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## Work-Family Conflict and Job Satisfaction: The Role of Self-Efficacy as Mediator

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### **Abstract:**

*The issue of work-family conflict (WFC) has been noted as a particular concern for today's businesses. In demonstrating WFC's relationship with work outcomes, job satisfaction has been the most widely studied correlate. This study extends the previous research by examining the unique effects of Self-Efficacy as mediator. This study aims to propose a conceptual framework to study the relationship between Work-Family Conflict and Job Satisfaction with Self-Efficacy variables as mediator. Based on literature review, the framework suggests that Work-family Conflict has negatively influenced one's Job Satisfaction. Considering Self-efficacy as the mediator within the relationship, the effects of it is to be investigated. From the review of literatures, hypotheses were developed suggests the relationship between Work-Family Conflict, Self-Efficacy and Job Satisfaction by choosing single working mother as the research samples. The findings of this study are expected to provide a platform to employers to be sensitive to the needs of their employees, particularly women who choose to work. Career women will be able to work better if the responsibilities as a mother and wife and are not neglected. The statistical tools will be employed is SPSS for windows Software (Version 19.0) to analyze the reliability analysis, descriptive statistic, regression and correlation analysis.*

**Keywords:** Work Family Conflict, Self-Efficacy, Job Satisfaction, Single Working Mother

### **1. Introduction**

The work - family conflict has become an issue of particular concern to today's businesses. Its prevalence among employees and the negative consequences of this conflict for one's job satisfaction has led it to become one of the problems that managers and directors have to deal with most (Antonia , Ana Ma & José, 2010). According to Spector (1997), job satisfaction is an attitude associated with the degree to which people like or dislike their job. A low level of job satisfaction predicts negative attitudes and behavior in the work context, such as absenteeism, external turnover and reduced productivity. Given these negative consequences, an analysis of the factors that determine this satisfaction or dissatisfaction is of great interest to managers and directors in an organizational context, as such an analysis can facilitate and improve the creation of programs that are designed to increase job satisfaction and, as a result, reduce negative behavior. However, due to its increased prevalence among employees, one of the factors that is currently arousing substantial interest in researchers and business professionals is work-family conflict (Bond et al., 1997; Grandey et al., 2005).

Due to increasing dual-earner families in the workforce and employees' pursuit of a more balanced work-family life, work-family conflict has become more salient than ever before (Feng Cao, 2005). Every working woman should balance multiple roles that could increase the interpersonal and intrapersonal conflict experienced by them who simultaneously maintain professional and personal responsibilities. Work and family are two domains that are central components in people's lives and thus demand a great deal of time, effort and energy spent on managing multiple responsibilities. In addition, work and family roles can have a meaningful impact on psychological wellbeing and satisfaction (Kossek & Ozeki, 1998; Schwartzberg & Dytell, 1996). Work and family are the key domains of life to many people and not surprising, work family conflict research has become a major area in organization research (Parasuraman & Greenhaus, 2002). Most work/family research emphasis the idea that conflict has an impact on individual's emotional and physical condition, thus causing disadvantages for companies due to absenteeism and diminishing productivity (Cooper and William, 1994). Not only conflicts between the two fields might affect productivity, spillover theory (Caligiuri & Cascio, 1998) rather suggests that problems in one domain (e.g home life) will affect the other (e.g. Performance on the job).

The phrase “work-family conflict” (WFC) emerged in the 1980s, with the sharp increase in women’s participation in the workforce. The change in employee demographics challenged the gendered ideology of men as the primary breadwinner and women as the stay-at-home mother. The traditional gendered sex-role connotes the conflict that arises when women attempt to fulfill the responsibilities of both roles. According to role theory, work-family conflict occurs because of an inter-role conflict in which the role demands of one sphere (work or family) are incompatible with the role demands of another sphere (work or family) (Hui, 2008).

The objectives of the study are to examine the relationship between work-family conflict, self-efficacy and job satisfaction among single working mother. Therefore, this study is structured as follows: First, a summary of literature on the concept of work-family conflict, self-efficacy and job satisfaction is discussed. Second, the proposed framework is highlighted. Third, the methodology and sample are both described and finally the conclusion is provided by summarizing the avenues for further findings.

## 2. Literature Review

### 2.1. Underlying Theory

Social Cognitive Career Theory is chosen as the underlying theory for this study. This theory is grounded in Bandura’s (1986) social cognitive theory, and explores how career and academic interests mature, how career choices are developed, and how these choices are turned into action. This is achieved through a focus of three primary tenets: self-efficacy, outcome expectations, and goals. Self-efficacy refers to the beliefs people have about their ability to successfully complete the steps required for a given task. Individuals develop their sense of self-efficacy from personal performance, learning by example, social interactions, and how they feel in a situation.

Outcome expectations are the beliefs related to the consequences of performing a specific behavior. Typically, outcome expectations are formed through past experiences, either direct or vicarious, and the perceived results of these experiences. Goals are seen as playing a primary role in behavior. A goal is defined as the decisions to begin a particular activity or future plan. Behavior is organized or sustained based on these previously set goals.

Generally based on SCCT, career interests are regulated by self-efficacy and an outcome expectation, which means people, will form lasting interests in activities when they experience personal competency and positive outcomes for example job satisfaction. On the contrary, a belief of low personal competency will lead people to avoid activities. Perceived barriers such as those related to gender, ethnicity, age, socioeconomic status, or family constraints may create negative outcome expectations, even when people have had previous success in the given area.

### 2.2. Work-family Conflict and Job Satisfaction Relationship

Literature reviews show that the relationship between work-family conflict and job satisfaction has been extensively explored by many researchers, and most of the studies reported a negative relationship between these two variables (Anderson et al., 2002; Fyre and Breugh, 2004). Research by Gao, Shi, Niu and Wang (2012) found that work-to-family interference and family-to-work interference was negatively related to job satisfaction and that emotional intelligence weakened the effect of Work Family Conflict on job satisfaction. Practical implications for reducing the negative influence of Work Family Conflict on employees' job satisfaction are also provided, such as the potential value of emotional intelligence for the training and development of employees in teaching professions. Similarly, a study by Yildirim and Aycan (2008) using 106 academic nurses and 137 clinical nurses as a sample found that work overload and irregular work schedules were the significant predictors of work-to-family conflict and that work-to-family conflict was associated with lower job and life satisfaction.

The relationships between job satisfaction and both work-family conflict and family-work conflict are more important in today’s due to societies becoming modernized. Many scholars agreed that the consequences of the conflict could be seen as a reduction in the level of an individual’s satisfaction from his/her job, family, or life (Burke & El-Kot, 2010). This statement also supported by an analysis done by Patel et al., (2008) that revealed the higher job satisfaction the lower the Work Family Conflict and the higher the spousal support the lower the Work Family Conflict.

### 2.3. Work-Family Conflict and Self-Efficacy Relationship

According to Ganster (1995) in the case of managing the conflict that inevitably arises between personal and career responsibilities assessing work-family conflict, self-efficacy can provide a unique perspective on what might ultimately help reduce the negative outcomes (e.g., decrease in life and job satisfaction) as a person’s own judgment of the abilities to complete a given task or course of action. When one’s have self efficacy, he or she may have their own judgment of their own abilities to complete a given task or course of action in the case of managing the conflict that inevitably arises between personal and career responsibilities. Bandura (1995) described the self-efficacy as a key determinate of psychological change, choice of settings and activities, quality of performance in a specific domain and the level of persistence when one meets adverse or negative experience. These functions of self-efficacy are applicable to work-family conflict.

Study by Iran, Marziyeh & Maryam (2010) found that a meaningful relationship between the type of employment and the level of self-efficacy was found. In other words, employees with work security have a high level of self-efficacy compared to employees who does not have work security. They added that negative relationships between high work-family conflicts and low level of self-efficacy and the importance of self-efficacy in moderating work-family conflicts have been demonstrated. Women with high levels of self-efficacy have experienced less work-family conflict. Nurses with high levels of self-efficacy are more guided by their own internal causes for a career than nurses with low levels of self-efficacy. Nurses with lower levels of self-efficacy may be more easily influenced by the external factors.

#### 2.4. Self-Efficacy and Job Satisfaction Relationship

Scholars mostly feel there have considerable extent correlation between self efficacy and job satisfaction. Mc Donald and Siegall (1992) proven that self-efficacy and job satisfaction have a positive correlation. Bradley and Roberts (2004) discover that self-efficacy rise the job satisfaction. Previous studies have examined the role of self-efficacy as a mediator. For example, previous research found that the role of self-efficacy as mediator among teachers is related to their job satisfaction with their choice of profession and their competence as rated by school super-intendents. Recent findings have shown that teachers' self-efficacy have a crucial role in affecting and sustaining their commitment to school and their job satisfaction. It is likely that job satisfaction accompanies teachers' self-efficacy and contributes to sustain their efforts towards pursuing children's optimal scholastic attainments (Caprara, Barbaranelli, Steca & Malone, 2006).

The analysis result by Ming and Yen (2012) stated that self-efficacy has a positive effect on Job satisfaction. The analysis results support their hypoteses. They added that it is consistent with the results of Menguc's (1996) work mentioned that Self-efficacy could continue keep the successful experiences and usually set the relative variables is controllable. Therefore, employees with the high self-efficacy, have the superior abilities and performance, as soon as the increasing of job satisfaction that obtained from work.

Using a sample of 274 elderly care employees and 91% were female with the average age was 45 years Nielsen, Yarker, Randall and Munir (2009) examined the mediating effects of team and self-efficacy on the relationship between transformational leadership, and job satisfaction and psychological well-being in health care professionals. The result indicated both team and self-efficacy were found to act as mediators, however, their effects differed. Self-efficacy was found to fully mediate the relationship between transformational leadership and well-being and team efficacy was found to partially mediate the relationship between transformational leadership and job satisfaction and fully mediate the relationship between transformational leadership and well-being.

#### 2.5. Work-Family conflict, Self-efficacy and Job Satisfaction Relationship

According to Brough, O'Driscoll and Kalliath (2005), the relationship between inter-role conflict and satisfaction would be evident across domains. For instance, if a person has to work long hours and/or experiences considerable job demands, these in turn will reduce their capacity to devote time and energy for their family life. This may lead to feelings of disappointment and guilt concerning their (lack of) participation in family activities, thus creating dissatisfaction with the source of the interference, that is the job. Similarly, excessive family commitments (e.g. Having to take care of sick children, or dealing with family crises) will detract from the person's ability to engage in their paid work. This may be related to dissatisfaction with family life arising from a sense of guilt about not being able to fullfil job commitments or responsibilities. Hence it was predicted that Work Family Conflict would be more strongly associated with job dissatisfaction than with family dissatisfaction. Self-efficacy has been defined as individuals' beliefs, thoughts, and feelings about their personal capabilities that affect how they function and, which in turn influence their performance (Pandora 1977). Self beliefs can influence behavior choices, determine the amount of effort needed and for how long, and encourage thought patterns and emotional behaviors necessary to succeed. Thus, to handle work-family conflict, one's need self-efficacy to ensure the satisfaction of the job.

Research by Wang, Lawler and Shi (2010), examines the relationships work—family conflict (work interfering with family), job-related self-efficacy, job satisfaction, and supervisor satisfaction in China and India. Results showed that Work-Family Conflict was negatively associated with job satisfaction. The relationships between Work Family Conflict and job satisfaction and self-efficacy were more negative for women than for men. No significant differences were found in any of these relationships between China and India. Finding by Cinamon and Rachel Gali (2006) also demonstrated that women experienced lower efficacy in managing work family conflict compared to men.

### 3. Proposed Conceptual Framework

This study is to examine the relationship between work-family conflict, self-efficacy and job satisfaction among single working mother. The framework of the proposed conceptual model is shown in (Figure 1).

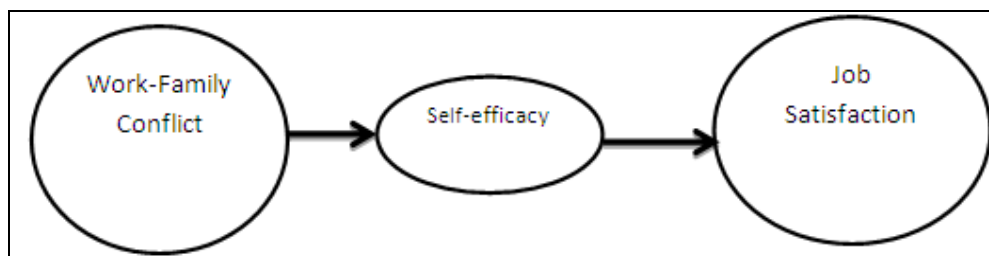


Figure 1: Conceptual framework of the relationship between Job satisfaction and Work-Family Conflict mediated by Self-Efficacy.

The following hypotheses are formulated based on the review of literatures. We hypothesized that:

- H1: There is significant relationship between work-family conflict and Self-efficacy among single working mother.
- H2: There is significant relationship between work-family conflict and Job satisfaction among single working mother.
- H3: The relationship between work-family conflict and job satisfaction is mediated by self-efficacy.

#### 4. Methodology

This research will use quantitative research study. The research design uses a primary data were structured questionnaires will be asked to respondents. For the purpose of this study, the questionnaire will be consisted of three sections.

- Section A: Work- family Conflict (4 items); Adapted from Netemeyer (1996)
- Section B: Self-efficacy (10 items); Adapted from Matthias & Schwarzer (1995) According to the authors, this scale has been used in numerous research with alpha Cronbach reliability coefficients ranging from 0.76 to 0.80 (Sabitha and Surena 2011)
- Section C: Job Satisfaction (36 items); Adapted from Spector (2000)

The unit of analysis will be defined in this study is limited to single working. This study will use SPSS to examine interrelationships among the variables in this study (work-family conflict, self-efficacy, job satisfaction) simultaneously. Since there are many items employed to measure these three variables, the Factor Analysis procedure will be employed to determine the number of factors and the grouping of items under its respective factor (Zainudin & Julina, 2012). From here, this study will compute Mean score for each factor under the classified variable. The measure of reliability (Cronbach Alpha) for each variable namely works-family conflict, self-efficacy and job satisfaction will be computed.

#### 5. Conclusion

The study attempts to examine the relationship between Work-Family Conflict, Self-Efficacy and Job Satisfaction. The findings of this study will be useful to managers to provide an equitable workplace flexibility and find ways on how to reduce pressure from work family issues that can translate into greater efficiency and productivity at work. This study expects a negative relationship between Work-Family Conflict and Job Satisfaction. This study also expects Self-Efficacy will mediate the relationship between Work-Family Conflict and Job Satisfaction among single working mother.

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