

THREE FACES OF WORK-FAMILY CONFLICT – A USA REPORT IN 2010

- Work-family conflict is much higher in the United States than elsewhere in the developed world. One reason is that <u>Americans work longer hours than workers in most other</u> <u>developed countries</u>, including Japan, where there is a word, <u>karoshi</u>, for "death by overwork."
- The typical American middle-income family put in an average of <u>11 more hours a week</u> in 2006 than it did in 1979.8

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 Not only do American families work longer hours; they do so with fewer laws to support working families. Only the United States lacks paid maternity-leave laws among the 30 industrialized democracies in the Organization for Economic Co-operation and Development (http://oecdbetterlifeindex.org/topics/work-life-balance/)

• The only family leave available to Americans is unpaid, limited to three months, and covers only about half the labor force.



THE POOR

Kim Braithwaite was making progress. She was working two jobs to support her two children, 9-year old Justina and 1-year-old Justin. But on October 12, 2003, she faced a dilemma: her babysitter was late. Kim would be tardy for her shift at McDonald's if she delayed and she worried that she would be fired. The sitter would arrive in a few minutes, Kim reasoned, and she left for work. The next she heard was from the police. Her children were found dead in her front room; her apartment had caught fire before the babysitter arrived. Kim was arrested for child neglect. Said a neighbor, "It's hard when a single mother has two or three kids and has to work a lot. But I never hear her kids crying, never see her yelling at them. She is a good mom."



THE POOR

- ❖ The bottom 30 percent of American families try to get by on a median annual income of \$19,000, earning less than \$35,000 dollars a year. Their median income has fallen 29 percent since 1979 (in inflation-adjusted dollars).
- These families get <u>few benefits</u> from their employers to help manage work-life conflict and <u>often hold jobs with inconsistent</u> <u>or unpredictable schedules</u> that exacerbate these conflicts.
- Government policies to help these families are to often inadequate and underfunded, yet conservatives point to the problems these families have in balancing work and family as proof of their "irresponsibility."



THE PROFESSION

Sally Sears was a high-profile TV news anchor, a job she loved and continued for nine years after her son's birth. But then "my five-day 50-hour week was becoming a 60-hour week." She felt she was missing her son's childhood, so she asked to reduce her hours to something more like traditional full time. Her employer said it was all or nothing. Very reluctantly, she quit. Ironically, the same all-or-nothing employer soon hired her...to report part time. But now she had no job security, no pension, no health insurance, and no chance for advancement. "It kills me that I'm not contributing to my 401(k) anymore," she told a reporter.



THE PROFESSION

- ❖ The highest income families, who typically hold professional or managerial jobs, have a <u>median annual income of \$148,000</u>, earning above \$101,000 a year, with one in five earning above \$210,000, and one in ten earning above \$320,000. Their median income has <u>increased 7 percent since 1979</u> (in inflation-adjusted dollars).
- Employers are most likely to offer paid leave and workplace flexibility to these workers, yet require long hours that make achieving a workable balance impossible for many.
- Conservatives and progressives alike fall for the false notion that women in these families who "opt out" of the workforce are voluntarily doing so for the sake of their kids.



THE MISSING MIDDLE

"Mike drives a cab and I work in a hospital, so we figured one of us could transfer to nights. We talked it over and decided it would be best if I was here during the day and he was here at night. He controls the kids, especially my son, better than I do. So now Mike works days and I work graveyard. I hate it, but it's the only answer; at least this way somebody's here all the time. I get home at 8:30 in the morning. The kids and Mike are gone. I clean up the house a little, do the shopping and the laundry and whatever, then I go to sleep for a couple of hours before the kids come home from school. Mike gets home at five, we eat, then he takes over for the night, and I go back to sleep for a couple of hours. I try to get up by 9:00 so we can have a little time together, but I'm so tired that I don't make it a lot of times. And by 10:00, he's sleeping because he has to be up by 6:00 in the morning. It's hard, very hard. There's no time to live or anything."



THE MISSING MIDDLE

- Americans who are neither rich nor poor have a <u>median</u> annual income of \$64,000, earning between \$35,000 and about \$110,000 a year. Their <u>median income has fallen 13</u> percent since 1979 (in inflation-adjusted dollars).
- ❖ These families too often are <u>overlooked</u> by government policies and academic studies. This report is designed to ensure policymakers understand the day-to-day challenges faced by this "missing" 50 percent of American workers, and the political benefits to be gained by attending to them, alongside the poor and the professionals.

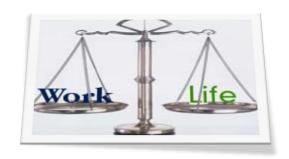
WORK - FAMILY CONFLICT

DEFINITION

Work-family conflict is "a type of inter-role conflict in which the role demands stemming from one domain (work or family) are incompatible with role demands stemming from another domain (family or work)" (Greenhaus & Beutell, 1985, p.77).

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. Academy of Management Review, 10, 76–88

KONSEP DASAR



MENYEIMBANGKAN PERAN DI TEMPAT KERJA DAN KELUARGA

MEMILIKI PERAN GANDA MEMBERIKAN KEUNTUNGAN PSIKOLOGIS BAGI INDIVIDU.





MEMILIKI PERAN GANDA JUGA MEMILIKI POTENSI KERUGIAN BAGI INDIVIDU.

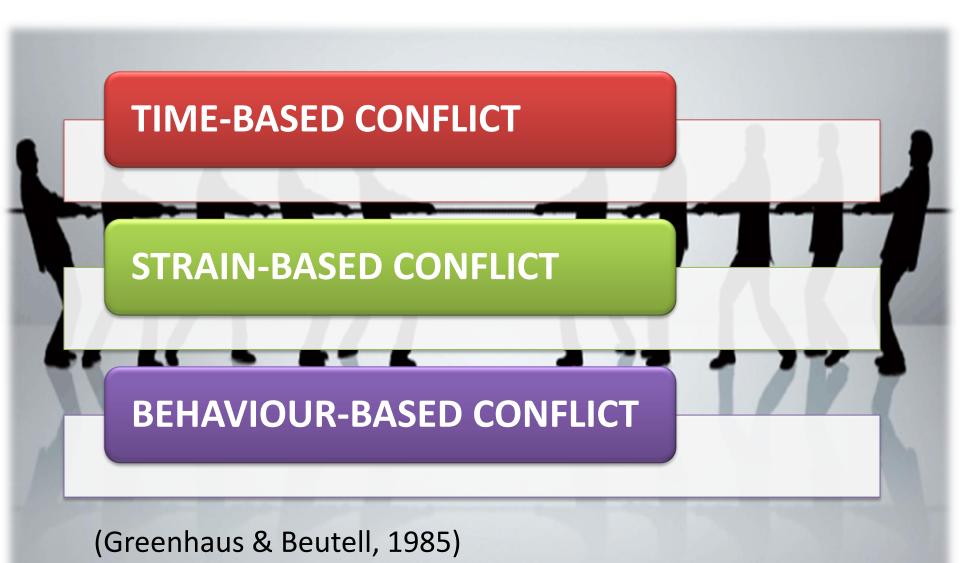
MENGAPA PENTING?

Konflik antara pekerjaan dan keluarga penting bagi organisasi dan individu karena dapat memberikan konsekuensi negatif bagi keduanya





TYPE WORK-FAMILY CONFLICT



TIME-BASED CONFLICT

Ketika tekanan dari salah satu peran individu dari dua domain yang berbeda bersaing terhadap waktu individu.



STRAIN-BASED CONFLICT



Ketika kejadian pada salah satu domain mengganggu performansi peran domain yang lain.

BEHAVIOR-BASED CONFLICT

Digambarkan sebagai konflik yang diakibatkan oleh perilaku pada satu domain tidak sesuai dengan peran/jabatan pada domain lainnya.





Secara konseptual konflik antara pekerjaan dan keluarga bersifat bi-directional, yaitu:

work-family conflict family-work conflict

WORK-TO-FAMILY CONFLICT



 Diakibatkan oleh kejadian di tempat kerja mengganggu aspek keluarga.

Misalnya jam kerja yang ekstensif, tidak teratur dan tidak fleksibel, pekerjaan yang overload, konflik interpersonal di tempat kerja, dll.

FAMILY-TO-WORK CONFLICT



- Diakibatkan oleh kejadian di keluarga mengganggu performansi di tempat kerja.
- Misalnya, kelahiran anak, menjaga orang tua, konflik interpersonal dengan anggota keluarga, dll.



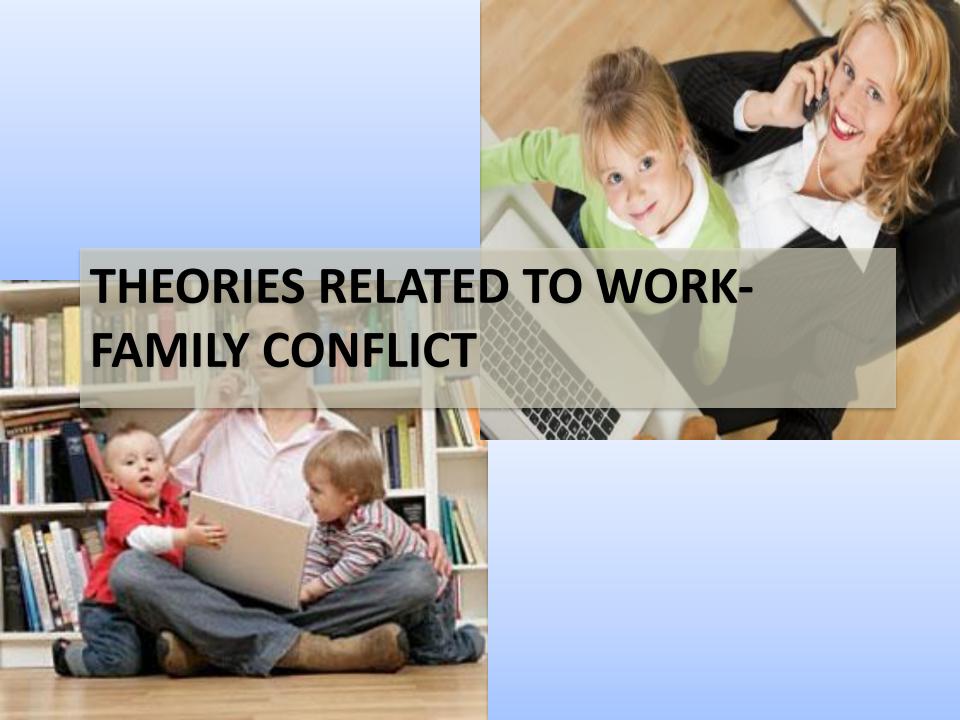
Although these two forms of conflictwork interference with family (WIF) and family interference with work (FIW) are strongly correlated with each other

more attention has been directed at WIF more than FIW

MENGAPA WIF > FIW

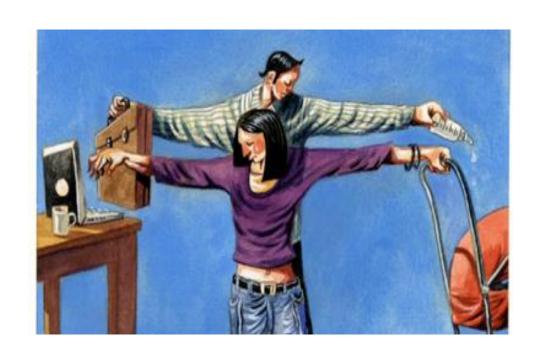
- Work demand lebih mudah untuk dikuantifikasikan.
- Ruang lingkup dan tanggung jawab pada keluarga lebih elastis daripada peran di tem kerja
- Riset menunjukkan bahwa peran di tempat kerja lebih sering mengganggu peran dalam keluarga.





THEORIES RELATED TO WORK-FAMILY CONFLICT

- Spillover
- Compensation
- Segmentation
- Congruence
- Integrative
- Resource drain



Spillover

Kepuasan pada satu domain peran dapat berpengaruh pada domain lainnya.

Positive spillover
menggambarkan situasi
dimana tingkat kepuasan,
motivasi, energi dan
pencapaian pada satu
domain ditransfer pada
domain lainnya.

Sebaliknya, *negative spillover* adalah masalah
turunan yang timbul pada
satu domain diakibatkan oleh
domain lainnya.



Compensation



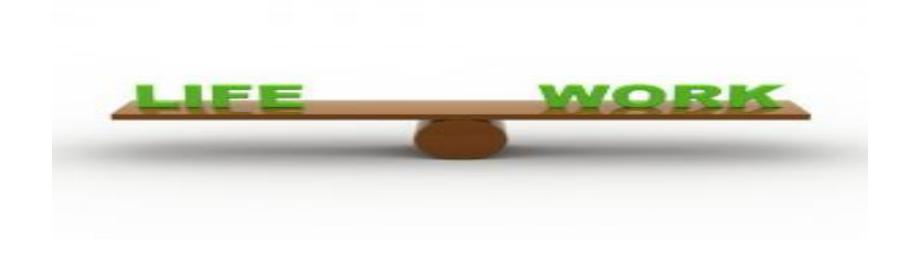
Merupakan teori bidirectional menyatakan bahwa hubungan antara domain pekerjaan dan nonpekerjaan saling melengkapi satu sama lain.

Thus, kedua domain saling berhubungan dan menyeimbangkan satu sama lain.

Segmentation

Menggambarkan situasi dimana tiap domain bekerja secara independen.

Segmentation merupakan antithesis dari teori **Spillover**.



Congruence



Menyatakan bahwa walaupun hubungan positif dan negatif dapat dijumpai antara pekerjaan & keluarga, hubungan tersebut imitasi/palsu karena adanya faktor ketiga seperti personality.

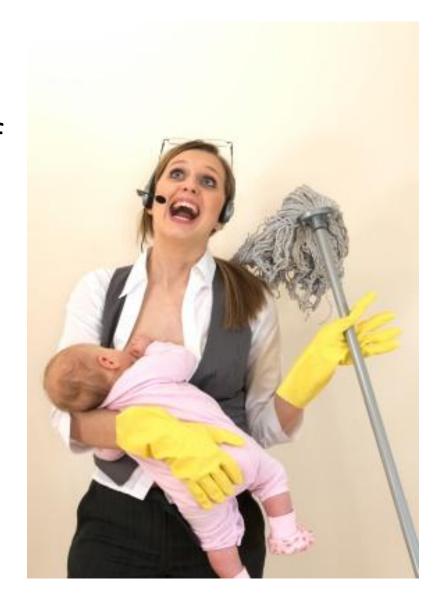
Integrative

Menyatakan bahwa peran dalam pekerjaan dan keluarga sangat terkait satu sama lain hingga mereka menjadi tidak dapat dibedakan.



Resource Drain

Menyatakan bahwa terdapat korelasi negatif antara domain keluarga dan pekerjaan, dimana salah satu domain mengambil alih sumberdaya pada salah satu domain dan menggunakannya untuk aktivitas pada domain lainnya.







 Greenhaus and Foley (2007) report that out of 23 studies they reviewed, 44% of the studies revealed no gender differences in work-to-family conflict (WFC), 32% found that women experienced more WFC than men, and 24% reported that men experienced more WFC than women.

 These findings suggest that the relationship between gender and work-to-family conflict is not consistent across studies. Greenhaus and Foley (2007) also report that 67% of the studies observed no gender differences in family-to-work conflict (FWC), 26% found that women experience more FWC than men, and 7% found that men experienced more FWC than women.

 They found some evidence consistent with Pleck's (1977) predictions that family responsibilities may be more likely to interfere with women's work than with men's work.



The factors making an increase in the employment of married women possible may be considered under three heads:



OPPORTUNITY



- 1. Shortage of labor.
- 2. Changes in the occupational structure.
- 3. Social disapproval weakened.
- 4. Discrimination removed.
- 5. Changes in industry.

CAPACITY



 The health of the average working-class housewife has been improved with the benefits of the welfare state.

MOTIVATION



- Financial reasons
- To secure a higher standard of living
- The desire to escape boredom and loneliness at home
- To gain companionship at work
- (relatively few working-class wives) The job itself is intrinsically interesting
- Status-striving

DUAL-CAREER FAMILY

- 1. Over-load. The couple have too many responsibilities, and domestic help is not the answer because the intrusion of the helper into family privacy is an additional strain.
- **2. Lack of environmental sanction.** The wife may be in an occupation where women are not entirely accepted, or she may be subject to criticism for letting others look after her children.
- **3. Personal identity and self-esteem.** Both husband and wife have to overcome criticism based on traditional sex-role stereotypes.
- **4. Social network dilemmas.** The relationships of dual-career families with kin tend to diminish and those in service relationships with them to increase.
- Multiple role-cycling. There are problems for both partners of dovetailing family with work commitments.

THANK YOU!

