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A PROPOSED CONCEPTUAL FRAMEWORK OF WORK-FAMILY/FAMILY-WORK FACILITATION (WFF/FWF) APPROACH IN INTER-ROLE CONFLICT

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ABSTRACT

The issue of work-family conflict/ family-work conflict (WFC/FWC) and work-family facilitation/ family-work facilitation (WFF/FWF) is not a new issue in the in the field of organizational behavior and human resource management. Research examines WFC/FWC and WFF/FWF has advanced over the last decade and has lead to the development of theoretical models, empirical studies, and organizational sponsored work-family initiatives. Most studies on WFC/FWC and WFF/FWF examine model of consequences focused on their contribution to various personal and organizational outcomes, however only few empirical studies conducted to examine its antecedent factors. This review of literature aims to fill gaps in the empirical literature on organizational behavior and human resource management in particular WFC/FWC and WFF/FWF issues through a proposed conceptual framework to explain the antecedent factors (personal characters, social support, job development) and consequences of WFC/FWC and WFF/FWF (job satisfaction and life satisfaction) in explaining the phenomenon of inter-role conflict. This study is an initial study that addresses several propositions related to the issues, so that empirical study is required to investigate the significant contribution in the development of organizational behavior and human resource management literature, particularly the WFC/FWC and WFF/FWF issues. The organization of the paper follow as: Section 1 discusses the introduction, section 2 discusses conceptual and empirical issues on WFC/FWC, section 3 deals with conceptual and empirical issues on WFF/FWF, section 4 adresses the proposed conceptual framework and several propositions related to the issues and section 5 including the conclusion.

Keywords: *work-family/ family-work conflict, work-family/ family-work facilitation, job satisfaction, life satisfaction*

1. Introduction

Work and family responsibilities become challenges which often reinforce inter-role conflict within the individual. Inter-role conflict has been a particular issue in today's business world, experienced by all workers, has negative consequences for both job satisfaction and life satisfaction, and a serious problem faced by managers in their responsibilities to manage the conflict. According to the perspective of scarcity, inter-role conflict arises because individual has a limited amount of resources in time and energy, and their involvement in work and family provide multiple roles, which requires full of focus, time, and responsibility.

Those limitations lead to bi-directional inter-role conflicts which consists of two types of conflict, WFC which stands for work-family conflict and FWC which stands for family-work conflict (Greenhaus and Powell, 2003; Rothbard, 2001). Both types of conflict are the form of inter-role conflict in which the use of time and the negative impact of job role or a supporting role are opposite to the family responsibilities and vice versa. Inter-role conflict is defined as a situation where the role pressures of the two domains are not compatible to each other (Greenhaus and Beutell, 1985 in Mitchell et al., 2010). To effectively manage the human resources (HR), it is important to understand the role of the individual in their family and work. This issue encourages the growing interest to study inter-role conflicts, both conceptual and empirical studies.

The development of relevance literatures based on scarcity perspective is dominated by studies in the field of WFC/FWC. The emergence of multiple roles involvement perspective provide some benefit for workers, where the profit is due to work and family that might facilitate better to each other, known as work-family facilitation/family-work facilitation (WFF/FWF) as proposed by Wayne et al. (2007) and Balmforth (2006). According to the theory of WFF/FWF, work and family are interdependent and complement (Werbel and Walter, 2002). The involvement in one domain might give a positive and beneficial function of the other domain. WFF/FWF is bi-directional as in WFC/FWC, it indicates that the job might provide benefits that might develop functions related to family or work-family facilitation (WFF) or family might provide benefits that might develop the job or family-work facilitation (FWF), so the word of facilitation is used to describe the phenomenon which includes positive spillover from both the work and family domains.

Research on WFC/FWC and WFF/FWF focus on the influence of WFC/FWC and WFF/FWF on job satisfaction and life satisfaction, but it is still very few studies conducted to examine the factors that affect WFC/FWC and WFF/FWF such as its antecedents and consequences. It is necessary to study more deeply about the relationship between the antecedent factors and consequences in and WFF/FWF. To fill the gap in the literature on WFC/FWC and WFF/FWF, this paper provides a proposed conceptual framework to explain the antecedent factors and consequences of WFC/FWC and WFF/FWF in explaining the phenomenon of inter-role conflict. *Firstly*, the discussion begins with a brief description of the inter-role conflict which divided into two types of WFC/FWC and the discussion about WFF/FWF. *Secondly*, discusses conceptual and empirical issues in WFC/FWC. *Thirdly*, discusses the literature review of conceptual and empirical issues in WFF/FWF. *Fourthly*, discusses the proposed conceptual framework that addresses the antecedent factors and consequences of WFC and WFF/FWF. The discussion ends with a conclusion.

2. Work-Family Conflict and Family-Work Conflict: Conceptual and Empirical Issues

Family and work represent two main roles in adult's life, therefore the relationship between work and family has been identified as a priority area of research which addresses the relationship between policy and practice in the second domain (Gutek et al., 1991; Grzywacz and Marks, 2000). The ability to develop their work and family related to the non-work demands with resource availability and flexibility in both the domains of life.

The most often used concept to describe the relationship between the two domains is the WFC/FWC, which gives a negative spillover and known as the theory of spillover. Literature on WFC/FWC is dominated by the role strain perspective which assumes that the demand of both domains is distinct and separate, even compete to each other in terms of time, energy, physical, and psychological resources (Greenhaus and Beutell, 1985). This concept focuses on the work (W)-family (F) negative spillover such as transfer of bad mood, decrease energy, fatigue from work (W-F spillover) and a negative impact of family on the work (F-W spillover), where family issues will have a negative effect on work performance (Frone, et al., 1992, 1997). Other authors used the term "conflict" to describe the negative effects of W-F and F-W spillover (Kopelman et al., 1983).

Model of WFC/FWC introduced by Kopelman et al (1983) and has been adopted by many researchers to suggest that structural factors in work and family are the most important factors in the WFC/FWC. They define WFC/FWC as a result of difficulties in one participation role will effect on the increasingly difficulties of the other participation role. The model is developed based on the theory of role proposed by Kahn et al. (1964). Theory of role gives a theoretical foundation for the literature of conflict between work and family roles. This theory provides a framework for understanding the role of stressors and social support related to the role conflict. This theory states that the domains of life, such as family and work, provide a dual role for individuals and often creates conflict of interest between the two domains.

Based on the theory of role and the perspective of scarcity as discussed earlier, where individuals have to face some fixed and limited resources such as time and energy, theory of conflict states that the domain of family and work are often not compatible. This theory states that the performance of the role in one domain as the work domain will decrease the performance in other domain like family. Empirical studies show that the role of pressure is bi-directional and it produces negative effects from one domain to another (Ford et al., 2007). Researchers recently focus on the level of participation roles in family which lead to the more difficult work participation role (WFC) and conversely the level of participation role in the work will lead to the more difficult participation role in the family is (FWC). Recent research states that social support has a significant role as a way to increase psychological resources thereby it could reduce the inter-role conflict between work and family.

Greenhaus and Bautell (1985) suggest that WFC/FWC could be explained by time, strain, and behavior-based conflict. *Time-based conflict*, a conflict emerge when the time is available only for a single role (family or job), in other words, time-based conflict occurs when time pressure resulting in the demands of one role could inhibit the other roles. *Strain-based conflict*, occurs when the tension of one role make it difficult for a person to be present in the other role. Potential sources of conflict include issues related to emotional demands at work and stress associated with communication in the workplace. *Behavior-based conflict* is conflict in which the behavior of a person in one role does not match with the behavior of the other roles. These conflicts usually occur in the workplace that expects workers to have confidence and emotional stability even when they have problems at home. It is expected someone to always appear warmth, caring, and emotionally open.

The proposed framework of Greenhaus and Bautell (1985) is based on the theory of role which could be explained that the commitment of time, hours, strain (role conflict and ambiguity), and the behavior required by someone's job role (family) may be contrast with their expectations and pressures of family (job). The argument explains the role of "role stressors" in the WFC and FWC. The results have

consistently stated that the role stressors such as role conflict, role ambiguity, and role overload is a source of stress in work and family domains (Carlson & Perrewé, 1999; Greenhaus & Beutell, 1985; Parasuraman et al., 1992).

Various theories have been used to explain the inter-role conflict, both spillover theory and role theory, are more emphasis on the negative effect and act as a "role stressor." In the development of the recent studies, not only focus on the negative relationship between WF and FW, but also focus on the positive relationship between WF and FW known as "work-family facilitation (WFF)" and "family-work facilitation (FWF)."

3. Work-Family Facilitation (WFF) and Family-Work Facilitation (FWF)

To overcome the inter-role conflict problem, WFC and FWC, work-family balance which could reduce the negative effects caused by the conflict is needed. Wayne et al., (2007) suggested that the work-family balance have different characteristics. To understand work-family balance can be explained from two different perspectives, *worker perspective* and *superior perspective*. Work-family balance based on the perspective of worker aimed to tackle the dilemma of the work demand and privacy or family responsibilities. From the perspective of superior, work family balance relates to the challenge of creating organizational culture that supports employees to be able focus on work when they work. There are three types of work-family balance: 1) *Time balance*, when people devote an equal amount of time to work roles and family roles. 2) *Involvement balance*, when individuals demonstrate an equivalent level of psychological involvement in work roles and family roles. 3) *Satisfaction balance*, when individuals obtain equivalent level of satisfaction from the work role and family roles.

Voydanoff (2004) describes an attempt to balance between work and family life through a concept known as the concept of Work-Family Facilitation (WFF) and Family-Work Facilitation (FWF). WFF/FWF argues that the concept of domain of work and family can support each other and developed each other and lead to a positive outcome or consequence especially if one domain provides resources such as social support and skills that can be used to explain the request to another domain. WFF/FWF emphasizes the role of experience, expertise, and opportunities which developed in the workplace to enhance life at home. Wayne et al. (2007) defines WFF/FWF as a condition of the extent to which individuals engage in one domain of life (work/family) that can provide benefits (self-development, affective, equity, efficiency) that contribute to the enhanced function in the other domains (family/work).

Based on the definitions, there are three important components: engagement, profits, and functions development. Engagement refers to the extent to which individuals invest themselves in related domain activities, is an important component because individual actions are the basis of facilitation. Through the active involvement of individuals in the domains of life, they will get the privileges, benefits, or advantages that may assist the function of other domains. Many researchers (Crouter, 1984; Stephens et al., 1997) suggest a variety of benefits that can be derived from the work and family that can be given to individual workers / families.

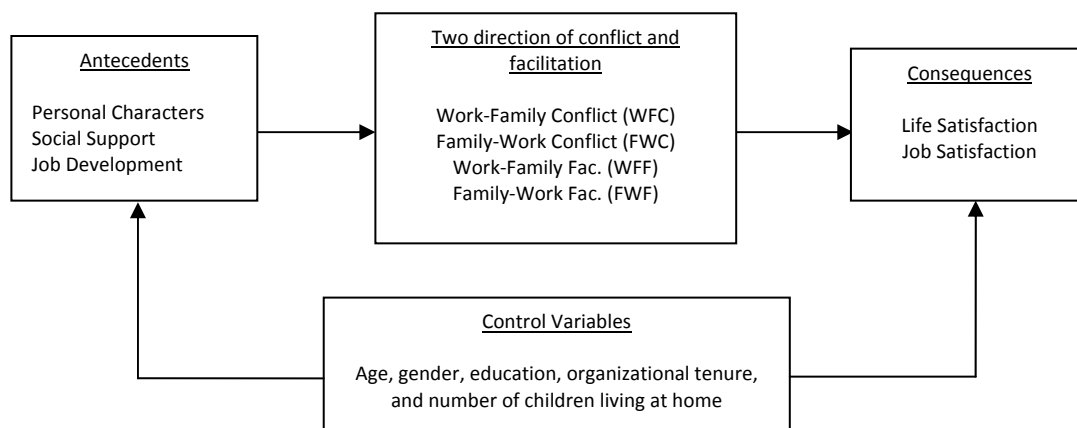
Carlson et al. (2000) identifies an empirical validation of the four categories covered in the domains of life: (1) profit development or acquisition of skills, knowledge, values, or perspective, (2) affective benefits, or changes in mood, attitude, belief, or another aspect of emotions, (3) capital gains or the acquisition of economic assets, social, or health, and (4) increased efficiency or focus or attention due to the multiple role of responsibilities. Facilitation occurs when the advantage in one domain can be transferred and improve the function of another domain. Function refers to the development of improvements in the basic processes that are essential to the work domain, such as problem solving or interpersonal communication.

WFF/FWF concept is based on ecological theory which states that facilitation is depend on individual characters. WFF/FWF is influenced by the environment and resources adapted to individual jobs so that "family friendly" policy to support the organizational resources such as time, flexibility, and recognition the needs in the workplace. The organizational and supervisor support might increase the amount of resources available for positive spillover between work and family. From the outcome point of view or the consequences of WFF/FWF, job satisfaction is a key variable in the analysis of the relationship between work and family. In the next section will discuss the proposed conceptual framework of antecedent factors and consequences of WFF/FWF.

4. Proposed Conceptual Framework of antecedents and consequences of WFC/FWC and WFF/FWF

As has been discussed in the introduction, this article provides a proposed conceptual framework to explain the antecedents and consequences of WFC/FWC and WFF/FWF in explaining the phenomenon of inter-role conflict as defined in Figure 1. In the proposed conceptual framework, antecedents and consequences of WFC/FWC and WFF/FWF are used five control variables consist of age, gender, education, length of time worked, and the number of children who are owned by individuals.

Figure 1.
Basic Model of Bi-directional Relationship Between Conflict and Facilitation



4.1. Antecedents of Conflict and Facilitation

Personal Character

One of the underlying theories of WFC/FWC and WFF/FWF is the theory of resource conservation. According to Hobfoll (1989; 1998; 2001), resources is defined as the nature of the environment that can be followed up and include personal characteristics, objects, conditions, energies, and support. Personal characteristics are traits or skills as a result of one's orientation as self-esteem and optimism. Objects assessed by physical or status acquired through ownership of these objects such as cars, houses, clothes, foods, or other material goods. Energy resources, such as time, money, and knowledge, are those that play a role in the acquisition of other resources such as work or family time and opportunity for advancement. Conditions are resources sought such as jobs, or seniority (Wayne et al, 2007).

Personal characteristics is a self aspect that positively promoted and caused individual more susceptible to positive emotional state, looking for a positive development, and gain status or other assets. Person's tendency to experience positive influence towards and self-efficacy might encourage positive emotions, desire to develop skills and learning, and other advantages. Changes or benefits contribute to better functioning in other life domains that might help the process of facilitation. This paper focuses on personal characteristics as an antecedent factors of work-family conflict (family-work conflict) and work-family facilitation (facilitate on family-work), in which a person's personal character will affect individual's ability to cope with inter-role conflict occur and affect the success or failure of the facilitation process.

Proposition 1a: Personal characteristics related to individual personal traits or skills are antecedent factors of work-family conflict.

Proposition 1b: Personal characteristics related to individual personal traits or skills are antecedent factors of family-work conflict.

Proposition 1c: Personal characteristics related to individual personal traits or skills are antecedent factors of work-family facilitation.

Proposition 1d: Personal characteristics related to individual personal traits or skills are antecedent factors of family-work facilitation.

Social Support

Social support is an important component in the literature of stress and WFC/FWC, which aims to reduce the stressors (Parasuraman et al., 1992, Thomas & Ganster, 1995). Social support might come from work and family. Social support from work (family) refers to instrumental assistance, emotional attention, and other appreciation functions in the work (family) which aims to improve the welfare of the recipient of the support (House, 1981; Matsui et al., 1995). The support given from the work and family environment, serves to suppress the impact of stressor sources and protect individuals from the consequences of serious illness, and the negative effects of stress, including emotional illness.

Co-workers who could be a source of social support are close friends who usually form a group. Homans groups forming theory states that there are three group formations, ie the activities, interactions, and feelings that relate to one another. More and more activities are carried out with the greater sense of

togetherness in the group. Group members interact not only because of the physical proximity, but also to reduce and solve problems, facilitate coordination, and to achieve balance. In addition, the role of superior in managing WFC/FWC is also very necessary. Superiors are supportive and must be able to concern on subordinates to make a pleasant working environment includes friendly and familiar behaviors, perform actions that provide personal pleasure to subordinates, protect and support subordinate, involve subordinate on important decision making, and listen to subordinate's problems to create strong relationship between superiors and subordinates.

Social support from family is needed because family is the first social groups in people's life, where the bond is formed between family members. Families can be a place to complain and to when there is a problem faced by individual, so that families can reduce the stress and burden of emotional problems with paying attention and solving problems. Working people have family problems and work problem to solve and family social might have a very important role in improving motivation, job satisfaction, as well as relieve work-related stress on the workers.

Greenhaus and Beutell (1985) identified "support" as the people who support individual role of as something correlated with WFC/FWC. They proposed that social support might reduce the conflict between the role of the WFC/FWC in two ways: reducing the pressure a certain role (as an antecedent of the role stressors, or moderate the relationship between WFC/FWC and the well-being or as a "buffer" in the relationship between WFC/FWC and distress, thus it is needed to develop a model to examine the antecedents of WFC/FWC, which related to the relationship between role stressors and social support. In a further development, many researchers have examined the role of stressors and social support separately (Frone et al., in 1992). Social support and WFC/FWC are interrelated to each other (Byron, 2005), and in the literature of conflict between the role relationship is tested as a simple bi-variate relationships in multivariate phenomenon.

Proposition 2a: The higher the social support from both family and work, will further reduce the occurrence of work-family conflict.

Proposition 2b: The higher the social support from both family and work, will further reduce the occurrence of family-work conflict.

Proposition 2c: The higher the social support from both family and work, will further enhance the role of work-family facilitation.

Proposition 2d: The higher the social support from both family and work, will further enhance the role of family-work facilitation

Job Development

The results of empirical studies generally support the perspective that individuals who are exposed to enriched job will have a higher level of satisfaction compared with individuals who are in conditions of un-enriched job (Loher et al., 1985). Another study conducted by Kahn (1990) suggested that work under challenging, varied, and more autonomous contribute to greater psychological involvement in improving the individual on the job at work. Job Characteristics Model shows that the variation of expertise, task identity, and the meaning of the task in particular have contributed to the experience of one's work (Hackman & Oldham, 1976 in Wayne et al., 2007) and may ultimately benefit individuals. In

other words, having a job with enriched job conditions will increase the likelihood that individuals might develop the skills and positive experiences at work that ultimately benefit at family.

Job development opportunity, such as participation in training and development, is a resource that supports the benefits in the work domain and will also be beneficial to the family domain. When the resources encourage individual, job development will be successfully exploited by individual, so that the WFF/FWF can be realized. Learning and job development are potential individual stimulation sources that allow individual to thrive in ways that might improve the family function. The acquisition of new skills, concepts, or attitudes in training must be consistent with benefits received by the individual that required for the facilitation process, and it is possible that benefits from the work domain will benefit the family domain.

Participation in training might create additional social relationships or lead to promotions, both might create economic and social assets for the benefit of family domain. Although empirical research related to the development of opportunities to facilitate such as a construction is still very few, a new study conducted by Voydanoff (2004) found that learning opportunities in a work domains related to enriched job will provide more benefits in family domain through the process of promoting skills development, acquisition assets, and emotional benefits, that ultimately provide positive benefits for the family domain. Based on these, some propositions can be developed as follows:

Proposition 3a: Job Development through a job enriched is an antecedent factor of work-family conflict.

Proposition 3b: Job Development through a job enriched is an antecedent factor of family-work conflict.

Proposition 3c: Job Development through a job enriched is an antecedent factor of work-family facilitation.

Proposition 3d: Job Development through a job enriched is an antecedent factor of family-work facilitation.

4.2. The consequences of conflict and facilitation: Life Satisfaction and Job Satisfaction

Perspective of scarcity states that individuals do not have the resources to fulfill various roles and that they should have participation in one role which at the expense of other roles (Barney, 1998). In a study that examined the consequences of inter-role conflict, the main hypothesis being tested is that the WFC/FWC is negatively related to outcomes related to both work and family, but there is still no explanation about the properly explanation that conflict is a type of stressor and that stressor related to affective outcomes (Frone et al., 1992).

Frone et al., (1997) describes a conceptual model in which the hypothesis holds each conflict direction as WFC/FWC. According to him, FWC is negatively related to job satisfaction (as supported by the results of the study conducted by Carlson et al., 2000; Frone et al., 1992, 1997. Another study found a contradiction with the hypothesis. The results of an empirical study conducted by MacEwen & Barling (1994) show that WFC was positively related to withdrawal from work responsibilities and negatively related to organizational commitment (Lyneess & Thompson, 1997; Netemeyer et al., 1996), job

performance (Aryee, 1992; Frone et al. , 1997), and work and family satisfaction (Kossek & Ozeki, 1998). Kossek and Ozeki (1998) conducted a study with meta-analysis approach and found that WFC is more strongly associated with job satisfaction and family compared to the FWC. The sociological theory suggests that individuals multiple roles might increase energy and improve performance. The absence of empirical evidences that support the theory of facilitation leads to the difficulty in determining the effect of facilitation on outcomes or consequences of facilitation to work and family.

Based on the existing conceptual understanding, WFC will negatively affect job satisfaction and family satisfaction and the FWC will also be negatively affected job satisfaction and life satisfaction. The process of facilitation is needed even when involvement in one role (eg, work) often increase the involvement of other roles (eg, family), the performance and quality of life should improve in the second role. Due to the possibility of conflict and facilitation are not opposing the construction (Greenhaus & Parasuraman, 1999; Frone et al. (1997), WFF will positively effects associated with family satisfaction and job satisfaction, and that FWF will be positively related to family and job satisfaction.

Life satisfaction is a construct to measure well-being as a result of life evaluation in general (Karatepe and Baddar, 2006). Low life satisfaction was significantly related to role conflict and low job satisfaction (Ghiselli et al., 2001). In fact, there are three traditional views which declared the existence of the relationship between job satisfaction and life satisfaction. All the three models include: spillover model (work and life satisfaction is positively related), compensatory model (work and life satisfaction is negatively related), and segmentation model (work satisfaction and families is unrelated).

The results of the studies is consistently support the positive spillover of job satisfaction and life satisfaction (Adams et al, 1996), but previous studies did not consider the aspects or affective and cognitive components of job satisfaction, thus could not explain whether the reaction of affective (vs. cognitive assessment) has a strongly relationship with life satisfaction. Judge et al. (1994) suggests, explicitly demonstrated the different roles of affective reactions and cognitive assessment in shaping life satisfaction. Both of affective reactions and cognitive assessments might spillover towards the attitude to work for the life welfare (Karatepe and Baddar, 2006). Negative feelings on a job or low perceived value of the job might reduce individual life satisfaction, and vice versa (Kossek and Ozeki, 1998).

Affective reaction and cognitive assessment express various aspects or influence on life satisfaction. Affective spillover processes transfer feelings in the workplace for public life, while cognitive assessment cause individuals to review their current jobs and the utility of rational life. The impact of affective processes and cognitive spillover is varies. Overall, it can be concluded that affective reactions and cognitive assessments might have a similar direction but the magnitude of the impact on life satisfaction might different, both affective reactions and cognitive assessment has a positive association with life satisfaction, thus people are satisfied with their lives, while being happy with their jobs (ie, positive affective reactions) and or when finding a worth job (eg, high cognitive assessment).

Proposition 4a: Work-family conflict is negatively related to life satisfaction.

Proposition 4b: Family-work conflict is negatively related to life satisfaction.

Proposition 4c: Work-family conflict is negatively related to job satisfaction.

Proposition 4d: Family-work conflict is negatively related to job satisfaction.

Proposition 5a: Work-family facilitation is positively related to life satisfaction.

Proposition 5b: Family-work facilitation is positively related to life satisfaction

Proposition 5c: Work-family facilitation is positively related to job satisfaction

Proposition 5d. Family-work facilitation is positively related to job satisfaction

Conclusion

This paper is written to fill the gap in the empirical literature on organizational behavior, particularly on WFC/FWC and WFF/FWF issues. Most of the empirical studies focus on the consequences of WFC/FWC and WFF/FWF but still very few studies conducted to examine the factors that affect WFC/FWC and WFF/FWF as antecedents which need more in-depth study and the relationship between antecedents and consequences of WFC/FWC and WFF/FWF. This study is an embryonic study that addresses a proposed conceptual framework of the antecedents and consequences of WFC/FWC and WFF/FWF with several propositions related to the issues addressed, so that empirical testing required to develop a significant contribution in the development of organizational behavior literature, particularly in the issue of WFC/FWC and WFF/FWF

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