

# Work Family Conflict and Work Engagement on Woman Employees at PT Sumatera Berlian Motors

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**Keywords:** Employee, Woman, Work Engagement, Work Family Conflict.

**Abstract:** This study aims to determine the relationship between work family conflict and work engagement. The hypothesis of this study states that there is a negative relationship between work family conflict and work engagement, with the assumption that the higher work family conflict, the lower the work engagement and conversely. The subjects of the study are 87 woman employees of PT Sumatera Berlian Motors Medan. Data were obtained from a scale to measure the Work Engagement and Work Family Conflict. The calculation was performed by means of testing requirements analysis (assumption) that consists of a test for normality and linearity. The analysis of the data was performed using Product Moment Correlation with SPSS 21 for Windows. The results of data analysis showed a correlation coefficient of -0.462,  $p < 0.001$ . It shows that there is a negative relationship between work family conflict and work engagement. The results indicate that the contribution given to the variable of work family conflict and work engagement is by 21.3 percent and the remaining 78.7 percent is affected by other factors. From these result, it is concluded that the hypothesis stating there is a negative relationship between work family conflict and work engagement, is accepted.

## 1 INTRODUCTION

An organization is created to achieve a certain goal, therefore winning an organization determines the success that has been determined previously. The success of the organization in achieving its goals is largely determined by the organization that is needed by external and internal factors of the organization. One of the human resources (HR), in the context of industry or business, HR is a person who works in an organization that is often called an employee.

Employees who are selected as company assets are important, because humans are a dynamic resource and are always needed in every production process, goods, and services. Therefore companies need to make strategies and policies in improving the quality of human resources. In order to maintain competitive advantage, this recruitment is successful with management and development efforts for its employees. In this case the company is required to pay attention to the welfare of its employees by giving full employee rights. On the other hand, employees must also be committed to companies that want to promote high companies.

The characteristics of employees who have good performance are those who have a high sense of personal responsibility for their work, dare to take and bear the risks faced, have realistic goals, have a comprehensive work plan and strive to realize their goals, utilize concrete feedback in all work activities carried out, looking for opportunities to realize plans that have been programmed and will be disciplined against company regulations and employees who do not have good performance will have an adverse effect on themselves and the organization (Mangkunegara, 2002).

If the employee already has good performance and has a high sense of responsibility towards his work, and realizes that they are contributing in the company, this will make the employee give all of their best abilities to the company and to their work. Employees who feel less bound to the company and its work, employees will feel there is no attachment.

The phenomenon that often occurs is the behavior of employees who have poor performance and do not complete their work in a number of cases involving government employees and private employees such as they buy time to work and do not

finish their jobs properly. This is because one of the factors is that the lack of attachment to employee work is known as work engagement.

Employees who do not have work engagement cannot develop their own potential, do not provide the best contribution, decrease productivity, feel tired both physically and mentally while working, cannot resolve and find solutions to complicated work faced, and does not have the satisfaction of working and feeling depressed, so it can slow down or hinder the productivity and performance of a company or organization to achieve the goals of the company (Bakker & Leiter, 2010).

Based on researcher's observation at PT Sumatera Berlian Motors, we found that the woman employees have low work engagement. We found that after provide training material to woman employees of PT Sumatera Berlian Motor, even to attend the training they are already reluctant and forced to follow because of orders from boss. We found how difficult it is to provide such training because the participant's work engagement is low. Based on the identification during the training, it was proven that there were some employee behaviors that indicated low work engagement. For example, they feel bored when working routine, are not happy when serving customers in large numbers, do not like when getting a shift in a over work time, and there are those who have the desire to quit his job. They still continue to work at the company because they find it difficult to find other jobs that fit their abilities. Some have tried to apply for new jobs at other companies but were not accepted, and some who are already nearing retirement age have difficulties when applying to other companies because of the age limit.

Work engagement is influenced by several factors, one of which is work family conflict. Work family conflict is defined as a conflict that arises from the demands of work and family that are not suitable in several respects. Because of this incompatibility, participation in one role is made more difficult by participation in other roles (Garcea, Harrington, & Linley, 2010). This is evidenced by research conducted by Opie & Henn (2013) in a study conducted on woman employee working in several organizations, there was a negative influence between work family conflict on work engagement, this implies that if work family conflict is high then work engagement is low. Conversely, if work family conflict is low, work engagement will be high.

Based on the background described and by looking at the increasing number of cases of

employee behavior that have poor performance and not completing their work properly, which shows low work engagement which is influenced by work family conflict factors, the researchers is interested in conducting research with the title "Work Family Conflict and Work Engagement on Woman Employees at PT. Sumatra Berlian Motors".

## 2 LITERATURE REVIEW

Work engagement is defined as a positive, satisfying, emotional state while working. It is characterized by vigor, dedication, and absorption. Vigor is exemplified by high energy levels, mental resilience, and the motivation to invest effort at work. Dedication is demonstrated by a sense of importance, enthusiasm, inspiration, pride, and challenge toward work. Absorption entails full concentration, being deeply engrossed in work, the quick passage of time, and a reluctance to detach oneself from work (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002).

Macey, Schneider, Barbera, and Young (2011) stated that work engagement is an individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals. The factors that influence work engagement include: (1) work family conflict, (2) job insecurity, (3) perceived organizational support, (4) burnout, (5) big five personality, (6) psychological demands, (7) the support of co-worker support, and (8) psychological capital. According to Gallup, the Consulting Organization there are types of employees related to work engagement: (1) Engaged, employees who are builder. They want to know the desired expectations for their role so they can meet and exceed them. (2) Not engaged, Employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. (3) Actively Disengaged, Employees are the "cave dwellers". They are "consistently against virtually everything". They are not just unhappy at work; they are busy acting out their unhappiness (Gopalakrishnan, et al., 2009).

Work-family conflict is a form of inter-role conflict in which the demands of work and family roles are incompatible in some respect so that participation in one role is more difficult because of participation in the other role (Greenhaus & Beutell, 1985). Carlson, Kacmar, and Williams (2000) measure work-family conflict of six dimensions time, namely: (1) time-based work interference

family, conflicts that occur due to time for work to interfere with family time. (2) time-based family interference work, conflicts that occur as a result of time for family disrupting time for work. (3) strain-based work interference family, tensions that occur due to work activities that interfere with family activities. (4) strain-based family interference work, tensions that occur due to family activities that interfere with work activities. (5) behavior-based work interference family, behavior carried out when working changes behavior when with family. (6) behavior-based family interference work, behavior that is done when with family changes behavior when working.

### 3 RESEARCH METHOD

The population in this study were all woman employees who were married at PT. Sumatera Berlian Motors as many as 97 people. Looking at a relatively small population, which is less than 100 people, in line with the opinion of Arikunto (2006), the sampling technique used is the total sampling technique, if a small population is known to be less than 100, the population is better taken so that the research is total sampling in the sense that the entire population is used as a sample.

This research uses quantitative research methods with correlational analysis techniques. Correlational research is described as a data management technique by correlating or linking two or more data variables to determine the level of relationship closeness (Siswanto, Susila, & Suyanto, 2017). Data analysis used Pearson Product Moment correlation with SPSS 21 for windows to find out the relationship between work family conflict variable and work engagement variable. Data was gathered by using scale, namely Work Engagement Scale and Work Family Conflict Scales, the scale is arranged in the form of statements using a Likert Scale.

### 4 RESULT

This study aims to reveal the relationship between work family conflict and work engagement with Pearson Product Moment analysis technique. Before using Pearson Product Moment analysis, the collected data is first calculated for the normality distribution and linearity of the relationship test (Siswanto, et al., 2017). From the normality test and linearity test it is known that the results fulfill these

assumptions. The results of the distribution normality test and relationship linearity test can be seen in table 1 and table 2 below:

Table 1: Normality Test Results.

Variable	SD	K-SZ	Sig.	P	Explanation
<i>Work Engagement</i>	15,961	0,924	0,180	P > 0,05	Normal distribution
<i>Work Family Conflict</i>	17,266	1,039	0,115	P > 0,05	Normal distribution

Data is said normally distributed if  $p > 0.05$  (Santoso, 2015). The normality test performed on work engagement variables obtained KS-Z coefficient = 0.924 with Sig of 0.36 of 2 (two) tails test and Sig of 0.18 to 1 (one) tail test ( $p > 0.05$ ), which means that data on work engagement variable has a normal distribution. Normality test on work family conflict variable obtained KS-Z coefficient = 1.039 with Sig of 0.23 to 2 (two) tails test and Sig of 0.115 to 1 (one) tail test ( $p > 0.05$ ), which means that data on work family conflict variable has a normal distribution.

Table 2: Linearity Test Results.

Variable	F	Sig	Explanation
Work Family Conflict			
Work Engagement	27,047	0,000	Linear

Based on table 2, we found that the work family conflict and work engagement variable have a linear relationship. This can be seen from the P value obtained that is 0.000 then  $p < 0.05$ , it can be concluded that the two variables have a linear relationship and have fulfilled the requirements for Pearson Product Moment correlation analysis.

The hypothesis in this study states that there is a relationship between work family conflict and work engagement: there is a negative significant relationship between work family conflict and work engagement of woman employees at PT. Sumatera Berlian Motors Medan. It is assumed that the higher the work family conflict felt by the woman employees, the lower the work engagement, or vice versa, the lower the work family conflict felt by the woman employees, the higher the work engagement.

Table 3: Correlation between Work Family Conflict and Work Engagement (Significant:  $p < .05$ ).

Analyze	Pearson Correlation	Sig. (p)
Correlate	-0,462	0.000
Analyze	Pearson Correlation	Sig. (p)

Based on the results of the analysis of the correlation between work family conflict and work engagement, shows Pearson Product Moment correlation coefficient of  $r = -0.462$  with  $p$  is  $0,000$  ( $p < 0.05$ ). This shows that there is a negative correlation between work family conflict and work engagement. Thus, it can be concluded that the higher the work family conflict, the lower the work engagement and vice versa the lower the work family conflict, so the work engagement becomes higher.

This finding is in line with research conducted by Opie & Henn (2013) which found that there is a significant negative correlation between work family conflict and work engagement among employees who are also mothers. The negative correlation is also confirmed by the findings of research conducted by Mache, Bernbug, Groneberg, Klapp, and Danzer (2016) on employees working in hospitals. They found a negative correlation in the moderate category.

Table 4: Effective Donations.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462	.213	.204	14,238
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

In this study the coefficient of determination ( $R^2$ ) was obtained at 0.213. Based on these results, it can be concluded that 21.3% *work family conflict* affects *work engagement* and the remaining 78.7% is influenced by other factors such as job insecurity, perceived organizational support, burn out, and others. Thus, it can be concluded that the higher *work family conflict*, the lower the *work engagement*, and conversely the lower the perceived *work family conflict*, the higher *work engagement*.

## 5 CONCLUSION

Based on the results obtained in this study, it can be summarized as follows: There is a negative

relationship between work family conflict and work engagement of the woman employees at PT. Sumatera Berlian Motors Medan with a Product Moment correlation  $r = -0.462$  with  $p < 0.001$ , meaning that the higher work family conflict felt by woman employees, work engagement will be lower, and vice versa if the lower work family conflict perceived by the woman employees, so the work engagement will be higher. The results of this study indicate that the contribution of work family conflict variables to work engagement is 21.3 percent, the remaining 78.7 percent is influenced by other factors not examined such as job insecurity, perceived organizational support, burn out and others.

From the conclusions that have been put forward, the researcher presents some suggestions that are expected to be useful for the continuation of this correlational study. Suggestions for employees are suggested that employees can do several ways to minimize work family conflict. Suggestions for companies, in order to maintain existing management so that the level of work engagement at employees of PT. Sumatera Berlian Motors Medan can be maintained and increasing. Suggestions for future researchers are expected to be able to look for other factors such as job insecurity, perceived organizational support, burnout, personality that can affect work engagement.

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