

A Descriptive Study of Work–Family Conflict among Employees who Adopt Hybrid System Working at PT. X

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ABSTRACT

One issue that occurred at PT X was that most married employees faced difficulties in balancing between work and family issues. When they have to complete a lot of work at the office, they will not have the time to complete the household chores. Besides this, they also felt stressed as well. This phenomenon is called work-family conflict. The aim of this current study is to illustrate the work-family conflict that faced by the married employees adopting the hybrid working system at PT. X during the pandemic. This study used quantitative methods and used Work-Family Conflict Scale (Carlson et al., 2000) to measure the work-family conflict. There were 100 participants in this study and the majority of them were males. Results indicated that the overall mean and each of the three dimensions (time-based, strain-based, and behavioral-based) of work-family conflict are considered high. This result can be used as inputs for the management of PT X to think of a few ways in combating this conflict.

Keywords: Work–family conflict, Hybrid, COVID–19.

1. PREFACE

Coronavirus is a large family of viruses that cause diseases in humans and animals. In humans, it usually causes respiratory tract infections, ranging from the common cold to serious illnesses such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). On December 1, 2019, the first coronavirus patient in Wuhan, China, began to show symptoms of the SARS-Cov-2 virus, and the outbreak has developed into a global pandemic. Based on detikNews on March 2, 2020, the first case of COVID-19 appeared in Indonesia due to infection from a Japanese citizen who came to Indonesia in February 2020. Sometime after the first case, based on Liputan6 the spread of COVID-19 cases in Indonesia continues to grow, bringing the number of accumulated positive cases in Indonesia to 6,047,040.

From this incident, many things have changed in the people's lifestyles and how people carry out their daily activities. The changes that people experience can range from minor to large things, as one of the most basic things that people now need to do during outdoor activities are doing things such as washing their hands more frequently, doing social distancing, decreasing and being wary of crowds, and above all, always wear a mask when outside. Aside from the basic but mandatory things that people can do to be wary or decrease the chances of spreading the virus, the government has also implemented new regulations related to the health and safety of the Indonesian people, as well as limiting the spread of the virus in the country. One of the protocols that the government implemented includes the employee work system within the company.

Since the outbreak of Covid-19 in Indonesia, the Government has made various efforts and adopted policies, such as the implementation of Large-Scale Social Restrictions (PSBB) to the implementation of Community Activity Restrictions (PPKM). The impact on office activities both government and private is implementing a hybrid system or a combination of working in

the office / Work From Office (WFO) and working from home / Work From Home (WFH) [6]. Based on the Circular Letter concerning the Ministry of State-Owned Enterprises (BUMN) Number 81 of 2019 concerning the work system of state-owned enterprises in the new normal order of the employment system, if SOEs occupy the red zone area, the company applies 25% of the total work from office employees (WFO) and 75% work from home (WFH). If the company occupies the yellow zone area, then the company applies for 50% of the total WFO employees and 50% WFH . With the implementation of such a work system, employees who are WFH can still work from home to carry out their work duties in the midst of the Covid-19 virus outbreak conditions, and the number of employees present at the office is reduced so that physical distancing can be carried out properly. In addition, work from home means employees who carry out work and office activities, amended the act at the place of residence. Permanent in accordance with the directions, obligations, and responsibilities of the employee. Companies must implement physical distancing in the workplace as much as possible, even though they have to sacrifice and change policies regarding their work environment. Each company has its own policies, such as implementing WFH once a week, whereas several teams work on shifts. However, staff who are not fit and sick can also carry out their work at home during the day.

A hybrid work system is when employees work with both systems, coming to the office on certain days and working from home on certain days. Systematic hybrid work has been carried out since the start COVID-19 pandemic. Hybrid working models also refer to the scope of flexible working arrangements that are not strictly standardized where employees are located and when they work. Companies that adopt a hybrid workplace may require to improve their conference room technology so that remote and on-site employees can communicate effectively, however, the usage of hybrid work system also tend to help save money for company and personal finances, such as real estate savings and reduced absenteeism, car maintenance, public transportation, work attire, as well as eating out. When it comes to the work lifestyle of the employees, there are also essential elements such as flexibility at work, reduced labor cost, more satisfaction on the part of workers, and better environmental experiences.

The pandemic has made many families feel the importance of a hybrid system because they can separate between work and home matters, and not carry stress from home to work. Hybrid is carried out as a way for the company to anticipate massive transmission but can still provide optimal work results for the company. With the systematic implementation of hybrid work, companies can also provide work–life balance for employees.

PT. X is one of the companies that implemented a hybrid system during the COVID-19 pandemic. PT. X is a company engaged in long-term financing and has 12 branch offices throughout Indonesia. PT. X always pays attention to the quality of the products and services it sells, by buying and selling goods and services, but there must be resources employed to manage the existing system. PT. X aims to be the most advanced international financial company compared to other companies. With the many responsibilities that workers will have, it will be very time-consuming for workers, but if this cannot be fulfilled or realized, it will cause conflicts that occur, both in the office environment and in the family environment. Problems will arise because someone has difficulty balancing roles at work and with family.

Based on observations made at PT. X during the COVID-19 pandemic there was a phenomenon where employees of PT. X were having problems with work–life balance. The work that employees do at home includes supervising children who attend online schools and helping teach their children. Many of them complain that they have difficulties in raising children, and

communication between spouses, which delays all office and family obligations. They argue that the stress of their family life affects their performance at work and that their office life affects their interactions with family at home.

According to Greenhaus and Beutell, work–family conflict (WFC) is a form of inter–role conflict that causes a person to have difficulty balancing roles in work and family. Dual roles are two-way, which means that the role of the family affects work needs (family–work conflict), and work can affect the family (work–family conflict). Three forms of work–family conflict have been identified in the literature: (a) time–based conflict, (b) strain–based conflict, and (c) behavior–based conflict. Time–based conflict occurs when the time allotted to one role makes it difficult to work in another. Strain–based conflict suggests that the tension experienced in one role interferes with the involvement of another, and behavior–based conflict occurs when certain behaviors desired by one role do not match the behavioral expectations of the other role.

Work–family conflict is important to study because WFC can harm employees. For example, stressed employees cannot focus on work, so work performance and company commitment decrease. In addition, WFC does not only affect work but also affects aspects of the family and oneself. Work–family conflict has been widely studied from year to year. For example, Bumulo researching work–family conflict among female employees who work in four and five-star hotels in Surabaya shows that they experience high WFC. In the same year, Lippe and Lippényi investigated work–family conflict among female employees who work from home. In line with the results of research from Bumulo that WFC among female employees was relatively high.

Based on previous research, two things will be criticized. First, previous studies have only focused on the female gender. Men also experience work–family conflict Hasanah & Matuzahroh. Second, previous research did not focus on a hybrid work system (Bumulo focused on WFO system, while the research of Lippe and Lippényi focused on WFH system). This hybrid work system is often implemented in companies during the COVID-19 pandemic. In addition, there is no research to date that examines work–family conflict in male and female employees who work in one of the finance companies, namely PT. X. Based on the existing gaps from previous research, therefore the current study was conducted to know the description of work–family conflict in male and female employees who apply a hybrid work system at PT. X.

With this research, it is hoped that PT. X can find out the level of WFC experienced by its employees. After knowing the description of the work–family conflict, the company can design a new program or modify existing programs, such as training and so on to reduce the number of WFC and create welfare for its employees.

2. RESEARCH METHODS

According to Greenhaus and Beutell, work–family conflict (WFC) is a form of inter–role conflict that causes a person to have difficulty balancing roles in work and family. Dual roles are two-way, which means that the role of the family affects work needs (family–work conflict), and work can affect the family (work–family conflict).

According to Greenhaus and Beutell, there are three dimensions of *work–family conflict* which is;

- A) *Time–based conflict*, which occurs when the time allotted to one role makes it difficult to work in another,

- B) *Strain-based conflict*, where the tension experienced in one role interferes with the involvement of another
- C) *Behavior-based conflict*, which occurs occurs when certain behaviors desired by one role do not match the behavioral expectations of the other role

3. RESULTS AND DISCUSSION

The type of research used in this study is quantitative research and uses a WFC measuring instrument based on the work–family conflict theory proposed by Greenhaus and Beutell. This research was conducted at PT. X from April 01, 2022 to April 08, 2022. The sample in this study is some employees who are married and have undergone a hybrid work system.

Participants data were collected online using a Google Form link and paper-based questionnaire, then distributed to 100 employees of PT. X (64% were male, age ranged from 27 to 34 years, 84% of participants had a bachelor's degree in education, and 69% had permanent employment status). Participants who accessed the link will be directed to the introduction on the main research page, containing informed consent. If the participants have read, agreed, and filled out the informed consent, they will be directed to the next page, which is the survey related to WFC.

The measurement of WFC uses a measuring tool called the Work–Family Conflict Scale [20] The Work–family Conflict Scale has 18 statement items, where each dimension consists of six statements. An example of an item in the time-based conflict dimension is, "The time I use for work prevents me from doing my responsibilities and household chores in a balanced way". An example of an item on the strain-based conflict dimension is, "After coming home from work, I feel too tired to participate in family activities or do household chores". An example item on the behavior-based conflict dimension is, "My behavior, which is effective and important at work, may become ineffective and unimportant at home."

Participants answered all questions using five Likert scales, namely, 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). Based on the Likert scale, the higher the score on the scale, the higher the work–family conflict experienced. The reliability (Cronbach alpha) for this measuring instrument is 0.703.

After participants have filled out all the statements on the questionnaire, then participants will be directed to the next page, namely the personal identity section, a thank you note from the research team, and a submit button at the end of the page.

Results

Table 1. Sociodemographic of the Respondents of the Research

Sociodemographic	Frequency	
	N	Percentage (%)
Gender		
Male	54	54

Female	46	46
Age (Year)		
Staff (<34)	73	73
Senior Staff (>34)	27	27
Education		
Associate's Degree	7	7
High School/ Vocation High School	3	3
Bachelors	83	84
Master's Degree	6	6
Length of Employment (year)		
<1	11	11
>1	89	89
Employment Status		
Permanent Staff	69	69
Contract Staff	31	31

Table 2.
Overall Mean Dimensions of Work–Family Conflict

Dimensions	Mean	Standard Deviation
<i>Time–Based Conflict</i>	3,95	0,57
<i>Strain–Based Conflict</i>	4,00	0,43
<i>Behavior–Based Conflict</i>	4,06	0,32

Overall, the mean WFC for all married employees working at PT X is 3.98 with standard deviation = 0.320. Table 1 shows the results of the mean and standard deviation for each dimension of WFC. The mean of the three dimensions of work–family conflict is greater than the hypothetical mean (3.00), therefore all dimensions of work–family conflict are high.

The results show that the score on the time-based conflict dimension is high (M = 3.95), this causes the employees of PT. X feels that his job distances them from their family activities and

activities, the time spent working becomes an obstacle to balancing responsibilities and work, and feels that they have to skip family activities because their time is running out for work. For example, when employees of PT. X who did not come on time to the office due to housework that had to be done, this resulted in them having to extend their working hours to fulfill office work until late at night, which resulted in an imbalance between the time that had to be given to the family and the time that had to be given to the company. This is in line with research conducted by Natalia and Suharmono, that this indicator can reduce performance at PT. X. The high time demands they experience can cause workers to experience conflict at work due to problems in the family, considering that household management is still burdened with them. Thus, in terms of time-based family conflict, it can reduce performance in the office.

The second dimension which is classified as high is the strain-based conflict ($M=4.00$). Employees of PT. X often feel stressed in taking care of their family, they find it difficult to concentrate when working, and the pressure and anxiety of family life often limit the ability of PT. X to work optimally. For example, when employees of PT. X are feeling some form of pressure, this causes employees to become anxious and stressed. Role tensions include stress, increased blood pressure, anxiety, emotional states, and headaches. In addition, interpersonal conflicts within the family unit, as well as the lack of support from family members can also be a stress factor in this dimension.

The third dimension is the behavior-based conflict-based dimension ($M= 4.06$), employees of PT. X feels that the problem solving used at work is not effective for solving problems at home, and behaviors that are effective at work, do not help PT. X employees to be a better parent and husband or wife at home. An example is a female manager at PT. X who has the authority to order subordinates, but has to listen to her husband at home. This can trigger conflict if it doesn't go well. The ineffectiveness of this behavior may be caused by the individual's lack of awareness of the consequences of his actions on others.

Judging from the results of the study, employees of PT. X experienced a high work–family conflict, this can be seen when the employees of PT. X experienced an imbalance of time that must be given between family and office. PT.X employees are anxious and stressed about the pressure that is focused on workers, and how the effectiveness of the employees of PT. X in solving office and family problems. This is in line with research conducted by Yang and Chen which states that job demands are related to the pressure that comes from excessive workload and time, for example, work that must be completed in a hurry. Meanwhile, family demands relate to the time needed to handle household tasks and look after children.

The results of the study show three dimensions with the highest mean value from employees of PT. X, therefore the research team suggested that management be more aware of the work–family conflict problems experienced by their employees, and provide training to help overcome the imbalanced roles they face. Based on Takalapeta and Benu three training activities can be done to help deal with employee stress, where the three aspects of the training are related to knowledge, namely knowing what stress is and what stress triggers are. This knowledge relates to what employees experience daily, but from a scientific point of view. The second training focuses on ability, which refers to activities such as breathing to calm themselves when experiencing stressful situations. These activities prevent employees from venting their stress in a negative way. The last activity relates to attitude, which relates to positive attitudes and habits that employees can do to deal with their stress.

Based on the researcher's direct experience in the research process, there are some limitations that can be addressed by future researchers. Some of the limitations in this study include the minuscule number of respondents, where this number is still insufficient to describe the actual situation in the data collection process. Other limitations that were also experienced during this research include the possibility of false information provided by respondents through questionnaires because sometimes there are differences in thoughts, assumptions, and different understandings of each respondent, other factors such as honesty in filling out the questionnaire, as well as the understanding and thoroughness of the respondents when reading the research questions.

With this research, researchers hope that in the future there will be more respondents, which can provide better data accuracy in their research and it is hoped that there will be additional variables in further research.

4. CONCLUSIONS AND RECOMMENDATIONS

Based on the study, the data shows the level of work–family conflict at PT. X is relatively high, both in men and women. The data were obtained from the answers of the respondents. The statement on the questionnaire reflects the statement of a person about work and how living conditions during this pandemic make it difficult for workers to switch from one job to another, and the lack of time division at work. Certain roles even lead to employees experiencing work–family conflict.

From this conclusion, it can be interpreted that it is important to implement a hybrid work system for employees so that they can divide tasks and have good time management between office work and house chores, especially during the COVID-19 pandemic.

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