



Family vs. Career: Work-Family Conflict Among Married Women in Indonesia's Hospitality Sector

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ABSTRACT

This study provides a thorough knowledge of the role conflict experienced by married women working in hotels, allowing them to manage problems related with their workplace and domestic responsibilities. This study aims to examine work-family conflict among married women working at hospitality sector in Indonesia. This descriptive quantitative study included 71 married women employed in hotels. This research method is descriptive-quantitative with 71 married women working in the hospitality sector in Indonesia, while the sampling technique used purposive sampling. This finding indicates that respondents' work-family conflict was categorised as moderate, with an empirical mean score of 58.5. The descriptive data of the respondents in this study, based on their education, partner's employment status, and length of work.



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INTRODUCTION

The role of working women in Indonesia is related to the changing times that cause cultural transitions which affect the paradigm of social roles in society. This transformation is experienced by all levels of society, causing many individuals, especially women, to take on multiple roles in their social lives. This transformation is experienced by all levels of society, causing many individuals, especially women, to take on multiple roles in their social lives. Today, more women are entering professions that were previously uncommon or inaccessible to them, with many achieving strategic positions in various fields such as social, economic, and education. This challenges Indonesia's patriarchal view, which traditionally sees women as companions to men with primary responsibilities in household management. The increasing involvement of women in the workforce is closely linked to advancements in human civilization and education, which continue to advocate for human rights. These factors have created greater opportunities for women to pursue social roles based on their aspirations (Yanti, Usman, & Bahrin, 2023). Although women have rights to choose social roles and career in the public domains called dual careers, they also have the primary responsibility as housewife that should be carried out with full awareness. This condition poses increasingly complex challenges for women who fulfil dual roles as professional workers and household managers (Ariany, Naipospos, Tanjung, & Sariyanto, 2022).

The role of women has evolved significantly, especially for those who are married. Women work to provide financial stability not only for the family, but also for their own self-fulfilment. The decision to work becomes a considerable barrier for married women to manage household and work responsibilities simultaneously. Family structures have evolved into 'dual-earner families', where both spouses work to fulfil financial obligations. While this can supplement family income,

women often struggle to balance their professional and domestic obligations. This often leads to role conflict between professional and family responsibilities, which is a major problem for working mothers (Widiningtyas, 2022).

Conflict between work and family roles in dual-career families is a complex issue influenced by social expectations and gender roles in traditional societal views, where men are often considered the primary breadwinners while women are responsible for domestic duties. This imbalance can cause stress and conflict, especially if the family responsibilities are unfairly shared, leading to frustration and tension between partners. In addition, high work pressure can reduce involvement in family life, leading to burnout and emotional strain (Xie, 2023).

Although employment can have positive outcomes, such as improved mental health and opportunities for self-actualization, this dual role requires a high level of skill and can lead to conflicts between work and family responsibilities. Certain women accept this challenge, however others view it as a burden, as emphasizing a career often necessitates sacrificing family time, while conversely, focusing on family may impair working performance. Furthermore, employed women are more prone to marital difficulties than non-employed mothers. Working women have various problems, including internal conflicts from balancing dual roles and external factors related to family, spouses, children, and professional obligations (Rahmayanti, 2020).

Indonesia has a diverse hospitality sector, including hotels, modern tourism, and marine tourism. These components significantly contribute to the business development and overall growth of the tourism industry, which is one of the largest and fastest growing industries globally. (Marlina, & Hidayati, 2023). The tourism industry in Indonesia, which generates foreign cash, has stimulated the country's development. The government is significantly worried about the tourist sector and its amenities in enhancing the wellbeing of numerous individuals; these amenities are intrinsically linked to infrastructure such as hotels. As a result, the hotel industry has employed a large number of people, including both men and women (Rianty & Prastian, 2024). The significance of women in the hospitality business is substantial and cannot be undervalued. Numerous women are actively engaged in a variety of departments, including front office, food and beverage, and housekeeping. They hold a variety of positions, including receptionists, hostesses, cooks, and chefs. Some have even advanced to managerial positions. The participation of women in diverse jobs demonstrates their significant impact on the success of hotel operations, indicating that gender is not a barrier to achieving prominent positions in the hospitality sector (Akiriningsih, 2008).

The findings from the researcher's interview with hotel employees concerning the challenges they encounter include: the importance of constant readiness, even during national holidays, and the professional pressure that occasionally encourages them to prioritize work over familial responsibilities, such as caring for children, spouses, and household duties. Disputes with family, particularly with the spouse, frequently arise from insufficient quality time spent together. For instance, when the husband or child is on vacation and desires to spend time together, although the individual must work, this frequently generates tension within the household. These factors induce minor disputes and a sense of anxiety in performing the responsibilities as a mother, wife, and hotel employee.

This reality creates challenges in fulfilling the roles of a mother and a worker, particularly in the context of her family. Women who are overextended from working outside the home may experience a decrease in their level of patience, which can lead to irritability and a diminished sense of compassion for their children and spouse. Additionally, women who prioritize their careers and their families may neglect household responsibilities, resulting in household disputes and even divorce (Sundaresan & Lakshmi, 2014).

Family disputes arise from role conflicts between familial and occupational responsibilities; the challenge of simultaneously fulfilling the tasks of mother and wife at home while still performing as a worker leads to work-family conflict (Julianty & Prasetya, 2016). Certain studies indicate that several individuals employed in the service sector, particularly in hospitality, are susceptible to role and temporal conflicts, with conflicts arising from multiple roles in women

referred to as work-family conflict (Kirkcaldy, Shephard, & Furnham, 2002). Work-family conflict as a form of role conflict where general demands, time spent, and pressures created by work interfere with the performance of family-related responsibilities. This conflict reflects the degree of incompatibility between role responsibilities from the work and family domains, making participation in work roles more difficult due to participation in family roles (Komlenac, Stockinger, Vogler, & Hochleitner, 2021).

According to Chen, Cheng, Elqayam, and Scase (2021) work-family conflict (WFC) as a conflict that occurs when demands from work and family compete, causing individuals to experience incompatible stress in both domains. WFC consists of three main forms, namely time-based conflict (conflict due to time constraints), strain-based conflict (conflict due to pressure from one role that impacts the other role), and behaviour-based conflict (conflict due to inappropriate behaviour in both roles). Therefore, WFC is considered a source of long-term stress that can negatively impact mental health, physical well-being, and work-family balance, especially in workers with high work demands.

Carlson, Kacmar, and Williams (2000) identify two dimensions of work-family conflict: Firstly, work-to-family conflict primarily involves time-based interference from work, resulting in persons dedicating more time to their professional obligations than to their familial relationships. Strain-based work interference with family is a conflict that arises when fatigue from work engenders unpleasant emotions, impeding persons from participating in family activities and frequently necessitating extensive time at home to address work-related matters. Behavior-based work interference with family refers to a dispute arising from the application of workplace behaviors in the home environment or the utilization of problem-solving strategies generally adopted at work to address familial concerns.

Secondly, the family-work conflict dimension includes time-based family interference with work, which arises from the time devoted to family, leading individuals to frequently overlook their job responsibilities. Strain-based family interference with work is a dispute arising from bad emotions stemming from familial issues, consequently affecting professional duties. Behavioral family interference with work is a dispute arising from the inappropriate application of domestic practices at the job.

Study Knežević, Gregov, and Šimunić (2016) indicate that married and working women frequently experience challenges that are associated with their high level of dedication to their jobs. This results in a reduction in the amount of time and involvement they have with their families, and it even creates challenges in meeting the requirements of their domestic roles. As a result, there is a significant amount of role conflict between work and family. High levels of role obscuring, driven by excessive work pressure, inevitably cause increased work-to-family conflict, as work demands encroach on family responsibilities, challenging the fulfilment of domestic roles and resulting in significant role conflict between work and family. Women with multiple roles are susceptible to conflicts arising from household and professional obligations (Glavin & Schieman, 2012; Haslam, Filus, Morawska, Sanders, & Fletcher, 2015; Chen, Cheng, Elqayam, & Scase, 2024).

The role conflict faced by women balancing career and domestic commitments is challenging. Consequently, researchers want to examine the phenomenon of work-family conflict among married hotel employees.

RESEARCH METHODS

This research focuses on women employed in hotels, using purposive sampling techniques. The sample comprises women working in hotels situated near tourist attractions, with their respective hotels with at least a 4.8/5 Google rating indicate a high-quality work environment, allowing for an analysis of work-family conflict in demanding service settings with significant workplace pressures. Researchers use non-probability sampling because the sample is not selected randomly, but based on certain considerations thus the researcher decides on several characteristics of sample through

purposive sampling (Azwar, 2017). Participants are women married, aged between 21 and 45 years ensuring participants can balance career progression and family responsibilities, and having at least six months working in a hotel is sufficient experience to provide reliable insights into work-family conflict when managing dual roles.

Carlson, et. al (2000) work-family conflict scale, which includes two dimensions—work-to-family conflict and family-to-work conflict—was used in this study to measure work-family conflict. The work-family conflict scale consists of 18 valid items, demonstrating item discrimination scores between 0.449 and 0.730, with a reliability coefficient of 0.916. Descriptive quantitative analysis is used in this study to explain the collected sample data without attempting to make broad generalizations or inferences (Sugiyono, 2013). The analysis sought to clarify the depiction of work-family conflict among married hotel employees.

RESULTS AND DISCUSSION

The analysis of the data using descriptive statistics indicates that married hotel employees are classified within the moderate range, with an empirical mean score of 58.5. The empirical mean score for the family-to-work conflict dimension is 29.59, categorizing it as moderate, while the work-to-family conflict dimension has a mean score of 28.87, categorizing it as low.

Table 1. Descriptive Statistic

	Empirical Mean	Empirical Mean	Standard Deviation	Category
<i>Family to work conflict</i>	29.59	36	8	Moderate
<i>Work to family conflict</i>	28.87	36	8	Low
<i>Work Family Conflict</i>	58.5	54	12	Moderate

The results of the empirical mean based on demographic data on respondents in terms of education, couple's work status, and length of work in married hotel employees are in table 2.

Table 2. Respondents' Empirical Mean Score

Respondent	Σ	<i>Work Family Conflict</i>	
		Empirical Mean	Category
Education			
SMA/SMK	32	57.91	Moderate
Diploma	8	47.25	Moderate
S1	31	61.94	Moderate
Spouse's Working Status			Moderate
Yes	69	58.75	Moderate
No	2	48.50	Moderate
Length of Work			
6 months – 2 years	46	57.04	Moderate
2 – 4 years	13	68.38	High
4 – 6 years	7	48.43	Moderate
> 6 years	5	59.80	Moderate

The findings of this study indicate that the level of work-family conflict experienced by married hotel employees falls into the moderate category. However, hotel employees who play a dual role are able to overcome role conflict; however, they must continue to be vigilant in order to avoid interfering with their roles in the professional domain and the domestic domain. The degree of work-family conflict among married women employed in hotels might lead to disputes pertaining to both professional and familial spheres if they do not exercise caution in addressing issues linked to work and family. The empirical mean score results for work-family conflict in the moderate category indicate that hotel employees occupying dual roles may manage role conflict, although must be watchful to prevent interference between their professional and household responsibilities.

Work-family conflict is defined as a type of inter-role conflict in which the demands of work and family duties are incongruent in certain respects. This tension can manifest bidirectionally, with professional life influencing familial life and, conversely, familial life impacting professional life (Coelho Júnior, Rodrigues, Mauch, Lopes, Chambel, Torres, & Macedo, 2023). The interplay between domains significantly influences work, family, and health-related outcomes, encompassing job satisfaction, career satisfaction, organizational commitment, absenteeism, intention to leave, job performance, life satisfaction, family satisfaction, burnout, psychological distress, work-related stress, and family-related stress (Com & Ülbeği, 2018).

This study categorizes the work-to-family conflict dimension for married hotel employees as low and the family-to-work conflict as moderate. This indicates that married hotel employees with children may manage work difficulties that occasionally impact their home duties; nevertheless, familial issues can also disturb their professional responsibilities. Work-family conflict represents a type of role conflict characterized by the incompatibility of work and family demands, comprising two dimensions: work-to-family conflict, wherein work obligations impede family responsibilities, and family-to-work conflict, wherein familial commitments disrupt work performance. Both categories of conflicts illustrate the discord between the requirements emerging from these two realms (Jung & Kim, 2023).

Work-family conflict may result from responsibility issues both the workplace and home, resulting in an imbalance between the two. Work related conflict arises when occupational expectations or pressures interfere with family life, often owing to extended working hours or extremely demanding positions, both emotionally and physically taxing. Consequently, individuals have restricted time for their families, and occupational stress adversely impacts the quality of familial interactions. Furthermore, family work conflict occurs when familial obligations, such as partner, children, or family concerns, become excessively prevalent, interfering with an individual's professional responsibilities and potentially diminishing their performance. For instance, when a someone must take care of their children, care for ailing parents, or deal with other domestic issues that deplete their time and energy (Loscalzo, Raffagnino, Gonnelli, & Giannini, 2019).

Women's capacity to settle role conflicts is critical in avoiding the negative effects of exhaustion from working outside the home, which can lead to lower patience, increased anger, and a diminished sense of care for their children and husbands. Moreover, women preoccupied with their jobs who put work over family sometimes overlook domestic responsibilities, resulting in disagreements and potential divorce (Okolie & Uwayah, 2024). Family disputes arise from role conflicts encountered by individuals between familial and occupational responsibilities. The failure to balance the dual responsibilities of motherhood and spousal duties at home, alongside professional obligations, will result in work-family conflict (Julianty & Prasetya, 2016).

When working women acknowledge role conflict without denial or evasion, it emerges as the primary solution in their endeavor to reconcile work and family responsibilities. An effective approach is to establish oneself as a working mother and refrain from engaging in trivial or excessive tasks at the workplace (Kang & Wang, 2018). Women occupying dual roles can mitigate work-family conflict by employing time management skills to establish work-life balance, engaging in both short-term and long-term planning to identify optimal periods for family and work, and possessing the capacity to comprehend their own potential. Working women must also address psychological factors,

including supportive physical and mental health, emotional well-being, a positive outlook, and optimism for a better future to mitigate conflict (Hosseini, Yarelahi, Rahimi, & Salmani, 2023).

In addition, working women can avoid role conflict with support. Social support in the context of work-family conflict can be categorised based on its source and type. In terms of source, social support can come from family (spouse, parents, in-laws, or domestic help) as well as from work (boss or co-workers). Meanwhile, in terms of type, social support is divided into emotional support, such as empathy, active listening, and moral support that helps individuals cope with psychological distress, and instrumental support, which is in the form of practical assistance, such as childcare by parents or work flexibility from superiors. Both forms of support play an important role in reducing work-family conflict by helping individuals fulfil work and family demands in a more balanced way (Dayatri, & Mustika, 2021).

Furthermore, the policies provided by the company can reduce the existence of work family conflict. Study Notten, Grunow, and Verbakel (2017) findings that childcare support significantly reduced work-family conflict, while parental leave policies did not have a similar impact. However, these family policies did not eliminate the gender gap in work-family conflict, whereby women continue to report experiencing more work-related conflict than men. Therefore, policies aimed at reducing work-family conflict should focus more on creating a work environment that supports work-family balance, rather than simply providing leave.

Demographic factors and work family conflict, showed varying levels of involvement based on educational background, length of working, and spouse's employment status, as they are involved in establishing an individual's experience of work-family conflict (Villajos, Pérez-Nebra, Legarra, & Elio, 2024). The descriptive analysis of educational demographic data reveals that respondents with a high school education have an empirical mean of 57.91, those with a diploma have an empirical mean of 47.25, and those with a bachelor's degree have an empirical mean of 61.94, all categorized as moderate. According to the findings, the degree of education is associated with the presence of good knowledge, comprehension, and insight, which enables individuals to be more knowledgeable when it comes to resolving difficulties on both their profession and their household responsibilities. Labrague, Ballad and Fronda (2020) revealed that educational attainment significantly influences cognitive ability and problem-solving skills, particularly in managing work or family problems, thereby fostering a more balanced family and professional life. Dewi and Parung (2021) asserted that work conflicts may arise from an individual's psychological attributes, specifically self-efficacy, hope, resilience, and optimism, which prevent job-related challenges from impacting family matters.

The descriptive analysis of demographic data concerning respondents' husbands' employment status reveals that those employed have an empirical mean score of 58.75, while those unemployed have a mean score of 48.50, both falling within a moderate group. In a household where both couples are employed, the dual incomes contribute to the family's financial stability, potentially reducing conflicts arising from financial constraints. However, if both partners possess the capability to earn independently, it does not eliminate a possibility of conflict, as each individual may develop a sense of financial autonomy that diminishes their appreciation for their partner (Lawrence, Halbesleben, & Paustian-Underdahl, 2013).

The results of this study state that the spouse's work status is in the moderate category so that it needs to be watched out by regulating the pattern of responsibilities related to work at home and office. The results of Hu, Chiang, Liu, Wang, and Gao's study (2023) established that spouse's work status affects Work-Family Conflict (WFC) due to changes in household responsibilities and time allocation between work and family. When one partner works more or has a working status that changes the distribution of household tasks, the work-family balance can be disrupted, causing WFC or Family-Work Conflict (FWC). Increased completion of work tasks may increase WFC as individuals invest more time and attention on work, reducing involvement in the family, ultimately leading to psychological withdrawal from the family and feelings of guilt for lack of family time. Conversely, high involvement in family tasks can increase FWC, causing emotional and physical exhaustion, lowering work productivity, and feelings of guilt towards work. This conflict is amplified in crisis situations, such as the pandemic, when expectations to be more present in family matters

increase while work demands remain. Therefore, spouse's working status plays an important role in exacerbating or balancing WFC and FWC, depending on how couples divide work and family responsibilities.

According to the descriptive findings of the demographic data on respondents based on length of work, those who have served for six months to two years have an empirical mean score of 57.04 in the moderate category; those who have served for two to four years have an empirical mean score of 68.38 in the high category. A working time of 4 to 6 years with an empirical mean score of 48.43 and length of work of 4 to 6 years with an empirical mean score of 59.80 both on the intermediate group. Work-family conflict among hotel employees is not correlated with tenure; rather, it can be ascribed to age, since increased maturity with age enables individuals to effectively manage home and work problems (Hasanah, 2017).

Length of work is important in the work role as it plays a significant role in increasing Work-Family Conflict (WFC) because it limits the time available for individuals to interact with family and complete household tasks. When people work long hours, they have less time to spend with their families, which can trigger conflict in family relationships due to the imbalance of work and family roles. In addition, perceived time pressure further exacerbates the negative impact of long working hours on mental health, as individuals often have to sacrifice their sleep to fulfil family demands, which in turn increases the risk of sleep disorders, emotional exhaustion. The study also found that the longer the working hours, the higher the level of work-family conflict, further negatively imposing the impact on individuals' mental health. In addition to the direct effects of long working hours on health, its indirect effects resulting in WFC make it clear that this conflict exacerbates psychological distress. Therefore, policy interventions that support work-family balance, such as work schedule flexibility and childcare support policies, can reduce the negative impact of long working hours on work family conflict (Baek, Won, & Yoon, 2023).

- Hotel employees report that WFC targets working women, as this study confirms. The limitations of this study, however, were that it did not examine the predictors of work-family conflict. Pascucci, Sánchez, and García (2022) explains that work-family conflict is related with the condition in which individuals work inseparably from the motivation of both work and family needs, which occasionally interfere with each other, resulting in internal conflicts. Working women require social support from others around them. Research respondents indicated that hotel personnel require support from couple, friends, and their organizations, as well as stable emotions, time management, communication skills for problem-solving, and self-confidence.

CONCLUSION

The findings indicated that work-family conflict among working women is moderate. Employed and married women strive to manage role conflict as hotel staff, fulfilling their professional duties even on holidays while simultaneously addressing their domestic responsibilities to mitigate the risk of role conflict. Demographic data, including education, spouse's employment status, and length of work, revealed no differences between categories, but there were initiatives to reduce the problems arising from dual employment among the total married employees. Recommendations for the hospitality sector employers should make scheduling more flexible for married women and those with children, set clear work-life boundaries, and provide mental health support to help employees balance multiple roles. Future research should explore competency and job demands, work environment and organizational culture, and social support as key predictors of work-family conflict.

CONFLICT OF INTEREST

This article has undergone an independent and objective review process. The editor handling this article was not involved in any previous publications with the author, and to maintain independence, the peer review process was conducted by another editor who has no direct relationship with the author.

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