Archives of Business Research – Vol. 10, No. 9
Publication Date: September 25, 2022
DOI:10.14738/abr.109.13063.
Rahman, R., Isa, Z., & Aznan, D. E. (2022). Influence of Work-Family Conflict and Organizational Climate in Managing Work Stress. Archives of Business Research, 10(9). 119-125.

Influence of Work-Family Conflict and Organizational Climate in Managing Work Stress

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ABSTRACT

Stress management requires good management to deal with it. A person's ability to manage stress when facing stress requires a skill. Work environment conditions and work-family conflicts require person learn to deal with the stress. This study aims to see to what extent Work Family conflict and Organizational Climate influence Stress Management. The study conducted on 35 respondents at a Technical and Vocational Education institution through quantitative data collection as a case study is to find out what factors influence in managing the stress of the staff. Data analysis is using SPSS have found interesting findings. The results of the study based on objectives have shown that work-family conflict affects stress management more compared to organizational climate affecting stress management.

Keywords: Wok Family conflict, Structure of Organization Climate, Stress Management, Stress

INTRODUCTION

The combination of high demand in certain jobs and the ability to perform limited tasks by employees in a certain situation may cause stress (Health & Safety Executive, 2021). The arising stress is following circumstances with different challenges that cannot be handled which leads to mental and physical changes, hence fatigue and negative stress (Bhui, Kamaldeep; Dinos, Sokratis; Galant, Magdalena; de Jongh, Bertine; Stansfeld, 2016). Undeniably, every job has its elements which require employees' reactions to control their emotions and physicality that may impact the employees themselves and their employers. Stressful work condition is related to increasing absentees, lateness, and employees' intention to quit leading to negative impacts on their income and the organization's productivity (Panigrahi, 2018).

PROBLEM STATEMENT

Work is often related to stress based on several factors such as: 1) heavy job design, lack of break time, long working hours and in shifts, same work routine and tasks unmatched with the job scope (Raudeliunaite & Volff, 2020); 2) management style referring to lack of employees' participation in decision-making, weak communication within the organization, lack of

friendliness policy at work (Jian, Li; Riedel, Natalie; Barrech, Amira; Herr, Raphael; Aust, Birgit; Mortl, Kathrin; Siergrist, Johannes; Gundel, Harald; Angerer, 2017); 3) interpersonal relationship which are inconducive social environment and lack of support and help from colleagues and supervisors (Michie, 2002); 4) job roles referring to job expectations being the opposite or uncertain, too many responsibilities and too many job scope (Health & Safety Executive, 2021); 5) career anxiety involving job uncertainties and lack of opportunities for career growth, progress or promotion as well as quick change in job specifications whereby the employees are not ready (Hayes et al., 2020) and; 6) the impact of work culture (Organization International Labour, 2020).

The culture and management of an organization impact the stress experienced when an individual's values are the opposite of the organization's values (Obrenovic et al., 2020). On the other hand, there is a close relationship between culture, values, and work climate according to Ramos & Unda (2016). For these reasons, we can say that in a situation where there is no harmony between employees and the organization's values and culture, a positive work climate cannot exist (Ume, 2013). Work climate is one of many elements related to stress experience. For Desa et al., (2018), work climate is a condition matched to employees' requirements which shapes a part of the stress set that surely influences organizational behaviour. At the same time, the components influencing climate also influence stress such as matters of organizational leadership and management (Katić et al., 2019). Due to the matters above, it presumably impacts employees' stress.

Employees' ability also has a close relationship with familial support (Obrenovic et al., 2020). Each employee surely has family members, be it parents, spouse, or children by their side besides having to pour attention, thoughts and energy into tasks at work. Here, there lies a space for rising conflict due to the differing importance between family and work, in which work situations may disrupt familial relationships or otherwise (Presti & Mauno, 2016). Work and family conflict gives multiple problems that may compromise both work and family life (Hossen et al., 2018). Work-family conflict is influenced by several factors; one of which is Time-Based conflict due to the lack of time due to spending to fulfil only one need (Bhui, Kamaldeep; Dinos, Sokratis; Galant, Magdalena; de Jongh, Bertine; Stansfeld, 2016) that would be difficult to fulfil other needs (Hossen et al., 2018), hence causing strains in fulfilling needs for the family (Presti & Mauno, 2016) and work.

Based on the above factors, studies on stress management are highly recommended in organizational management. It is to ensure the employees' emotional, physical and spiritual conditions are at a controlled level and able to change from negative to positive (Shahsavarani et al., 2014). This needs to be done to observe employees' ability to accept the tasks and responsibilities given by the organization. Consequently, the correctional process can be immediately conducted through proactive measures in managing human resources efficiently (Fink, 2016). This study was conducted on TVET institutions to observe the stress factors faced by TVET lecturers so that the balance between work conditions and employees' ability can be better adjusted.

Therefore, the purpose of this study is to observe the relationship between Work-Family conflict and Organizational Climate by managing employees' stress. This descriptive study acts

as employees' perception feedback towards the management so that enhancement can be conducted to help increase work productivity.
H^1: Work-Family impact employees' stress management
H^2: Structures of Organizational Climate impact employees' stress management

LITERATURE REVIEW

Work Stress

Stress is basically a reaction to a situation (Ume, 2013). A person may feel stress when there is a requirement that is bigger than the source that the person has to handle the situation (Mheidly et al., 2020). By definition, stress is the body's normal reaction when there is a change that causes physical, emotional and intellectual reactions from a person which requires them to manage the stress so that the body can receive it well (Jian, et.al, 2017). Stress can come in many life situations such as social, economic, and familial lives and may also involve work life (American Psychological Association, 2020).

Work stress can lead to bad health and harms oneself. The main factors of work stress are employees' interaction and work conditions (Wolniak & Szromek, 2020). Work stress can be defined as harmful physical and emotional reactions that occur when work requirements are not matched with employees' needs, resources, and abilities (Kusuma, 2018). Meanwhile, Raudeliunaite & Volff (2020) defined work stress as stress that occurs due to conflicting needs for a person's job. Besides that, stress in the workplace is said to harm physical and emotional reactions that can occur when there is a conflict between job requirements and employees' ability to fulfil the requirements (Health & Safety Executive, 2021). Work stress is not only closely related to work conditions but also affected by home obstacles. Employees' conditions and abilities at home also implicate their work which is very closely related to productivity.

Work-Family Conflict

The balance between work and family is difficult to be maintained in the modern work industry resulting from the increasing task requirements in the workplace and challenging conditions for families (Hossen et al., 2018). Individuals are required to manage multiple roles simultaneously and this requires them to allocate their commitments between work and family (Obrenovic et al., 2020). Work-family conflict is an imbalance psychological phenomenon between life at work and at home. Factors of stress that are commonly conducive to occur are work burnout (Singh & Dhawan, 2012), dissatisfaction (University of Regina-counselling service, 1998), work stress (Mheidly et al., 2020), long working hours (Shepherd-Banigan et al., 2016), and conflicting roles (Panigrahi, 2018). Work and stress load caused by work environment leads to employees being physically and emotionally fatigued hence work-family conflicts. In contrast, great compatibility between work and family will give excellent achievement in the workplace because this aspect motivates the person (Desa et al., 2018).

The definition of work-family conflict refers to the balance between two separate domains within an individual's life which are 'work' and 'family' (ILO, 2016). Currently, this conflict is being widely studied all over the work and assumed as one of many stresses experienced by each employee in their work and family life (Singh & Dhawan, 2012). The term work-family conflict is conceptualized as 'conflict between roles experienced by someone in performing their responsibilities for work and family which sometimes may generate conflicts from the

clash between the two factors and consequently, leads to work dissatisfaction, stress when performing tasks and resignations' (Rostam, 2020).

Organizational Climate and Structures

One of many sources of stress in the workplace is the organization's climate. The structure and climate of an organisation refer to understanding the ways employees within the organisation experience and feel the climate which is closely related to job well-being. Rostam (2020) defines climate as 'the shared feeling of organization members that occur from events, policies, practices and procedures experiences and their behaviours are seen from the aspects of their rewards, supports and expectations.' Therefore, an organization's climate shows how the perception among employees is related to their work environment.

Work climate is one of the elements relating to stress experience as one of many stress factors in employees' careers. According to Ume (2013), work climate is one area of an organisation that matches the human component forming a part of the stress set influencing the organization's behaviour. At the same time, components influencing climates also influence stress such as the organization's leadership and other components related to the management (Desa et al., 2018).

A study by Raudeliunaite & Volff (2020) shows that the culture of an organization affects the stress experience when the individual's values contradict the organization's values. In contrast, there is a close relation between work culture, values and climate according to De Van Niekerk & Teggin (1981) and Panigrahi (2018). For these reasons, we can say that when there is no harmony between employees' culture and values within the organization, a positive work climate cannot exist.

METHODOLOGY

In this study, the researchers employed a quantitative research design to answer the research questions regarding the relationship of variables in predicting, controlling and explaining phenomena (Chua, 2006; Bairagi & Munot, 2019). The researchers applied a descriptive study in determining respondents' perceptual tendencies and inferential statistics which is a regression in identifying significant influence or otherwise towards the attributes of the structure of organizational climate and home obstacle in influencing employees' stress management. Meanwhile, the cross-sectional design of the study was applied by the researchers involving one-time data collection from respondents within the allocated period (Churchill & Iacobucci, 2010; Igwenagu, 2016). This influencing factor study will determine the relationship between variables and portray the direction between independent variables, or interactions between independent and dependent variables.

The population for this study comprises employees of a TVET institution operating in Malaysia. The non-experimental research was selected for this study to allow the information required to be obtained in an observed or natural environment whereby all the activities were carried out normally and not controlled (Creswell & Creswell, 2018). As many as 35 employees answered the questionnaire whereby each item of the questionnaire had been adapted and adjusted from previous studies according to the dimensional suitability and paradigm of the current study.

Reliability analysis was conducted to determine the stability of the instrument used. The result of the reliability analysis conducted showed the Cronbach's Alpha values of each variable are between 0.948 and 0.981. This reflects that the instrument is highly reliable and suitable to determine the relationship between

FINDINGS

The results of Spearman Rho correlation analysis conducted on the dependent and independent variables showed several findings. The result analysis appeared that the variable work-family can influence the stress management variable whereas an organization's climate does not appear to influence respondents in managing stress. This can be observed in the p-value result of the elements which are work-family (p=0.001) which shows the p-value is smaller than 0.05. On the other hand, the organisation's climate (p=0.283) shows the p-value is bigger than 0.05. This is parallel to the statement by Pellent (2016) which is if the p-value is smaller than 0.05 ($p < 0.05$), there is a correlation between the two variables or vice versa. Thus, the researcher found that there is a significant relationship between work-family and managing stress. As opposed to the first finding, the following one showed no significant relationship between an organization's climate and managing stress.

Table 4.1: Spearman Rho correlation test between Work-Family, Organization's Climate with managing stress

			Stress Management
Spearman's rho	Work-Family	Correlation Coefficient	.776**
		Sig. (2-tailed)	‹ 0.001
		N	30
	Organization's Climate	Correlation Coefficient	.203**
		Sig. (2-tailed)	0.282
		N	30

Meanwhile, Table 4.1 also displays the analysis value to determine the level of correlation strength (r) between work-family and organization's climate with managing stress. The correlation coefficient value for elements in variables work-family and organization's climate showed positive values. Therefore, based on Rowntree's Scale (1981), the level of correlation strength for every element can be explained in Table 4.2.

The correlation coefficient for managing stress with work-family is 0.776. This shows a strong relationship between the two. Hence, the work-family element has a strong positive relation with managing stress. Meanwhile, the correlation coefficient value for managing stress and an organization's climate is 0.203. Hence, this reflects a weak and low relationship between the two. The element organization's climate, despite not having a positive relationship, still gives a small impact on managing stress.

Table 4.2: Rowntree's Scale for correlation coefficient (r)

Correlation Coefficient Value (r)	Strength of Relationship
0.9 until 1.0	Very high, very strong
0.7 until 0.89	High, strong
0.4 until 0.69	Average
0.2 until 0.39	Weak, low
0.0 until 0.19	Very weak

CONCLUSION & RECOMMENDATIONS

The results of the study based on objectives have shown that work-family conflict affects stress management which has a very high influence compared to organizational climate affecting stress management. Clearly, it can be concluded that when someone manages stress, the family work factor is given serious priority so that there is not too much conflict between respondents and their families. This factor is the main determinant in the respondents deciding that all work assignments need to be completed with the least amount of conflict with the family. However, Organizational Climate which also plays a role in managing stress needs to be seen as an indicator that can cause respondents to fail in managing stress. A conducive organizational climate will make it easier for respondents to manage stress. Therefore, these two factors can be given attention by the management of the institution to help its staffs reduce stress while carrying out their duties.

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