 2007).

In the past, Indonesian women used more of their time to work in domestic work and childcare. Particularly in some areas, in the demands of women working in the home environment is seen as a responsibility that cannot be selected. Meanwhile, the increase women have graduated from to university and participate in the various sectors of work, thereby increasing the economic income families (Widyawati, 2003). Nevertheless, activities outside the home has created challenges that dual responsibility as mothers and workers, which is part of their time to complete the tasks and partly with family (Sultana & Noor, 2011). Especially for those who work in the banking sector, which is reviewing the extent of the consequences of role conflict among women who worked as bank staff.

Based on the decision of the Minister of Administrative Reform (Men PAN) of The Republic of Indonesia (2005), individuals are required to work for eight hours a day for five days a week, or 40 hours a week, which is equipped with facilities and compensation. Increase in demand for energy and time on work cannot be excluded and the possibility of a reduction in time with the family. Thus, creating the role of such conflict, higher of interrelationships (Victor & Thavakumar, 2011). When an imbalance occurs continuously, is predicted to cause acute emotional exhaustion (Korunka *et al*, 2011). High levels of emotional exhaustion at work and family activities allow individuals to withdraw to one role (Taris, Le Blanc, Schufeli & Schreurs, 2005), it is identified as a symptom of burnout. A disproportionate amount of time and work-family behaviour, described as antecedents of work-family conflict (Boyar *et al*, 2008; Lily, Duffy & Virick, 2006). A study from Brown & Roloff (2011) indicates that 57 percents white-collar workers reported conflict within themselves and their family life due to long working time. The number of hours worked each week as a banking staff, affecting demand and control role (Noor, 2003). Multiple role is a source of conflict, if in favor or a role, in addition to the causes of fatigue and stress it can pass through one role to the other roles (Parasuraman & Simmers, 2001). Another opinion mentioned work-family conflict led to pressure that causes burnout and work commitments harms women (Blanch & Aluja, 2012).

Burnout is believed to be draining energy and resources due to pressures (Metin, 2010) related to expenses, working hours, benefits and compensation determination inequality that can affect the health and psychological well-being of individuals (Montgomery *et al* 2005). Burnout that can continuously reduce work productivity and increase the number of workplace accidents and increasing absenteeism, increased work pressure, low levels of commitment to the organization (Geurts & Demerouti, 2003), decrease job satisfaction, turnover, decreased achievement, and low commitment organizational (Grendey & Cropanzano, 1999; Rost & Mostert, 2007). This refers to the lack of mental and emotional resources that chronic and psychological impact on the health of workers characterized, among others, emotional exhaustion, weakening the body energy and immunity, negative feelings to the environment. Furthermore, this stage creates a work that demands a negative impact and fatigue and burnout (Metin, 2010).

Measuring burnout among women working in the banking sector in Indonesia, it could be relates to the commitment of women to work and organization. It is also effective for emotional stability, mental and family economy, prosperity and quality of life. Burnout is the result of a process of job stress occurring among working women, because of a need to balance the roles as housewives and workers. An imbalance between dual roles affects the emotional stress of work and chronic fatigue in the workplace, so individual tend to quit from their job (Demerouti, 2012; Spurlock, 2008). The effect of work-family conflict stress indicates a linear interaction characteristic, higher conflict led to significant pressure for individuals (Coetzee, 2005).

Therefore, the commitment of women working to determine a job, but have a quality time for their family. Previous studies shown that the commitment creates convenience work conditions, access to skill development and self-sufficiency, employment eligibility secure, and balance of work and family (Coetzee, 2005). Researcher found that a variety of work-family conflict, burnout and commitment organization studies, indirectly shows the relationship of the variables (Blanch & Aluja, 2011; Purwaningsih & Suprapti, 2009). In addition, there are many researchers discuss issues related to women in the banking sector, particularly in the places where this research was conducted.

## 2. Theoretical framework and hypothesis

### 2.1 Consequences of work-family conflict to commitment organizational

Work-family conflict is the pressure that often occurs between work and family (Greenhaus & Beutell, 1985). They are divided domain for measuring work-family conflict on three bases, which is then followed by researchers thereafter. Firstly, time-based conflict; this model of factors associated with time spent in both roles at the same time, even more identified as increasing spends more time on the other roles. For instance; take spend more time for work, even taking the time to work on a holiday. Similarly, the time associated with the family can interfere with work. Second, strain-based conflict; its work-family conflict domain can result in tension, with symptoms indicate an impact on work performance and the presence of conflict. Previous studies mention of social support (spouse, family members, supervisors and co-workers) greatly affect the tension of married women working on work-family conflict. The third domain, behavior-based conflict related to the expectation of the role of women, family and work colleagues, expectations of family members and co-workers more expressive and sensitive.

Long working hours and lack of job security reported affected to the employees commitment, while needs and lifestyle of women to be able to create a balance between work and family life (Blomme *et al*, 2010). The imbalance demands of work and home task disputed into a number of assumptions as the size of the cause of the lack of commitment to the organization, which resulted in job dissatisfaction, poor performance and high pressure (Achour & Boerhanuddin, 2011). Those who have a high commitment to the organization showing the amount of pressure that is higher compared to those low commitment (Mathieu & Zajac, 1990). Some other opinions mentioned commitment organizational were negative consequences protect employees in the workplace because they are connected with the work, while finding meaningfulness in life and their work (Basami, Chizari & Abbasi, 2013). Based on the above scenario, constructed a hypothesis that there is a negative relationship between work-family conflict and commitment organizational.

### 2.2 The relationship between burnout and commitment organizational

Burnout is working pressures that affect psychological health, which is the source of chronic mental and emotional problems. Burnout can lead the organization into higher costs for workers suffering from emotional exhaustion, declining achievement motivation, difficulty in making decisions (Schufeli & Greenglass, 2001). Job performance increasingly out important and increasingly low level of commitment to work, so that, women tend to make mistakes in the work that interferes with their job security, and absenteeism (Kounka, Tement, Zdrehus, & Borza, 2012). The measurements in the MBI were fostered by the previous reviewer, as Maslach, Jackson & Leiter (1996) explained to the top three categories. “Emotional exhaustion” refers to the emotional feeling stressed and drained. “Depersonalization” refers to responses to other people’s feelings. The last, “reduction of personal accomplishment or reduced personal” refers to a decrease in feelings towards competence and achievement in the work. These three aspects have been the focus of much scientific study to investigate the causes and consequences of burnout (Gemeilik, Sman, & Sigri, 2010).

An individual with symptoms of exhausted is believed to have a problematic tendency towards working attitude and lack of commitment by the organization as a whole (Usman & Raja, 2013). In addition, the rapid exhaustion believes causes an individual suffering burnout and decreased response to the environment sensibility (Leiter & Maslach, 1988). This situation led to further enhance the emotional response and situational stress, therefore decreasing enthusiasm, performance, and organizational development (Chuo, 2003). A significant negative relationship show in sub scale to reduce personal with affective and continuance commitment, emotional exhaustion and depersonalization while negatively correlated with affective commitment and continuance, and a significant positive relationship between emotional exhaustion and depersonalization with normative commitment (Basami *et al*, 2013). Based on the above scenario researchers develop some hypotheses as follows:

- a. There is a negative relationship between emotional exhaustion, reduce personal, and depersonalization with affective commitment and continuance
- b. There is a positive relationship between emotional exhaustion, reduce personal and depersonalization with normative commitment

### 3. Method

#### 3.1 Respondents

Data were collected from 182 employees in managerial and professional jobs in Pekanbaru, Riau, Indonesia. The participants were approached to their workplace using the simple random sampling method. Table 1 shows the demographic characteristics of the sample. Mostly participants were female (61 per cent), majority were 26 to 35 years old (41.7), worked in private organization (46 per cent), married (81 per cent), had one or two children (72.2 per cent), worked between 7 to 9 hours per week (71.7 per cent), held bachelor's university (67.4 per cent), had one or two family member (63.6 per cent).

Table 1. *Demographic characteristic of sample*

	<i>N</i>	Per cent
<i>Sexs</i>		
Male	73	39
Female	114	61
<i>Age</i>		
Less than 26	62	33.2
26-35	78	41.7
36-45	39	20.9
46-55	7	3.7
56-65	1	0.5
<i>Marital Status</i>		
Single	16	8.6
Married	152	81.3
Divorced/separated	19	10.2
<i>Worked Status</i>		
Private organization	135	72.2
Government institution	50	26.8
Professional	2	1.1
<i>Type of Degree</i>		
Diploma	50	26.7
Undergraduate	126	67.4
Master	11	5.8
<i>Hours worked</i>		
4-6	24	12.8
7-9	134	71.7
10-12	29	15.5

#### 3.2 Measures

The four instruments were selected which can appropriately measure:

*Demographics* were assessed only on the first occasion, standard survey questions for reporting sexs, age, education, marital status, number of children, job status, type of degree, and hours of worked.

*The measure of work-family conflict (WFC)* was measured using the work-family conflict scale developed by Kelloway, Gottlieb & Barham (1999). This scale has 12 of the items assessed the extent to which the respondent's work interfered family (WIF). The responses were measured on a 5-point Likert scale, ranging from 1 = (strongly disagree) to 5 (strongly agree). According to Kelloway *et al* (1999) has demonstrated high consistency Cronbach alpha for WFC was  $\alpha = 0.942$ .

Commitment organization was measured through a questionnaire containing 15 items, three component model of commitment organizational was used to measure (affective, continuance and normative commitment), developed by Meyer & Allen (1991). Individuals answered through to the items are rated using a 5-point Likert scale and ranging

from 1 (strongly disagree) to 5 (strongly agree). Previous studies such as Gul, Ahmad, Rehman, Shabir, & Razzaq (2012) reported that *cronbachalpha* of commitment organizational 0.722.

Maslach Burnout inventory (MBI) developed in 1981, has 22 items and the individuals rate their responses statements on a 7-point Likert type scale. The MBI consists 3 dimensions of Burnout : emotional exhaustion, depersonalization, and reduced personal accomplishment. However, the Indonesian version of scale is rated on a 5-point Likert type scale, and ranging from 1 (almost never) to 5 (almost always). An example item used to measure emotional exhaustion is “*I feel emotionally drained from my work*” (saya merasa pekerjaan saya saat ini menguras emosi)., A sample item used to measure depersonalization is “*I feel I treat some recipients as if they were impersonal objects*” (saya merasa memperlakukan orang lain sebagai objek pribadi)., and an exmple item used to measure reduced personal accomplishment is “*I feel I am positively influencing other people’s lives through my work*” (Saya merasa secara positif mempengaruhi kehidupan orang lain melalui pekerjaan saya). The reliability of the questionnaire was obtained which resulted  $\alpha = 0.754$ .

**4. Result**

Table 2 shows the descriptive statistics reported means, standard deviations, and correlations among variables. The results of correlation is the main study are pattern of hypothesized relationship analysis.

Table 2. Descriptive Statistics, Mean, Standard Deviations, Intercorrelations among variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Gender	1.61	.489	1	.098	.261**	-.256**	-.106	.027	-.001	-.017	-.126	-.022	-.116	-.032	-.075	-.126
Age	1.97	.861		1	.104	.145*	.411**	.415*	-.010	.003	-.086	-.010	.129	.015	.030	.117
Marital Status	2.06	.560			1	-.031	-.030	.142	-.059	.048	.014	.002	.029	-.232**	-.062	.044
Education	1.80	.550				1	-.031	.302*	.110	-.127	.007	-.002	-.049	.107	.030	.165
Job Status	2.22	1.099					1	.340*	.045	.005	.100	.122	.042	-.033	-.005	.190**
Number of Children	1.28	.537						1	.030	.047	-.122	-.038	-.017	-.019	.071	-.027
Hours of Worked	2.03	.533							1	-.032	.079	.108	.097	.057	.098	.060
Work-Family Conflict	78.25	16.771								1	-.066	.199**	-.215**	.434**	-.281**	.019
Affective Commitment	15.95	3.087									1	.620**	.213**	.031	.163*	.324**
Continuance Commitment	15.67	2.386										1	.316**	.008	.115	.257**
Normative Commitment	14.78	2.504											1	-.102	.154*	.119
Burnout-Emotional	19.02	4.731												1	.433**	-.015
Burnout-Depersonalization	9.99	2.476													1	.295**
Burnout-Reduced Personal	23.75	4.095														1

Note: N = 187, \*p < .05., \*\*p < .01

As shown in table II, on the mean of level of work family conflict (M = 78.25, SD = 16.771), commitment organizational (M = 36.94, SD = 4.049), and burnout (M = 33.96, SD = 6.030), was judged to be relatively high by the respondents. The reliability coefficients for the study variables were in the range of .635 to .942, which meet suggests that in stages of research predictor tests measures acceptable standard of .7 or higher will be sufficient (Drost, 2011). Meanwhile, the Pearson’s correlations score were examine significant negative relationships between Work-Family Conflict (WFC) and Continuance Commitment (CC) ( $r = .199, p = .006, < .01$ ); Normative Commitment (NC) ( $r = -.215, p = .003, < .01$ ); Burnout Emotional Exhaustion (EE) ( $r = .434, p = .000, < .01$ ); Burnout Depersonalization ( $r = -.281, p = .000, < .01$ ). As we can see in the table the dimension of affective commitment were the stronger relationships among the constructs. The relationship between affective commitment and continuance commitment was

the highest ( $r = .620$ ). Increase in Affective commitment is associated with increased in continuance commitment. Meanwhile, WFC significant negative relationship with burnout-EE ( $r = -.434$ ). Whereas the relationship between Normative Commitment and Depersonalization was the lowest ( $r = .154$ ). Marital Status is significantly associated to burnout-EE ( $r = .232$ ), job status significantly related to burnout Reduced Personal (RP). We found that all the variables entered in weakly to moderate significant.

The results of hierarchical regression analyses were undertaken in which several of variables, work-family conflict, burnout, and commitment organizational. In the next step, the interaction terms were entered resulting in a significant to explained variance interaction such as WFC to EE-Depersonalization-RP ( $F = 42.901$ ,  $R^2_{\text{change}} = .188$ ), AC to EE ( $F = 7.558$ ,  $R^2_{\text{change}} = .110$ ), and WFC to EE-Depersonalization-RP ( $F = 15.156$ ,  $R^2_{\text{change}} = .199$ ). In the next step was to investigate whether the effect of the interaction between marital status and EE ( $\beta = -.232$ ,  $p < .01$ ) and RP ( $\beta = -.190$ ,  $p < .01$ ) in the workplace explained variances was significant predictor. This shows marriage influence women workers, women workers were married more experienced emotional exhaustion and depersonalization burnout.

## 1. 5. Discussion and Conclusion

Certain areas in Indonesia demands of women working at home are seen as a responsibility. Previous study shows that women who works in the banking sector are required to work eight to nine hours each day in five days a week. Increased demand for energy and time based to work cannot be excluded, and made possible the reduction of family life (Victor & Thavakuma, 2011). The present of this study was to examine consequences of work-family conflict and burnout toward commitment organizational among professional married women in Indonesia. These studies incated that professional married women who are experices in work-family conflict, however, want to persisted in which they work. Imbalance of demands of work and home duties debated in a number of assumptions as the size of the cause of the lack of commitment to the organization, which resulted in job dissatisfaction, lower achievement and high pressure (Achour & Boerhannoeddin, 2011).

Previous study has shown indications of work-family conflict (Montgomery & Panagopolou, 2005; Mostert & Oldfield, 2009) and burnout (Demerouti, 2007) effecting increase in dual earner couples. Which, work-family issues require a high degree of emotional regulation in the process of achieving goals management family and work satisfaction. In addition, those with work-family conflict is also reported as the cause of the emergence of emotional exhaustion, decreased response to others, and lack of performance (Gemilik et al, 2010). In some reported cases, the individual has suffered, frustration and high stress, so it had a negative effect on satisfaction and commitment to keep working (Leiter & Maslach, 1998). The concept has traditionally examined the consequences of fatigue syndrome and decreasing performance continuously. The excessive demands of work and family responsibilities cause individuals indicated to withdraw from an imbalance of the role and affecting of performance, such as commitment organizational.

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