

DETERMINANTS OF FEMALE EMPLOYEE WELLBEING FROM THE PERSPECTIVE OF WORK-FAMILY CONFLICT

Ibrahim, R.Z.A.R., Saputra, J., Ali, S.N.M.,

Bratu, I.A., Dagang, M.M., Johar, S.S.*

Abstract: Employee wellbeing is the most valuable asset to organisations, and it will affect both employees and organisations that employ them. Work-family conflict has been exacerbated by substantial changes in family composition, including the developing dual-earner, single-parent households and the increasing number of working moms. Due to the excessive burden of priorities on the family, females have more difficulty balancing between work and family than males. Of these, the current investigation seeks to evaluate the reliability and validity of the Malay Version of Work-Family Conflict and Emotional Exhaustion Scales and investigate the determinant of female employee wellbeing (emotional exhaustion) from the perspective of work-family conflict. A convenience sample of 200 female employees aged between 25 and 50 was surveyed online among public sector employees in Kuala Terengganu District, East Coast of Malaysia Peninsular. Results of exploratory factor analysis using Principal Component Analysis (PCA) yielded three underlying structures of the instruments, and confirmatory factor analysis (CFA) showed a good fit to the data. Further, the study's findings showed that both works to family conflict (WFC) and family to work conflict (FWC) predicted emotional exhaustion in participants. This study makes significant contributions in providing good evidence on psychometric properties of measurement and contributes to the corpus of literature and theory related to the field.

Key words: Work to Family Conflict, Family to Work Conflict, Female Employee and Wellbeing.

DOI: 10.17512/pjms.2022.25.2.11

Article history:

Received February 27, 2022; Revised April 12, 2022; Accepted May 11, 2022

Introduction

An organisation's performance is directly tied to the efficiency with which its personnel complete their work. Everyone who works there—both male and female—makes up the company's total amount of human capital. It is impossible to dispute that today's economic success may be attributed to the contributions of female

* **R Zirwatul Aida R Ibrahim**, Universiti Malaysia Terengganu, **Jumadil Saputra** Assoc. Prof., Universiti Malaysia Terengganu, **Siti Nazilah Mat Ali** Dr., Universiti Malaysia Terengganu, **Bratu Iulian Alexandru** Assoc. Prof., “Lucian Blaga” University of Sibiu, Romania, **Mazidah Mohd Dagang** Assoc. Prof., Universiti Malaysia Terengganu and **Siti Sarawati Johar** Dr., Universiti Tun Hussein Onn Malaysia.

✉ corresponding author: jumadil.saputra@umt.edu.my

✉ zirwatul@umt.edu.my; nazilah@umt.edu.my; iulian.bratu@ulbsibiu.ro ;
mazidah@umt.edu.my ; sarawati@uthm.edu.my

workers. With the help of their staff, companies can gain an advantage over rivals. Increased employment of females, particularly well-educated and talented females, will positively impact national GDP as the labour force expands and productivity rises (Ramli & Jusoh, 2015).

Since the country's independence in 1957, Malaysia has witnessed a dramatic social and economic transformation. However, several other concerns, such as wellbeing, must be addressed in addition to the growth and modernisation plan (Bratu and Cioca, 2019). A person's overall health and happiness are crucial considerations in their existence. Tun Dr Mahathir Mohamad's 2020 vision emphasised the importance of family and community prosperity. The success of a country rests on the shoulders of its wealthiest citizens. A psychological view of human wellbeing emphasises the cognitive and affective aspects of people's positive or negative sentiments about their life, and this psychological perspective is essential (Othman, 2014; Bratu and Cioca, 2018).

The participation of females in the labour force increased from 44.5% in 1982 to 55.3% in 2018 (Department of Statistics Malaysia, 2018), indicating the rise of dual-earner families in Malaysia. The Malaysian Gender Gap Index (2019) released by the Department of Statistics Malaysia shows that female has higher levels of education at all levels of education and a longer life expectancy than male. Work-family conflict has been exacerbated by substantial changes in family composition, such as the development of dual-earner, single-parent households and an increasing number of working moms (Benjamin & Samson, 2014). Due to the excessive burden of priorities on the family, females have more difficulty balancing between work and family than males (Bird, 2006). In conjunction with the existence of issue, the present study is conducted to evaluate the reliability and validity of the Malay Version of Work-Family Conflict and Emotional Exhaustion Scales and investigate the determinant of wellbeing (emotional exhaustion) from the perspective of work-family conflict.

Literature Review

Research relates to a work-family conflict involves a few disciplines, including sociology, psychology, occupational health, management, gender and family studies (Geurts & Demerouti, 2003; Haque, Sher and Urbański, 2020). Work-family conflict is characterised by Greenhaus & Beutell (1985) as a type of inter-role conflict in which the role constraints from the work and family domains are mutually incompatible in some ways. Work interfering with family (WIF) conflict and family interfering with work (FIW) conflict are two types of work-family conflict that differ in the direction of conflict (FIW). According to Noor & Zainuddin (2011), WIF conflict occurs when work-related activities conflict with family duties, such as when an employee tries to do office tasks at home when he or she should be with their family. On the other hand, when an employee needs to cancel a meeting due to a child's illness, FIW conflict arises in the opposite direction, disrupting the smooth execution of job obligations.

Nonetheless, additional names are frequently used to describe the various types of work-family conflict in the work-family literature. For instance, Work-family conflict (WFC) and family-work conflict (FWC) (Lingard & Francis, 2006), work-family interference (WIF) and family interference with work (Byron, 2005), work-home conflict (Emslie, Hunt, & Macintyre, 2004), and work-family spillover and family-work spillover (Franche et al., 2006). Work to family conflict (WFC) to represent work interfering with family and family to work conflict (FWC) to illustrate family interfering with work were chosen from this pool of interchangeable terminology for the current study. WFC and FWC are more straightforward and directly show the direction of conflicts and are commonly used in the work-family literature.

Many disciplines contribute to research on work and family concerns, including. Poelmans (2001) reviewed work and family studies and recognised the dominant and alternative theories. This study employed the role scarcity hypothesis as a theoretical research framework. "The individual may face many forms of role demands and conflicts, which he or she perceives as role strains when he or she wishes to carry out specific tasks," according to the role scarcity hypothesis (Goode, 1960). Individuals who play multiple roles endure role stress, which has a negative impact on their wellbeing (Cioca and Bratu, 2021). Poelmans (2001) concluded in his review that work and family roles could conflict in three ways.

To begin with, conflicting expectations in the performance of one's responsibilities might lead to intra-role conflict or role ambiguity. Second, juggling numerous responsibilities can lead to inter-role conflict when one role is more difficult to fulfil than the others. Finally, juggling various roles might lead to feelings of overwhelm in one or both work and family domains. According to (Greenhaus & Beutell, 1985), the scarcity model of human time and energy has been widely utilised in work-family studies to describe the conflicted relationship between work and family's two primary domains in human life.

Emotional Exhaustion

Emotional exhaustion is the most common symptom of burnout, characterised by a sense of being spent due to long-term job stress. As a result of the worker's emotional tiredness, he or she begins to distance himself or herself from clients, becoming cynical and disconnected. Emotional tiredness was found to have a negative and significant impact on all aspects of wellbeing (Lizano, 2015). Job satisfaction and organisational commitment were found to have a substantial negative association with emotional exhaustion (Opoku, Yoon, Kang, & You, 2021). Employees with a high level of emotional exhaustion are more likely to intend to leave and seek better job opportunities, prone to participate in counterproductive behaviour, including being impolite or unpleasant to coworkers and portrayed psychosomatic symptoms (Keffane & Bouazza, 2021).

One of the sources of emotional exhaustion among employees was the experience of work-family conflict as the main focus of the current study. Females experienced more emotional exhaustion than males due to personal life interfering with work

during work from home time. Working females may experience more emotional tiredness than males as they struggle to provide their best during work from home due to the demanding family chores. It was discovered that participative leadership could help prevent work-life interference, and, as a result, emotional weariness experienced by employees could be mitigated to some extent (Bhumika, 2020).

Work-Family Conflict and Emotional Exhaustion

Many employees are under pressure to combine childcare responsibilities, personal relationships, household chores and family obligations. Employees with small children confront additional challenges in maintaining job productivity at home while caring for their children (Gorlick, 2020). In addition, many working parents have been compelled to become interim teachers for their children due to school closures and the transition to online teaching and learning sessions for students (Gorlick, 2020). When an individual manages to discover a healthy and mutually supportive work environment, he or she will be able to strike a balance between life and work (Dhas & Karthikeyan, 2015).

This healthy work atmosphere will aid employees in balancing their professional and personal lives, resulting in increased organisational production. However, on average, each working person spends more than 80% of their waking hours at work. If this situation is not supported by a pleasant atmosphere and does not place a load on the individual, it will result in a conflict between work and personal life. According to a study conducted by Lowe (2005), in Canada, one out of every four employees has high levels of work-family conflict, mostly caused by family disruption and involving childcare. To make matters worse, when workers are overworked, the likelihood of workers suffering job and home conflict rises by about 60%. Yet, among the various elements that contribute to work-family conflict, it is discovered that the amount of time spent at work each day is the largest causal factor, resulting in the next issue: employees' inability to achieve work-life balance.

Scholars have consistently posited that emotional exhaustion increased with augmenting of WFC (Rubio, Osca, Recio, Urien, & Peiró, 2015). According to Galletta et al. (2019), WFC stems from demands on both the work and family domains, which can lead to emotional exhaustion. Previous studies exposed that employees with high WFC and FWC experience high emotional exhaustion (Wang, Tsai, Lee, & Ko, 2021). Meanwhile, Bagherzadeh et al. (2016), in their cross-sectional study among 420 employed married females in Iran, indicated emotional exhaustion caused by WFC, whereas FWC was not.

Among teaching staff, a study by Pikó & Mihálka (2018) on 2068 teachers in Hungary reported a robust relationship between WFC (time, behaviour and strain) and FWC (time, behaviour and strain) with emotional exhaustion. In addition, (Muasya, 2015) found that WFC significantly predicted burnout indicators, including emotional exhaustion among female teachers in Kenya. Also, two different studies in China and America prove that teachers experience burnout, including emotional exhaustion due to conflict in work and family demands (Ji & Yue, 2020; Mahmoodi-Shahrehabaki, 2020). In Malaysia, female teachers are vulnerable to

work-family conflict, so they become emotionally exhausted (Noor & Zainuddin, 2011). Thus, the authors propose the following hypotheses.

Hypothesis 1 (H1): Work-Family Conflict has a significant relationship with emotional exhaustion.

Hypothesis 2 (H2): Family-Work Conflict has a significant relationship with emotional exhaustion.

Accordingly, the research framework of this study is designed as shown in Figure 1.

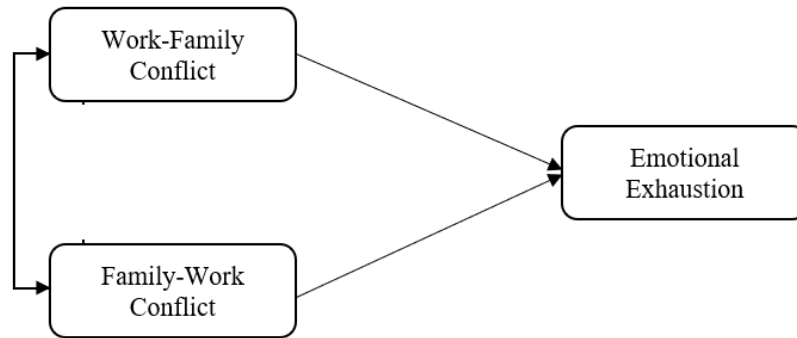


Figure 1: Research Framework.

Research Methodology

This quantitative study used a survey questionnaire conducted on 139 female employees for Exploratory Factor Analysis (EFA) and 200 female employees for Confirmatory Factor Analysis (CFA) and structural model. The data were collected using the convenience sampling method. Participants are female public servants in the Kuala Terengganu district. Due to the spread of the Covid-19 pandemic, participants have been approached using email invitations via Google's survey form to participate in the study. All participants were voluntary, anonymous and provided informed consent.

All instruments used in English have been translated into Malay versions using a back-translation technique (Brislin, 1970). Work-family conflict was measured by the Work-Family Conflict Scale (Netemeyer, Boles, & McMurrin, 1996). The scale consists of two subscales, namely WFC and FWC. Ten items will measure general demand, time and strain conflict. Examples of items are "The demands of my work interfere with my home and family life" (WFC); and "The demands of my family or spouse/partner interfere with work-related activities" (FWC). The scales range from "1" (strongly disagree) to "7" (strongly agree). Categorisation of low (M= 1.00-2.33), moderate (M= 2.34-4.66) and high (M= 4.67-7.00) levels of work-family conflict were according to Best & Kahn (1997).

Emotional exhaustion was measured by the Emotional Exhaustion Scale developed by Abas, Omar, Halim, & Muhammad Hafidz (2016) and Maslach & Jackson (1981), which consisted of nine items. An example of an item was "I feel emotionally

drained from my work." The scales ranged from "1" (strongly disagree) to "5" (strongly agree), indicating low (1.00-1.67), moderate (M=1.68-3.84) and high (3.35-5.00) levels of emotional exhaustion (Best & Kahn, 1997).

AMOS 26 and SPSS 26 software were used to analyse the data. SPSS 26 was used to execute descriptive data analysis, including mean, standard deviation, reliability, correlation, and the principal component analysis, to extract the underlying factor scale. In addition, AMOS 26 performed a confirmatory factor analysis (CFA) to validate the scale in this study. As a result, the criteria of measurement fit depend on the smaller value of chi-square (χ^2), Goodness of Fit Index (GFI) and Comparative Fit Index (CFI) is greater than 0.90, and Root Mean Error of Approximation (RMSEA) is lower than 0.80. In addition to the measurement model, the study also tested hypotheses related to examining the direct effect of WFC and FWC on emotional exhaustion.

Research Results

Before embarking on the results of data analysis, this study conducted the screening process for the questionnaire distributed and returned. The descriptive statistics results are separated by three in this section, i.e. demographic profile, mean and standard deviation and correlations. Using the convenience sampling method, participants comprised public sector employees aged between 25 and 60 years (M = 1.60, SD = 0.49). Also, all participants in the EFA analysis were married; the majority have between 3 and 5 children (59.0%) and have working experience of 11 to 20 years (49.6%). Meanwhile, an additional (N = 200) female employees aged between 25 and 60 years (M = 2.08, SD = 0.77) in CFA analysis. Specifically, only married female employees with at least one child were included. Details of the demography profile are presented in Table 1.

Table 1. The Results of Demography Profile of Respondent.

Demography	Category	EFA Analysis		CFA Analysis	
		Freq.	Percentage	Freq.	Percentage
Age	25-40 years	55	39.6	52	26.0
	41-50 years	84	60.4	80	40.0
	51-60 years	0	0	68	34.0
Race	Malay	139	100.0	192	96.0
	Chinese	0	0	8	4.0
Religion	Islam	139	100.0	193	96.5
	Buddha	0	0	7	3.5
Status	Married	139	100.0	200	100.0
No. of children	1-2 children	35	25.2	46	23.0

Working experience	3-5 children	82	59.0	116	58.0
	6 children and above	22	15.8	38	19.0
	1 -10 years	37	26.6	60	30.0
	11-20 years	69	49.6	65	32.5
	21-30 years	33	23.7	75	37.5
Total		139	100	200	100

Table 2 summarises the means, standard deviations and correlations between the study variables. Overall, employees experienced a moderate level of work-family conflict (M= 3.63) (Best & Kahn, 1997). Further, employees experienced higher level of WFC (M= 3.75, SD= 1.53) compared to FWC (M=3.51, SD=1.47). Employees reported experiencing moderate levels (M= 2.53, SD=0.91). Correlation analysis showed WFC (r = 0.735, p <0.01) and FWC (r = 0.703, p <0.01) had a significant positive relationship with emotional exhaustion. Overall, variables are interconnected.

Table 2. The Result of Means, Standard Deviations and Correlations Between Study Variables.

Variables	Mean	SD	1	2	3	4
1. Work and Family Conflict	3.63	1.44	1.000	-	-	-
2. Work-family conflict (WFC)	3.75	1.53	0.959**	1.000	-	-
3. Family-work conflict (FWC)	3.51	1.47	0.956**	0.851**	1.000	-
4. Emotional exhaustion (EE)	2.53	0.91	0.751**	0.735**	0.703**	1.000

Note: All are significant at **p<.01

Exploratory Factor Analysis (EFA)

Factor analysis revealed no ambiguity in terms of items' understandability and comprehensibility. Therefore, exploratory Factor Analysis (EFA) was carried out to establish the construct validity of the current scale. Participants have recruited from a purposive sampling strategy (N = 139), and the sample size was according to the criteria recommended by Bryman & Cramer (1997), which is at least five participants per item. The result of EFA is shown in Table 3.

Table 3. The Result of Factor Structure and Eigenvalue for Studied Variables.

Code(s)	Item(s)	Component(s)		
		1	2	3
Emotional Exhaustion				
EE5	I feel burned out from my work.	0.811		
EE6	I feel frustrated by my job.	0.787		

EE8	Working with people directly puts too much stress on me.	0.739		
EE4	Working with people all day is really a strain for me.	0.698		
EE9	I feel like I'm at the end of my rope.	0.697		
EE3	I feel fatigued when I get up in the morning and have to face another day.	0.649		
EE2	I feel used up at the end of the workday.	0.640		
EE7	I feel I'm working too hard on my job	0.581		
EE1	I feel emotionally drained from my work.	0.555		
Work-Family Conflict				
WFC2	The amount of time my job takes up makes it difficult to fulfil my family responsibilities.		0.802	
WFC3	Things I want to do at home do not get done because of the demands my job puts on me.		0.775	
WFC4	My job produces strain that makes it difficult to fulfil family duties.		0.758	
WFC1	The demands of my work interfere with my home and family life.		0.738	
WFC5	Due to work-related duties, I have to make changes to my plans for my family activities.		0.702	
Family-Work Conflict				
FWC3	Things I want to do at work don't get done because of the demands of my family/spouse.		0.863	
FWC5	Family-related strain interferes with my ability to perform job-related activities.		0.789	
FWC4	My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, and working overtime		0.779	
FWC2	I have to put off doing things at work because of the demands on my time at home.		0.755	
FWC1	The demands of my family/spouse interfere with work-related activities.		0.726	
Eigenvalue		10.78	2.07	1.02
% Variance		56.73	10.88	5.39
% Cumulative Variance		56.73	67.61	73.01
Cronbach Alpha		0.913	0.943	0.949

Table 3 shows that principal component analysis with Varimax rotation yielded three mutually inclusive factors. All factors were clear, well defined, and selected on the basis of theoretical assumptions along with an eigenvalue greater than 1.0. Moreover, the identified three factors accounted for 73.0% of the total variance. Factor 1 comprises nine items (EE1, EE2, EE3, EE4, EE5, EE6, EE7, EE8 and EE9) related to emotional exhaustion due to multiple workloads during work from home accounted for 56.73% of the variance. Next, factor 2 accounted for 10.88% of the

variance and comprised five items (WFC1, WFC2, WFC3, WFC4 and WFC5) related to work interfering with family life (such as extensive, irregular, or inflexible work hours, work overload). Meanwhile, factor 3 is related to family interference with work (such as responsibility for children and interpersonal conflict), consisting of five items (FWC1, FWC2, FWC3, FWC4 and FWC5) and accounted for 5.39% of the variance.

Assessment of Measurement Model

In order to confirm the measurement model in this study, confirmatory factor analysis was conducted. CFA showed that all items had the strongest association with their latent constructs, with the value of loading factors greater than 0.50 (Hair, Black, Babin, & Anderson, 2014). Furthermore, the value of the Average Variance Extracted (AVE) is higher for work-family conflict when compared to other constructs (family-work conflict & emotional exhaustion) (see Table 4). Therefore, applying the common threshold suggested by (Hair et al., 2014), this study uses the cut value as higher or equal to 0.50.

Table 4. The Results of the Loading Factor.

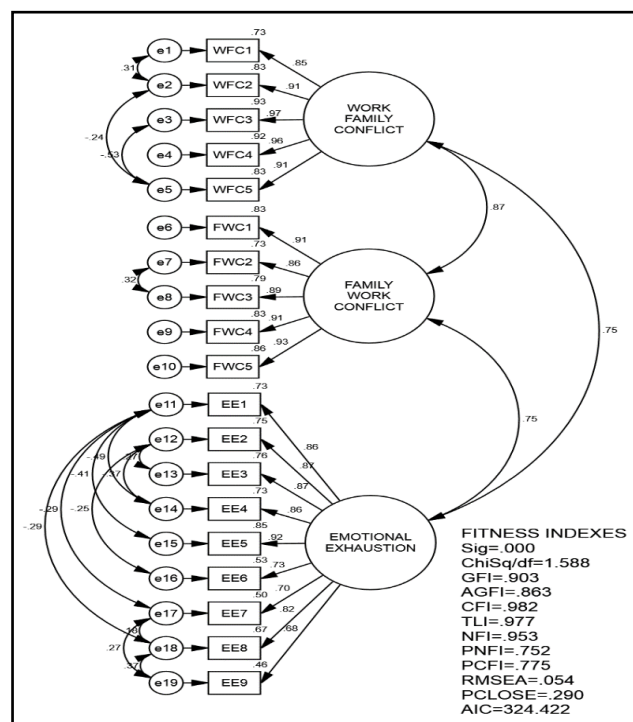
Construct	Item	Loading Factor
Work-Family Conflict	WFC 1	0.866
	WFC 2	0.912
	WFC 3	0.959
	WFC 4	0.966
	WFC 5	0.879
Family-Work Conflict	FWC 1	0.895
	FWC 2	0.882
	FWC 3	0.915
	FWC 4	0.902
	FWC 5	0.934
Emotional Exhaustion	EE 1	0.788
	EE 2	0.861
	EE 3	0.887
	EE 4	0.829
	EE 5	0.924
	EE 6	0.724
	EE 7	0.761
	EE 8	0.826
	EE 9	0.712

In addition, the discriminant validity was tested using the square of average variance extracted (AVE), as shown in Table 5. It is found that the value of square root AVE is higher for its construct (e.g. Emotional Exhaustion) when compared to other constructs (e.g. Family-Work Conflict), respectively. It means that the construct used in this study fulfils the condition of convergence. Also, Table 4 shows that the composite reliability values (CR) of the constructs used in this study are reliable, which exceeded the recommended value of 0.50 (Fornell & Larcker, 1981).

Table 5. The Results of Discriminant and Convergence Validity and Reliability of the Measurement Scale.

Variable(s)	CR	AVE	MSV	ASV	EE	FWC	WFC
Emotional Exhaustion (EE)	0.947	0.666	0.566	0.560	0.816		
Family-Work Conflict (FWC)	0.956	0.811	0.760	0.658	0.745	0.901	
Work-Family Conflict (WFC)	0.965	0.848	0.760	0.663	0.752	0.872	0.921

Subsequently, absolute, incremental and parsimonious fit indices were used to ensure the model is fit.

**Figure 2: The Result of Three-Factor Structure Model after Modification Indices.**

The analysis result showed that all empirical test values are higher than the threshold value of categories, as illustrated in Figure 2. Generally, CFA showed a good fit to the data with $p = 0.000$, $GFI = 0.90$, $CFI = 0.86$, $TLI = 0.98$, and $RMSEA = 0.054$. Also, the chi-square value is divided by the degree of freedom yield of 1.588, which is within the recommended limit. The EFA-derived three-factor solution on the measurement model in this study was confirmed in the CFA model.

Assessment of Structural Model

In this section, Table 6 and Figure 3 show that the construct of work-family conflict significantly affected emotional exhaustion. The estimated value of WFC is 0.428 with a standard error of 0.072 and a critical value of greater than 1.96 (e.g. 3.989). Assuming an increase of 1% in WFC can increase emotional exhaustion as much as 0.428 or 42.8%. Subsequently, the family-work conflict also had a significant effect on emotional exhaustion. The estimated value of FWC is 0.372 with a standard error of 0.070 and a critical value greater than 1.96 (e.g. 3.465). It shows that an increase of 1% in FWC can increase emotional exhaustion as much as 0.372 or 37.2%. Finally, the Standardised Root Mean Square Residual (SRMR) value is 0.03, where only 3.0% of work-family and family conflicts explained the relationship between emotional exhaustion.

Table 6. The Results of Hypothesis Testing.

	Estimate	S.E.	C.R.	P	SRMR
EE <--- WFC	0.428	0.072	3.989	***	0.03
EE <--- FWC	0.372	0.070	3.465	***	

Note: *p<0.05; **p<0.01; ***p< 0.001

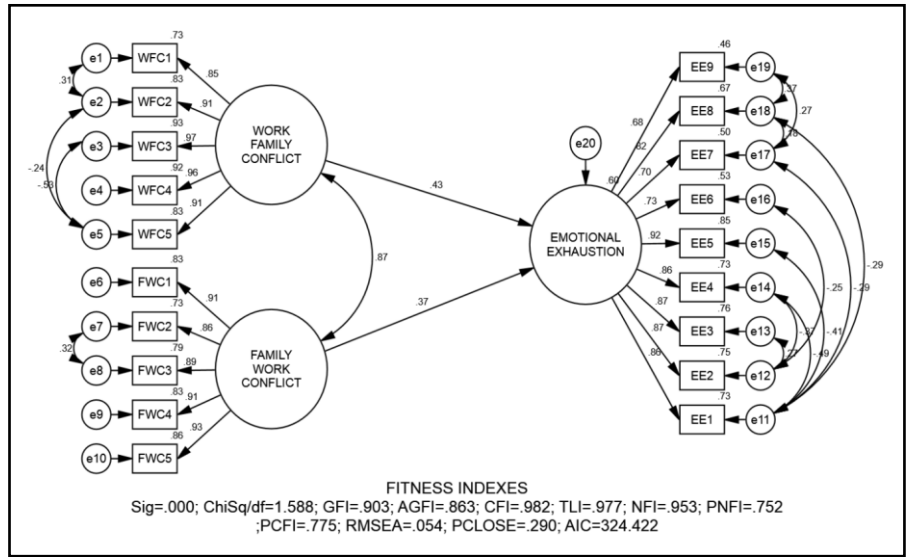


Figure 3: Structural Relationship between WFC and FWC towards Emotional Exhaustion.

Discussion

Descriptive analysis revealed that participants reported a moderate level of work-family conflict (Jamaludin, Ibrahim, & Dagang, 2018) and emotional exhaustion (Barriga Medina, Campoverde Aguirre, Coello-Montecel, Ochoa Pacheco, & Paredes-Aguirre, 2021) consistent with previous studies. Further, the levels of WFC

that participants experienced were higher than FWC and previous findings in Eastern and Western studies (Barriga Medina et al., 2021; Ibrahim, Saputra, Akmal, & Johar, 2020). Nevertheless, employees could handle their issues and keep them from interfering with their work. In addition, most employees in this study benefited from informal family support, as it was reported that family or relatives assisted 42 to 58 percent of Malaysian households with childcare.

The main objectives of this paper were to address the psychometric properties of the measurement scales (Netemeyer et al., 1996) as well as to examine the prediction of work-family conflict (WFC & FWC) on employee wellbeing (emotional exhaustion). Since all the scales were adopted from standardised questionnaires from Western countries (Maslach & Jackson, 1981), examining the underlying factor structures using EFA is important to analyse the adequacy of the instruments for Malaysian samples with different socio-cultural backgrounds (Gipson-Jones, 2005). The three extracted factors from EFA confirmed the factor structure of the measurement, and loading items greater than 0.55 yielded good construct validity. The three factors solution accounting for 56.73% (emotional exhaustion), 10.88 % (WFC) and 5.39% (FWC) of the variances. CFA also confirmed the goodness of fit of the measurement used.

Regarding the direct effect analysis, the results revealed that experiencing high WFC and FWC has shown employees' emotional exhaustion. It was consistent with previous studies by Leineweber et al. (2014) and Rubio et al. (2015). This finding was also in line with role theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964), which claims that a Malaysian's many roles and responsibilities at work and home (e.g. spouse, wife, parent, son, and daughter) lead to conflict in executing their roles owing to the revelation of their capabilities. Therefore, it will negatively impact their welfare and comfort and harm their long-term wellbeing.

Conclusion

In conclusion, the findings revealed that employees from the public sector comprising 200 females, experienced moderate work-family conflict and emotional exhaustion. Also, the results provide evidence that both WFC and FWC predicted employees' emotional exhaustion. It is also among few studies that validate the western adopted scale involving female Malaysian participants. Finally, although several limitations were addressed, this work's theoretical and practical contributions were clear. Overall, this study contributes to the generalisation of role theory in the context of Malaysian. The collectivistic and eastern cultural participants. According to the authors' knowledge, there is still a lack of studies, especially in Malaysia, that examine the direct relationship between studied variables and incorporate the psychometric properties of instruments used.

Among the study's practical implications, the current findings include management programs to mitigate the negative experience of emotional exhaustion among employees due to work-family conflict. Strategy to cope with conflict arising from work and family demands will be the main focus of the training module. In addition,

promoting flexible working hours and teleworking has been shown to improve the negative consequences of work-family conflict. On the other hand, organisations may be a part of this societal transformation, for example, by including family-friendly policies to assist their employees in finding a work-life balance. It would imply a method to enhance the wellbeing of both employees and organisations.

As for the limitations, this study involved only female employees from public sectors in the Kuala Terengganu district. Future research should expand the number of participants comprising employees from the private sector, and a comparison can be carried out. Further research using more heterogeneous samples, including male employees from different sectors, is needed to overcome this restriction, which could negatively impact the generality of these findings. In addition, different cultural working environments of private sectors might be investigated as it might contribute to the consistency of the result. Furthermore, this study was not free from common method variance as it used self-reported data. However, suggestions for multiple data collection sources and statistical strategies minimised common method bias. Finally, the cross-sectional and convenience sampling research design also limits causality and generalisation of findings.

Acknowledgment

We would like to thank the Research Management Office (RMO), Universiti Malaysia Terengganu that has funded this research through Talent and Publication Enhancement- Research Grant (TAPE-RG)(DP-UMT)/2020, grant number (Vot No: 55260). We also would like to thank everyone who has volunteered to participate in this research.

References

- Abas, C., Omar, F., Halim, F. W. and Muhammad Hafidz, S. W., (2016). Peranan Keletihan Emosi dan Penghargaan Kendiri Berasaskan Organisasi dalam Hubungan antara Persepsi Sokongan Organisasi dan Tingkah Laku Kerja Tidak Produktif. *Jurnal Pengurusan*, 48, 73–88.
- Bagherzadeh, R., Taghizadeh, Z., Mohammadi, E., Kazemnejad, A., Pourreza, A. and Ebadi, A., (2016). Relationship of work-family conflict with burnout and marital satisfaction: cross-domain or source attribution relations? *Health Promotion Perspectives*, 6(1), 31.
- Barriga Medina, H. R., Campoverde Aguirre, R., Coello-Montecel, D., Ochoa Pacheco, P. and Paredes-Aguirre, M. I., (2021). The influence of work-family conflict on burnout during the COVID-19 pandemic: the effect of teleworking overload. *International Journal of Environmental Research and Public Health*, 18(19), 10302.
- Benjamin, O. A., Samson, B. S., (2014). The impact of demographic factors on family interference with work and work interference with family and life satisfaction. *International Journal of Humanities and Social Science Invention*, 3(4), 31–38.
- Best, J. W., Kahn, J. V., (1997). Research in education. New Jersey: Prentice Hall. Inc.
- Bhumika., (2020). Challenges for work-life balance during COVID-19 induced nationwide

- lockdown: exploring gender difference in emotional exhaustion in the Indian setting. *Gender in Management*, 35(7–8), 705–718.
- Bird, J., (2006). Work-life balance: Doing it right and avoiding the pitfalls. *Employment Relations Today*, 33(3), 21–30.
- Bratu, M. L., Cioca, L.-I., (2018). Modelling Human Behaviour through Game Theory in Order to increase the Quality of Work and the Quality of Life of Employees through Managerial Strategies Appropriate to Individual and Group Personality. *Quality-Access To Success*, 19(167), 54–58.
- Bratu, M. L., Cioca, L.-I., (2019). Managerial strategies for optimizing ergonomics in organizations, tailored to the personality of engineers, to improve the quality of life and security of employees. *Quality-Access To Success*, 20(1), 31–36.
- Brislin, R. W., (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185–216.
- Bryman, A., Cramer, D., (1997). *Quantitative data analysis with SPSS for Windows: A guide for social scientists*. Routledge.
- Byron, K., (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, 67(2), 169–198.
- Cioca, L.-I., Bratu, M. L., (2021). Sustainable Education in the Context of COVID-19: Study of the Social Perception and well-Being of Students at the Faculty of Engineering in Sibiu, Romania. *Sustainability*, 13(22). art. no. 12805
- Department of Statistics Malaysia., (2018). *Labour Force Survey Report, Malaysia, 2018*. Retrieved from https://www.dosm.gov.my/v1/index.php?r=column/cthemByCat&cat=126&bul_id=ekU0SG1yQk1wcExKUDhvN2RHTlhjZz09&menu_id=U3VPMldoYUxzVzFaYmNkWXZteGduZz09
- Dhas, M. D. B., Karthikeyan, D. P., (2015). Work-life balance challenges and solutions: overview. *International Journal of Research in Humanities and Social Studies*, 12(2), 10–19.
- Emslie, C., Hunt, K. and Macintyre, S., (2004). Gender, work-home conflict, and morbidity amongst white-collar bank employees in the United Kingdom. *International Journal of Behavioral Medicine*, 11(3), 127–134.
- Fornell, C., Larcker, D. F., (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Franché, R., Williams, A., Ibrahim, S., Grace, S. L., Mustard, C., Minore, B. and Stewart, D. E., (2006). Path analysis of work conditions and work-family spillover as modifiable workplace factors associated with depressive symptomatology. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 22(2), 91–103.
- Galletta, M., Portoghese, I., Melis, P., Gonzalez, C. I. A., Finco, G., D'Aloja, E. nad Campagna, M., (2019). The role of collective affective commitment in the relationship between work-family conflict and emotional exhaustion among nurses: A multilevel modeling approach. *BMC Nursing*, 18(1), 1–9.
- Geurts, S. A. E., Demerouti, E., (2003). Work/non-work interface: A review of theories and findings. *The Handbook of Work and Health Psychology*, 2, 279–312.
- Gipson-Jones, T. L., (2005). *The relationship between work-family conflict, job satisfaction and psychological well-being among African American nurses*. Hampton University.
- Goode, W. J., (1960). A theory of role strain. *American Sociological Review*, 483–496.
- Gorlick, S., (2020). *Hippocampal contributions to gist and detail constructs of episodic*

- memory*. Queen's University (Canada).
- Greenhaus, J. H., Beutell, N. J., (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88.
- Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E., (2014). Multivariate data analysis: Pearson new international edition. *Essex: Pearson Education Limited*, 1(2).
- Haque, A.U., Sher, A. and Urbański, M., (2020) Is the role of authentic leadership effective in managing occupational stress and psychological capital? *Forum Scientiae Oeconomia*, 8(2), 59-77
- Ibrahim, R. Z. A. R., Saputra, J., Akmal, N. A. and Johar, S. S., (2020). The Effects of Work-Family Conflict on Teachers' Job Satisfaction: A Study in the East Coast of Malaysia. *International Journal of Innovation, Creativity and Change*, 13(3), 542–556.
- Jamaludin, N., Ibrahim, R. and Dagang, M., (2018). Social support as a moderator of the relationship between work family conflict and family satisfaction. *Management Science Letters*, 8(9), 951–962.
- Ji, D., Yue, Y., (2020). Relationship Between Kindergarten Organizational Climate and Teacher Burnout: Work-Family Conflict as a Mediator. *Frontiers in Psychiatry*, 11, 408.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D. and Rosenthal, R. A., (1964). Organizational stress: Studies in role conflict and ambiguity.
- Keffane, S., Bouazza, S., (2021). Emotional exhaustion and psychosomatic symptoms for doctors working in hospitals resulting Coronavirus pandemic outbreak. *Advances in Educational Technology and Psychology*, 5(5), 58–66.
- Khan, F., Rasli, A. M., Yusoff, R. M., Faizan Malik, M., Muddassar Khan, M. and Khan, Q., (2014). Effect of emotional exhaustion on organisational commitment among academicians. *Science International*, 26(5).
- Leineweber, C., Westerlund, H., Chungkham, H. S., Lindqvist, R., Runesdotter, S. and Tishelman, C., (2014). Nurses' practice environment and work-family conflict in relation to burn out: a multilevel modelling approach. *PLoS One*, 9(5), e96991.
- Lingard, H., Francis, V., (2006). Does a supportive work environment moderate the relationship between work-family conflict and burnout among construction professionals? *Construction Management and Economics*, 24(2), 185–196.
- Lizano, E. L., (2015). Examining the impact of job burnout on the health and well-being of human service workers: A systematic review and synthesis. *Human Service Organizations: Management, Leadership & Governance*, 39(3), 167–181.
- Lowe, G., (2005). Control over time and worklife balance: An empirical analysis: A report prepared for the Federal Labour Standards Review Committee. Ottawa, ON. *Human Resources and Skills Development Canada*.
- Mahmoodi-Shahreabaki, M., (2020). The Associations Among Literacy Teachers' Grade Level, Teaching Experience, Work-Family Conflict, Burnout, and Turnover Intentions. Middle Tennessee State University.
- Maslach, C., Jackson, S. E., (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), 99–113.
- Muasya, G., (2015). *The relationship between stressors, work-family conflict, and burnout among female teachers in Kenyan urban schools*. Arizona State University.
- Netemeyer, R. G., Boles, J. S. and McMurrian, R., (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400.
- Noor, N. M., Zainuddin, M., (2011). Emotional labor and burnout among female teachers:

- Work-family conflict as mediator. *Asian Journal of Social Psychology*, 14(4), 283–293.
- Opoku, M. A., Yoon, H., Kang, S.-W. and You, M., (2021). How to Mitigate the Negative Effect of Emotional Exhaustion among Healthcare Workers: The Role of Safety Climate and Compensation. *International Journal of Environmental Research and Public Health*, 18(12), 6641.
- Othman, W. N. W., (2014). Faktor yang mempengaruhi kesejahteraan psikologi anggota Tentera Darat Malaysia. Jabatan Psikologi Pendidikan dan Kaunseling, Fakulti Pendidikan, Universiti
- Pikó, B., Mihálka, M., (2018). Study of work-family conflict (wfc), burnout and psychosocial health among hungarian educators. *Central European Journal of Occupational and Environmental Medicine*, 24(1–2), 83–95.
- Poelmans, S., (2001). Work-family conflict as a mediator of the work stress-mental health relationship. *IESE Business School Research Paper*, (443).
- Ramli, M. S. Bin and Jusoh, A. Bin., (2015). Expectancy theory analysis to conduct research at Malaysian Research University. *International Journal of Economics and Financial Issues*, 5(1S), 366–372.
- Rubio, C., Osca, A., Recio, P., Urien, B. and Peiró, J. M., (2015). Work-family conflict, self-efficacy, and emotional exhaustion: A test of longitudinal effects. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 31(3), 147–154.
- Wang, I.-A., Tsai, H.-Y., Lee, M.-H. and Ko, R.-C., (2021). The effect of work-family conflict on emotional exhaustion and job performance among service workers: The cross-level moderating effects of organizational reward and caring. *The International Journal of Human Resource Management*, 32(14), 3112–3133.
- Wullur, M. M., Werang, B. R., (2020). Emotional Exhaustion and Organizational Commitment: Primary School Teachers' Perspective. *International Journal of Evaluation and Research in Education*, 9(4), 912–919.

DETERMINANTY DOBROSTANU PRACOWNIKÓW KOBIEŃ Z PERSPEKTYWY KONFLIKTU PRACA RODZINA

Streszczenie: Dobrostan pracowników jest najcenniejszym zasobem organizacji i będzie miał wpływ zarówno na pracowników, jak i organizacje, które ich zatrudniają. Konflikt między pracą a rodziną został zaostrzony przez istotne zmiany w składzie rodziny, w tym rozwijające się gospodarstwa domowe z dwoma osobami zarabiającymi, samotnymi rodzicami oraz rosnącą liczbę pracujących matek. Ze względu na nadmierne obciążenie rodziny priorytetami, kobiety mają większe trudności z balansowaniem między pracą a rodziną niż mężczyźni. Spośród nich, obecne badanie ma na celu ocenę rzetelności i trafności malajskiej wersji skali konfliktu praca-rodzina i skali wyczerpania emocjonalnego oraz zbadanie czynnika warunkującego dobrostan kobiet (wyczerpanie emocjonalne) z perspektywy konfliktu praca-rodzina. Wśród pracowników sektora publicznego w dystrykcie Kuala Terengganu na wschodnim wybrzeżu półwyspu Malezji przeprowadzono ankietę internetową obejmującą 200 pracowników płci żeńskiej w wieku od 25 do 50 lat. Wyniki eksploracyjnej analizy czynnikowej przy użyciu analizy głównych składowych (PCA) dostarczyły trzech podstawowych struktur instrumentów, a confirmacyjna analiza czynnikowa (CFA) wykazała dobre dopasowanie do danych. Co więcej, wyniki badania wykazały, że zarówno praca z konfliktem rodzinnym (WFC), jak i konflikt rodzinny z pracą (FWC) przewidywały emocjonalne wyczerpanie uczestników. Badanie to wnosi znaczący

wkład w dostarczanie dobrych dowodów na psychometryczne właściwości pomiaru, a także wnosi wkład do korpusu literatury i teorii związanych z tą dziedziną.

Słowa kluczowe: konflikt między pracą a rodziną, konflikt między rodziną a pracą, pracownica i dobrostan.

从工作家庭冲突的角度看女性员工福利的决定因素

摘要：员工福祉是组织最宝贵的资产，它将影响员工以及雇用他们的组织。家庭构成的重大变化加剧了工作与家庭的冲突，包括发展中的双职工家庭、单亲家庭和越来越多的职业妈妈。由于家庭负担过重，女性比男性更难平衡工作和家庭。其中，目前的调查旨在评估马来版工作-家庭冲突和情绪衰竭量表的信度和有效性，并从工作-家庭冲突的角度调查女性员工幸福感（情绪衰竭）的决定因素。在马来西亚半岛东海岸瓜拉丁加奴区的公共部门雇员中，在线调查了 200 名 25 至 50 岁女性雇员的便利样本。使用主成分分析 (PCA) 进行探索性因子分析的结果产生了工具的三个基本结构，验证性因子分析 (CFA) 显示出与数据的良好拟合。此外，研究结果表明，工作与家庭冲突 (WFC) 和家庭与工作冲突 (FWC) 都预测参与者的情绪衰竭。这项研究为提供有关测量的心理测量特性的良好证据做出了重大贡献，并为与该领域相关的文献和理论做出了贡献

关键词：工作对家庭的冲突、家庭对工作的冲突、女性员工和福利