

**The Antecedence of Employee’s Work-family Conflict
(Work Interference with Family and Family Interference with Work)
in Thailand**

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Abstract

Purpose—The purpose of the study is to identify how the work related demand and family related demand influence work interference with family (WIF) and family interference with work (FIW).

Design/Methodology—Data were collected from a sample of 415 employees in service industry and **manufacture** industry. LISREL8.72 (student edition) was used to analyzed the model.

Findings—The findings showed both of the work related demand and family related demand have the positive effect on WIF and FIW. The work related demand was found to have the stronger effect on WIF and FIW.

Research Implications—The managers of organizations can take use of the results to make their management strategies, they can do their best to help employee decrease WIF, which can lead to employee’s job satisfaction.

Research Limitations—The study was based on a sample taken from two industries, which was not included agriculture industry. So the result can not represent the whole kingdom of Thailand.

Key words Work-family conflict, Work interference with family, Family interference with work

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1. Introduction

For a long time it was the men who worked to earn money while women took care of the household responsibilities and accomplished the tasks of raising the children. However, the scenario has changed. Women's participation in the workforce have increased all the world. These changes may cause the work-family conflict between women and men. In Thailand, more and more men and women join in the work environment, Otsuki Nami (2005) found the rate of Thailand's dual-career family was 66%, which meant it was easier to experience work-family conflict by employees (Lewis , Gambles, 2007). The demand for working is also increasing. More and more organizations require employees to work longer, thus the work-family conflict can be stronger in organizations.

Since 1970s, foreign scholars have done many researches on work-family conflict. A large number of documents discusses the definition, dimensions, the influence factors, the consequences and the strategies and so on of work-family conflict. Greenhaus and Beutell (1985) defined work-family conflict as "a form of inter-role conflict in which role pressures from the work and family domain are mutually incompatible in some respect competing work activity or when family stress has a negative effect on performance in the work role". A group of scholars agreed that conflict in the work-family conflict have two directions, which are "work interference with family" and "family interference with work" (Duxbury, Higgins, Mills, 1992).

Due to the development of economy globalization, work-family conflict is also very necessary to be concerned by developing countries. The researches of work-family conflict are mainly carried out in western countries, and there are relatively few scholars who study on this subject in Thailand cultural background. However, connotation of work-family conflict in the different cultural backgrounds

may differ materially, it is not useful to promote the research results achieved in the western cultural background to the other countries directly. Therefore it is very necessary to study the topic in a different population structure and cultural background for testing these theoretical results can be generalized or not.

The objective of this study concentrate on how work related demand and family related demand influence work interference with family (WIF) and family interference with work (FIW). The managers of organizations will benefit from this study, because after realizing the antecedence of work-family conflict, they can help employee to decrease this conflict, it can lead to employee's job satisfaction, which can keep employee's loyalty to the organizations.

2. Literature Review

2.1 Work-family conflict

Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) first examined this interrole conflict that people experienced between their work roles and other life roles. Later Greenhaus and Beutell (1985) defined work-family conflict as “a form of inter-role conflict in which role pressures from the work and family domain are mutually incompatible in some respect competing work activity or when family stress has a negative effect on performance in the work role”. Earlier researchers believed that work-family conflict is unidirectional. Netemeyer, Boles and McMurrian (1996) agreed that conflict in the work-family conflict had a bidirectional nature. And they made two directions, which are “work interfere family” and “family interfere work”, both of them have different antecedents and consequences, and require different interventions and solutions to prevent or reduce their incidence. Greenhaus and Beutell (1985) divide work-family conflict into three types, which are Time-based conflict, strain-based conflict and behavior-based conflict.

2.2 Work related demand

Burke and Greenglass (1999) and Voydanoff (1988) found that job stressors and work demand could predict work interference with family strongly. A lot of studies showed that work demand such as work time, work overload, work flexibility were positively and strongly associated with work-family conflict (Burke, 2002; Voydanoff, 1988).

If employee's work time is long, which can limit the time that employees are available for family activities. Frone et al. (1997) proved that the total work time had a positive relationship with work-family conflict and a strong factor that can influence the level of work-family conflict. Freidson (1973) thought that work flexibility was the control which over the terms, conditions, and contents of work. Research on narrower samples shows the results that adopting the scheduling flexibility could decrease the work-family conflict among managers (Friedman and Greenhaus, 2000) and employees in a financial company (Wharton and Blair-Loy, 2006). Many research have examined work involvement as an antecedence of work-family conflict. According to the spillover theory, moods, stress, and thoughts generated in one role domain often influence or spill over into other domains (William and Alliger, 1994).

It seems that work time, work overload, work flexibility, and involvement are the important indicators of work demands and may be antecedents of work-family conflict. Past research has shown that domain-specific antecedents were related to different directions of work interference with family, therefore, work time, work overload, work flexibility, and involvement can also be expected as antecedence of family interference with work. After reviewing the previous study, two hypothesis were made.

Hypothesis 1: Work related demand could influence WIF positively.

Hypothesis2: Work related demand could influence FIW positively.

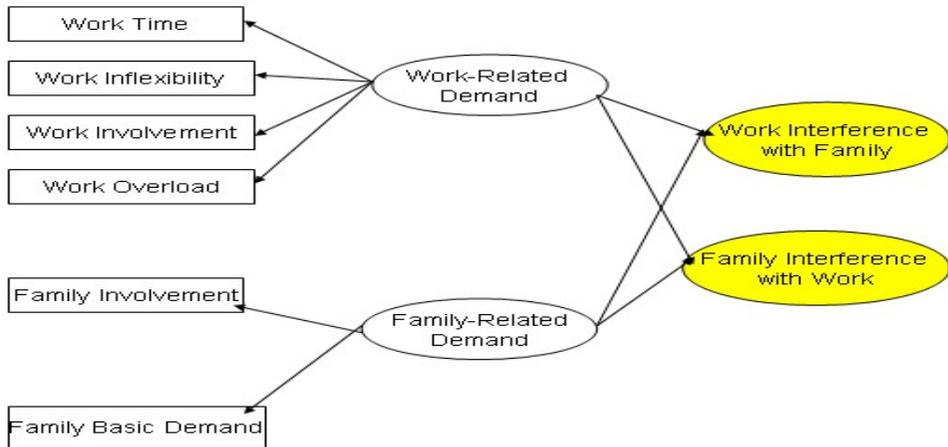
2.3 Family related demand

Family basic demand mainly involves caring for families. Rothausen (1999) believed that number of dependent children was an objective indicator of the level of family demands. For example, Pleck et al (1980) found that parents with young children experienced higher family interference with work. Parasuraman et al (2002) showed there was a significant effect between time spent on caring for families and family interference with work. Household maintenance was another aspect of family basic demands, especially salient in societies with high rates of dual career families. Family basic demand is an objective branch, but family involvement is another factor to consist perceiving family demands, which is a subjective branch. There were also some scholars illustrated that family involvement is positively and directly related to family interference with work (Greenhaus and Kopelman, 1981). Therefore, family basic demand and family involvement can be expected as the dimensions of family related demand. After reviewing the previous study, two hypothesis were made.

Hypothesis3: Family related demand could influence WIF positively.

Hypothesis4: Family related demand could influence FIW positively.

Based on the literature review, the conceptual framework of this study is presented as figure 2.1.

Figure 2.1 Conceptual Framework

3. Methodology

A 5-point Likert surveys were distributed to the employees who work in service industry and manufacturing industry in Thailand. The final sample size was 415 participants (208 for service industry; 207 for manufacturing industry). Four components of work related demand: work time, work flexibility, work involvement, work overload were involved. Two components of family related demand: family involvement and family basical demand were discussed.

Work time was measured with 3 items which the author constructed. Work flexibility was measured by the scale adapted by Kim et al. (1996). Work involvement was measured with Kanungo's (1982) Involvement Questionnaire. Work Overload was measured using questiones adapted by Kim et al. (1996). Family involvement, items from the job involvement scale were modified so that all the items referred to family instead of job. Family basical demand was measured by questiones developed by Bjorkquist (1984). Work-family conflict were measured by using Netemeyer's scale (1996).

The structural equation model (SEM) was performed to investigate the relationships between the factors. The analysis was using LISREL8.72 (student edition) to accomplish.

4. Results

There were 415 respondents who participated for the study. The employee who work in Service field accounts for 50.12%, Industry for 49.88%. The vast majority of the participants were female which represents 63.86%. Moreover, 51.57% of them are single while 26.02% whose age between 26-30 years old. Furthermore, most of them have below or equal high school education background for 46.27%. The vast majority of the participants who don't have dependent children represents 46.50%. 33.01% participants who have two dependent elder are the biggest group. Most of participants who work 41-50 hours per week for 48.67%. What's more, 79.28% participants who don't have managerial responsibilities in the organizations. 27.71% participants who have 21-40% family responsibilities are the biggest group.

Correlations, means, standard deviations of the variables of the model are shown in table 4.1. The work interference with family (WIF) based on the correlation matrix and the correlation is significant at 0.01 level. It has positive correlation with family interference with work (FIW) ($r=0.94$, $p=0.01$); positive correlation with work related demand (WRD) ($r=0.97$, $p=0.01$); positive correlation with family related demand (FRD) ($r=0.96$, $p=0.01$). The family interference with work (FIW) has significant correlation at 0.01 level. It has positive correlation with work related demand (WRD) ($r=0.97$, $p=0.01$); positive correlation with family related demand (FRD) ($r=0.95$, $p=0.01$).

Table 4.1 Correlations, Means, Standard Deviations of Variables

Correlation Matrix between latent variables	WIF	FIW	WRD	FRD
Work interference with family(WIF)	1.00			
Family interference with work(FIW)	0.94	1.00		
Work related demand(WRD)	0.97	0.97	1.00	
Family related demand(FRD)	0.96	0.95	0.97	1.00
Means	3.48	3.92	3.87	3.61
Standard Deviations	0.90	0.88	0.85	0.97
Correlation is significant at 0.01 level				

The model was examined Goodness of Fit and tested the overall research Hypotheses using the combined sample covariance matrix as input to LISREL 8.72. The result in table 4.2 indicated that the model fits the data well (RMSEA=0.036, NFI=1.00, NNFI=1.00, CFI=1.00).

In table 4.2, work time could present 70% ($st=0.70$, $SE=0.04$, $t=19.91$) of positive level of work related demand; work flexibility could present 88% ($st=0.88$, $SE=0.03$, $t=22.37$) of positive level of work related demand; work involvement could present 85% ($st=0.85$, $SE=0.03$, $t=21.17$) of positive level of work related demand; family involvement could present 91% ($st=0.91$, $SE=0.04$, $t=23.88$) of positive level of family related demand; family basic demand could present 91% ($st=0.91$, $SE=0.04$, $t=23.88$) of positive level of family related demand; family basic demand could present 92% ($st=0.92$, $SE=0.04$, $t=24.33$) of positive level of family related demand.

Moreover, work related demand can influence both work interference with family and family interference with work. The work related demand had weight of

0.54 (st=0.54, SE=0.19, t=2.80) of measurement on work interference with family, which could be described that work related demand could present 54% of positive level of work interference with family. The work related demand had weight of 0.85 (st=0.85, SE=0.24, t=3.61) of measurement on family interference with work, which could be described that work related demand could present 85% of positive level of family interference with work. The family related demand had weight of 0.44 (st=0.44, SE=0.19, t=2.33) of measurement on work interference with family, which could be described that family related demand could present 44% of positive level of work interference with family. The family related demand had weight of 0.13 (st=0.13, SE=0.23, t=2.53) of measurement on family interference with work, which could be described that family related demand could present 13% of positive level of family interference with work.

Table 4.2 Table of Parameters Statistics

Variables	Factor Loading			t
	b	Std.	SE	
<i>Measurement Model</i>				
Matrix LX				
WRD				
AVGWT	0.70	0.81	0.04	19.91
AVGWF	0.74	0.88	0.03	22.37
AVGWI	0.68	0.85	0.03	21.43
AVGWO	0.66	0.85	0.03	21.17
FRD				
AVGFI	0.89	0.91	0.04	23.88
AVGFD	0.91	0.92	0.04	24.33
Matrix LY				
WIF				
AVGWIF	0.84	0.93	---	---
FIW				
AVGFIW	1.02	0.97	---	---
<i>Structural Equation Model</i>				
Matrix GA				
WRD → WIF	0.54	0.54	0.19	2.80
WRD → FIW	0.85	0.85	0.24	3.61
FRD → WIF	0.44	0.44	0.19	2.33
FRD → FIW	0.13	0.13	0.23	2.53

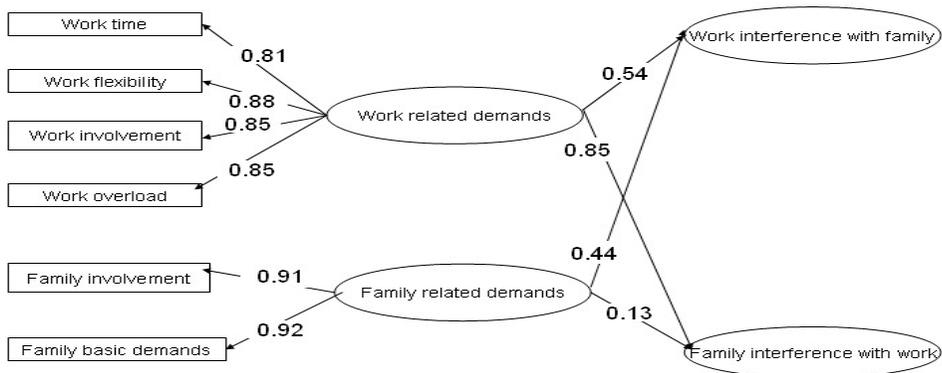
In table 4.3, work interference with family has positive direct effect to work related demand at 0.54, and also has positive direct to family related demands at 0.44. Family interference with work has positive direct effect to work related

demand at 0.85, and also has positive direct to family related demand at 0.13, hence both of them have significance in structural model.

Table 4.3 Total Effects and Indirect Effect of Model

Effect Cause	Work interference with family			Family interference with work		
	Total Effect	Indirect Effect	Direct Effect	Total Effect	Indirect Effect	Direct Effect
Work Related Demand	0.54	---	0.54	0.85	---	0.85
	(0.19)	---	(0.19)	(0.24)	---	(0.24)
	2.80	---	2.80	3.61	---	3.61
Family Related Demand	0.44	---	0.44	0.13	---	0.13
	(0.19)	---	(0.19)	(0.23)	---	(0.23)
	2.33	---	2.33	2.53	---	2.53

The results indicate that work-family conflict (work interference with family and family interference with work) is affected by work related demand and family related demand. Both of them have the significant positive relationships to work-family conflict. But to work interference with family, work related demand has a stronger effect ($SD=0.54$) than family related demand ($SD=0.44$); to family interference with work, work related demand also has a stronger effect ($SD=0.85$) than family related demand ($SD=0.13$). So work related demand has a stronger effect on work-family conflict in Thailand culture.

Figure 4.1 SEM results of this study

5. Implications

Based on the study results, work time, work flexibility, work overload are the objective characteristics of work related demand. It appears that Thailand organizations' managers can benefit from establishing a flexible and supportive work environment for their employees to lessen the work-family conflict. Family domain demand also influence work-family conflict. Given the wide range of dependent care responsibilities that employees attend to, HR practitioners need to be aware of and address the complete range of family care situations when assisting employees. Organizations can offer a variety of accommodations to help employees meet family needs. HR practitioners must provide employees with the flexibility to manage their own work and family responsibilities in a manner best suited to their particular situations and specific needs. In addition, supervisors should be trained on what available work-life policies the organization offers that promote flexibility to ensure that employees receive assistance from the organization in meeting their work and family obligations.

6. Conclusion

The findings indicate that both work related demand and family related demand are positively significant determinants of work-family conflict. More

specifically, work related demand has a stronger effect than family related demand on work-family conflict. The contribution of the study is in finding additional empirical support that work and family related demand affect Thai employee' work-family conflict.

7. Limitations

This study only consider service industry and manufacture industry, actually there is another industry named agriculture industry. For the characteristics of different industries, perhaps the findings are not usable for agriculture employee. So the results of this study cannot represent the whole Thailand employee's conditions. The study is focus on Thailand employee' s work-family conflict, the background is Thailand culture, as a result any conclusions made may not generalizable to employees in other cultural settings, especially in terms of that employee who cannot clearly separate their work from their family lives.

8. Future research directions

Future research can be done with agriculture employee to enhance and enrich the understanding of the relationship between work/family related demand and work-family conflict among Thailand employees.

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