

WORK FAMILY CONFLICT CIRCLES AND THEIR IMPACT ON WORKPLACE DEVIANCE FOR WORKING COUPLES

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ABSTRACT

Gender equality and the necessities of life in this era require many couples working both husband and wife. This has an impact on work family conflicts resulting from an imbalance between work and family responsibilities. This research aims to review various references related to work family conflict perceived by the working couples and their effect on production deviance. The results of the review indicate the existence of work family conflict circles that occur in workers ie work family conflict incumbent influenced by work family conflict partner and work family conflict incumbent and partner influenced by work family conflict leader. and than work family conflict have impact on production deviance moderated by age and gender.

Keywords: Work family conflict, Working couples, Production deviance, Gender equality, Burnout

INTRODUCTION

Work family conflict is a hot issue faced by employees today. Work family conflict is the impact of the emancipation of women. The gender equality generally accepted in this era causes many women to do the same work as men. In every part of the job, either office or rough work is also done by women. So many couples are working both husband and wife. And for every individual, family and job responsibilities are two important things (Rashid, Nordin, Omar, & Ismail, 2012). In this case, Home life and careers are linked to one another. Often the problems that occur in the workplace cause dissatisfaction and job stress so as to reduce organizational commitment. The workplace problem will usually have an impact on the home environment causing physical and mental fatigue so that the family work is very heavy (Erdamar & Demirel, 2014). All of that causes work-family conflict. Work-family conflict occurs because of work and family demands. Work-family conflict can lead to decreased job satisfaction and the desire to change jobs (Ferguson, Carlson, Hunter, & Whitten,

2012). The number of working couples facing the conflict circle within the family consisting of leader, spouse and incumbent conflict.

Employees contribute considerably to the success of an organization. The success and performance of the organization is strongly influenced by employee satisfaction. While employee satisfaction is influenced by work family conflict. Previous research has proven that work family conflict decreases employee satisfaction. Employees will feel dissatisfied if they can not balance work and family responsibilities (Gözükara & Çolakoğlu, 2016). So it is necessary to note the needs of employees, especially married employees in order to be able to manage the needs of families and jobs. This is expected to reduce conflict within the family (Rashid et al., 2012). Many studies have investigated work-family conflicts associated with many factors. This paper aims to conclude the results of previous studies. And it is expected to obtain a framework that allows for further research.

LITERATURE REVIEW

Leadership

Two interrelated components within an organization are leaders and employees. Leaders have a very important role. Leader is a decision maker that affects the success of an organization and that decisions have an effect on employee performance (Kelley, Colarelli, Connor, Neck, & Peters, 2011). Leadership style affects the habits and creativity of employees (Therese, Berg, Grimstad, Skerlavaj, & Cerne, 2017). Leader's roles and styles need to be considered for organizational efficiency and performance because leaders will affect employees. While employees are the mover of an organization.

Good employees are employees who want to learn and always innovate in doing their job to achieve better results. Leader's support plays an important role in employee learning and innovation. Competent leaders in leading techniques affect the habits of their employees (Minh, Badir, Ngoc, & Afsar, 2017). The leader workplace aggression is influenced by Cultures of stress, anxiety and outcomes at any cost (Sharma, 2017). So the stress felt by the leader will affect the leadership style that has an impact on employee habits in the workplace.

One of the tasks of superiors is supervise employees and the production process. Prestige and dominance feelings of the leader have an impact on the psychological and will cause abusive supervision (Hu & Liu, 2017). Abusive supervisions is the employee's perception of persistent abuse or persecution by the supervisor. Abusive supervision have an impact on the psychological and employee skills (Frieder, Hochwarter, & Deortentiis, 2015). Habit leader who performs Abusive Supervisor in the workplace is very detrimental to the company. Abusive Supervisors affect employee perceptions, loyalty and performance.

Authentic Leadership is a leadership style according to individual ability, values humanity, trusts subordinates and recognizes the advantages and weaknesses of subordinates (Gardner, Cogliser, Davis, & Dickens, 2011). Authentic leadership theory says that the authenticity of leaders and followers is influenced by their personal histories. Each individual has a different work style according to experience and learning during work in the work place. the four components in authentic leadership that have a positive impact on subordinates are self-awareness, transparency, balanced transparency and internalized moral perceptions (Hinojosa, Davis, Randolph-seng, & Gardner, 2014).

Work Family Conflict

Conflict from an individual impacts on her partner. In other words, the partner conflict have an impact on the incumbent. So someone who feels the conflict at work will affect to their partner at home. Work family conflict is a conflict that occurs due to work and family problems. Every worker has possibility of experiencing the work family conflict. Antecedent of Work family conflict can be family problem that impact on job problem or on the contrary family problem which impact on job problem. So work family conflict consists of two cases: Work to Family Conflict (WFC) and Family to Work Conflict (FWC). WFC is a conflict in the work environment that affects the family environment conflict. Conversely, FWC is a conflict in the family environment that affects the work environment conflict. (Farradina & Halim, 2016; Ferguson et al., 2012; Mete, Ünal, & Bilen, 2014; Säucan, Marhan, & Micle, 2015).

Burnout

Burnout is a condition that workers feel tired emotionally, mentally and physically caused by prolonged stress (Bolorizadeh, Tojari, & Zargar, 2013). Antecedent of burnout is work

stress and work family conflict while burnout has effect on safe work practices, personal protective equipment, reporting and communication (Smith, Hughes, DeJoy, & Dyal, 2018). Conflict in the work team will reduce the utility of workers' ability, decrease job satisfaction and can lead to Burnout syndrome. Burnout syndrome is a condition of fatigue in the long term that perceived the worker then lowered interest in working (Elshaer, Moustafa, Aiad, & Ramadan, 2017). Emotional fatigue is one indicator of burnout that affects the workplace deviance. Known employees' core self-evaluations and workplace deviance relationships are mediated by emotional exhaustion and trust to leader (Neves & Champion, 2015)

Personal stress due to family factors such as poor partner health and marital problems cause anxiety and depression. Personal stress affects the quality of work and decreases the psychological capital so that causing burnout (Khamisa, Peltzer, Ilic, & Oldenburg, 2017).

Workplace Deviance

Since ancient times there have been many irregularities in the workplace, for example before the advent of scientific management there has been workplace deviations affecting ineffective work and low output. Frederick Winslow Taylor detected this aberration and called it "Soldiering". that is a worker act that deliberately slows down the job. (Cossette & Cossette, 2013). Deviations that happen in the workplace may include inappropriate use of work time, theft, acceptance of bribes, destruction of equipment and others. Matters associated with these irregularities are very detrimental to the company. Lately, many studies have discussed deviations in the workplace. The increase in production costs caused by these irregularities is very detrimental to an organization. Workplace deviations not only decrease effectiveness, but also

degrade the performance of the organization. The existence of support from the organization will reduce the form of deviation in the workplace (Li, Chan, Fah, & Choon, 2016). Because job satisfaction perceived by employees related to organizational deviations perceived by these employees (Hsieh & Wang, 2016). This deviation in the workplace has a direct impact on the occurrence of production deviance.

Discussion

Conservation of Resource Theory (COR) proposes that employees actively seek to preserve, protect, and rebuild resources (ie, conditions or energy assessed by individuals). And Social status theory says that men will take positions in higher status groups, so that in response to conflict will involve more production deviations than women. a study of the impact of Work-family conflicts on workplace deviations suggests that the work-to-family conflict partners influence the incumbent family to work conflict, the incumbent family to work conflict affecting production deviance, and gender as a variable that moderates the influence of incumbent family to work conflict in gender (Ferguson et al., 2012). Work Family Conflict is a conflict perceived by work-related workers and their families. As a worker, a person must be professional in his work, but as an individual, a person also has an obligation to his family. Research shows a positive influence of partner's WFC to incumbent's FWC (Ferguson et al., 2012).

A leader has the task of supervising and controlling his subordinates. there are various ways and styles of the leader in supervising and controlling his subordinates. one of which is Abusive supervision. There are leaders who use Abusive supervision in control. Abusive supervision has negative impact on employees because it will impact psychologically and even cause stress. There is an influence of Abusive supervision on work-to-family conflict and family-to-work conflict

mediated partially by labor emotions (with demonstrated activity) and burnout. And there is a direct and indirect influence of Abusive supervision on Work Family Conflict. This indirect effect is due to the emotions of the workers (Carlson, Ferguson, Hunter, & Whitten, 2012). In addition to stress, Authentic leadership also proved the effect on work family conflict. Authentic leadership is a type of leadership that encourages employees psychologically, climate and ethics to work optimally. Previous research shows that the work family conflict can not be separated from the influence of its leader. The existence of negative influence from Authentic leadership to work family conflict with in moderation by work family conflict from superiors. Leaders who always encourage their subordinates to work optimally with good climate and ethics provide a good psychological impact will reduce the conflicts between work and family perceived by subordinates. But authentic leadership is not separated from influence of work family conflict that he felt (Braun & Nieberle, 2016).

Work family conflict has a positive effect on work stress. There are 4 stress factors that are Work overload, Poor role congruence, Poor work environment and poor organizational structure. Of the four factors, only poor organizational structure is not significantly influenced by family work conflict. This study provides evidence that work stress positively affects Work overload, Poor role congruence, and Poor work environment (Karabay, Akyüz, & Elçi, 2016). While worker stress will affect job disruption with personal life and personal life disruption with workers (Karkoulian, Srour, & Sinan, 2016). There is mutual influence between stress and work family conflict (Karabay et al., 2016; Karkoulian et al., 2016).

WFC is more perceived by workers than FWC. WFC is a conflict that begins in the work environment. The existence of conflict in the work

environment leads to prolonged stress. The prolonged stress felt by the workers affected the burnout. Some previous research has proved a strong connection between stress and burnout. Burnout felt by the workers will be brought into the family environment which will further impact on his attitude in the family environment. This will affect the spouse's feelings. the partners also feel uncomfortable or even feel stress as well. WFC and FWC have a positive relationship on Burnout. WFC relationships on burnout are twice as strong as FWC (Mete et al., 2014).

An incumbent who has a working partner has the possibility of feeling stress due to the impact of stress felt by his partner. Stress perceived by the partner at work will be taken to the family environment and will affect to family feelings including incumbent. Feeling uncomfortable in the family will cause the severity of family responsibilities. This becomes one of the factors of FWC. So the WFC perceived by the pair affects the incumbent FWC. In general, every working individual has difficulty balancing between work demands and family demands. The imbalance causes stress. Incumbent who feel stress for a long time influence to burnout. Burnout affects individual personal growth and development potentials (Săucan et al., 2015). This burnout affects to the quality of work. The high production deviance is one of the indicators of quality degradation. So the work family conflict affect to the Production deviance.

Work family conflict affects the symptoms of depression moderated by gender. The women in high family work conflict are more susceptible to symptoms of depression than men (Marchand et al., 2016). Experience of work family conflict from married woman is higher than unmarried. because there are additional responsibilities that must be met that is taking care of the family. High working hours cause stress. This stress affects job burnout which result in work family

conflict (Fang, 2017). The average WFC of females proved to be greater than men. In addition, WFC for younger workers is also higher than older ones. The most of workers sacrifice household responsibilities to fulfill job responsibilities. In women, conflict will increase if the spouse is not supportive (Erdamar & Demirel, 2014).

Cultures in some areas assume men are responsible for making a living while women are responsible for doing homework. On the other hand, in the era of gender emancipation and also the high demands of life make many women work. They carry out work and household responsibilities. So women will spend more time than men in terms of doing the job. Working women spend hours working just like men but still have to spend time doing family responsibilities. While men just take the time to work. This makes gender a variable that moderates the Work Family Conflict relationship to Production Deviance. Many places have a culture and the assumption that men have a higher status. Men have a stronger influence on their partners than women. So a working wife is strongly influenced by husband support. The low support of husbands causes stress for the working wife. This is one factor that FWC of women is higher than men (Auspurg, Iacovou, & Nicoletti, 2017; Ferguson, Carlson, Hunter, & Whitten, 2012).

Young families usually have bigger demands than the older ones. Young families have greater family responsibilities. Young couples should care for children who need more attention from their parents. The lives of young couples are usually not yet established. They need more costs such as the cost of owning a house, vehicles and other necessities that they prepare

for their old age. Young couples have a wider social life. The interest of young couples to follow a lifestyle in the social environment is very high. Contrary with older age couples. Older couples are usually more established. The majority of them already have shelter, vehicles and other necessities of life. Older couples are more accepting of circumstances that are not affected by the social environment.

The above description shows the existence of work family conflict circles that occur in the workplace. Conflict facing leader will impact on employees, and the conflicts facing employees will impact on their partners. As it is shown in Figure 1 that the leader conflict mediates leadership relationships (in this case abusive supervision and authentic leadership) to the conflicts felt by both the incumbent or partner. And the conflicts felt by the incumbent spouse will affect the conflict on the incumbent so that there is a cycle of conflict.

CONCLUSION

Review of some of the above research shows the results as shown in Figure 1. The framework in Figure 1 consists of 4 studies that illustrate: Study 1: the influence of abusive supervision and authentic leadership on FWC mediated by leader work family conflict from the incumbent side; Study 2: the influence of abusive supervision and authentic leadership on WFC mediated by leader work family conflict from the partner side; Study 3: the burnout relationship and WFC and FWC and the WFC's influence from partners on FWC from Incumbent; and Study 4: the influence of FWC incumbent on Workplace deviance that is moderated by gender and Age.

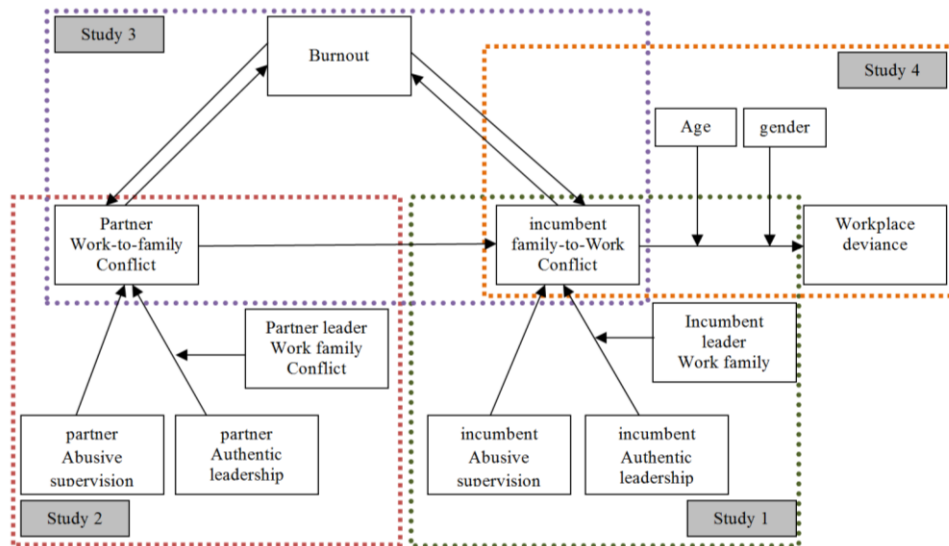


Figure 1. Work family conflict circles and their impact on workplace deviance on working couples

Conflicts that occur in workers due to an imbalance between work and family responsibilities are known as work family conflicts. There are two types of Work family conflicts: Work to family conflict (WFC) and Family to Work conflict (FWC). Work family conflict perceived by employees is also influenced by leadership. Leadership contributes to work family conflict that is abusive supervision and authentic leadership. Leader is also a worker who has a family so that leaders are also likely to experience work family conflict. Work family conflict that is perceived by the leader will moderate the leader's influence on the work of family conflict perceived by his subordinates. The work family conflict circle perceived by both leader and worker will be answered from study 1 and study 2 in Figure 1. Study 1 will explain the influence of leader on incumbent FWC moderated by work family conflict experienced by the leader. While study 2 will explain the influence of the leader on partner's WFC who moderated by work family conflict experienced by the leader.

Conflict facing worker who has a partner is affected by conflict facing partner. In other words, the partner's

WFC contributes to the incumbent's FWC. The both the incumbent's conflict and partner's conflict is correlated with burnout. The effect of the partner's WFC on incumbent's FWC and its correlation with burnout is illustrated by study 3 in figure 1. And women are more vulnerable to stress than men. And the younger age has a higher trigger factor of stress. finally, study 4 in Diagram 1 shows the effect of FWC incumbent on production deviance that is mediated by gender and age. The framework in Figure 1 is expected to be proven secularly with further qualitative research.

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