

Between Work and Family: The Impact of Workload on Career Women

Anisya Khumaera, Resekiani Mas Bakar

Faculty of Psychology, Universitas Negeri Makassar

DOI: <https://dx.doi.org/10.47772/IJRISS.2024.803193>

Received: 06 March 2024; Accepted: 20 March 2024; Published: 23 April 2024

ABSTRACT

The dual role conflict of a career woman occurs due to an imbalance between workload in the office and time with family. This study aimed to determine the effect of workload on *work-family balance* in career women. The total number of respondents in the study amounted to 200 career women who were married and had children. The measuring instruments used in this study are the workload and *work-family balance* scales. The result of this study reveals that workload and work-life balance have a negative relationship among career-oriented women. Researchers have found that women who have a high workload find it difficult to strike the right balance between work and family responsibilities. This can lead to an increased sense of stress, which ultimately affects their overall well-being. The implication of this study shows that the ability to manage workload in the office is needed so that the roles of an employee, wife, and housewife can be balanced. Companies should establish a system that offers convenience for women, ensuring that the workload is distributed proportionally. Additionally, companies should provide support through policies and counseling interventions that aid in maintaining a healthy work-life balance, leading to an increase in worker productivity.

Keywords – Workload, *Work-family balance*, Dual-Career, Career Women

INTRODUCTION

Population growth and economic necessities prompt women to seek employment and increase family income. The inclusion of women in the workforce is crucial not only for personal growth but also for the development of the community. Women bring diverse perspectives and skills to the table, which can lead to innovative solutions and greater productivity. By providing equal opportunities to women, we can create a more inclusive and equitable society for all. The societal expectation for working women to balance various roles, such as being a professional, a caregiver, and a homemaker, can lead to a significant psychological burden. This burden arises from the constant pressure to perform well in every role and the fear of being judged for not meeting expectations. As a result, many career women feel overwhelmed and stressed, which can negatively impact their mental health and overall well-being.

According to Chen and Li, (2012) dual-career women who struggle to balance their work and personal lives are likely to experience increased pressure, leading to physical and psychological fatigue. Career women pursue a certain profession to fulfill their needs in addition to their role as a wife and housewives. Due to time constraints and limitations, it is often challenging for women with a career to balance their work and family responsibilities. A role that goes well will provide satisfaction and minimize the conflicts in women, known as the term *work-family balance*.

Work-family balance (work-family balance) refers to the equal satisfaction and minimal conflict between

work and family domains (Clark, 2000). Greenhaus et al., (2003) suggested that concept of *work-family balance* pertains to the level of involvement and contentment that individuals experience with their work and family roles. This phenomenon assumes significance in view of its potential implications for employee productivity and overall well-being. Valcour (2007) suggested that individuals with *work-family balance* can integrate various roles thoroughly to achieve satisfaction. Greenhaus et al., (2003) proposed that achieving *work-family balance* involves three components: balancing time, balancing psychological involvement, and balancing satisfaction. Each component of *work-family balance* can have a positive or negative balance based on time, engagement, or satisfaction levels. According to Kinman and Jones (2008), employees who fail to establish clear boundaries between work and family life are more likely to experience conflicts. Soomro et al., (2018) posit that employees' productivity can be adversely affected by insufficient *work-family balance*. Such an imbalance can lead to suboptimal performance standards, thereby impeding the success of the organization in which they are employed. As such, it becomes imperative for organizations to promote and maintain a healthy balance between work and family life for their employees to enhance productivity and overall job satisfaction. Ibrahim et al. (2011) assert that female professionals occasionally face unstable working hours that require them to work beyond the standard workday, which reduces the time they spend with their families and affects their role as career women.

Various factors can affect *work-family balance* (*work-family balance*). These include support from the organization (Behson, 2005), family support (Greenhaus et al., 2012), personality traits, work orientation, career path (Guest, 2002), the organizational climate (Greenhaus et al., 2012), and workload (Hart & Staveland, 1988). Studies have shown that these factors can significantly impact an individual's ability to balance their work and family responsibilities.

Workload is one of the factors that influences *work-family balance*. Spector (2012) defines workload as the work assigned to an individual in a workplace. Excessive workload can lead to physical and mental fatigue and emotional reactions such as headaches, indigestion, and irritability. Small, repetitive workloads can lead to monotony and boredom. Excessive workload can harm employees' work-life balance, making it difficult to effectively balance their personal and professional roles.

The workload affecting *work-family balance* can be supported by the high-strain job theory of Bonsaksen et al., (2019). A high-strain job requires excessive workload and a deadline to complete it because these demands can trigger interpersonal and work conflicts. Achieving work-life balance becomes more difficult as workload increases. However, if the workload is tailored to individuals' physical and mental capabilities, it can help them balance their work and family responsibilities.

LITERATURE REVIEW

- Work-family balance

Marks and MacDermid (1996) suggested that work-family balance is the orientation of individuals in different roles towards the dual role phenomenon. Valcour (2007) states that work-family balance is a condition in which individuals can integrate various roles thoroughly to achieve satisfaction. Voydanoff (2005) suggests that work-family balance is an achievement related to each individual's roles in the work and family domains. This is in line with the opinion of Grzywacz and Carlson (2007) who suggest that work-family balance E is the achievement of expectations for roles negotiated between individuals and related partners in work and family. The same opinion was expressed by Carlson et al., (2009) that work-family balance is an individual condition when fulfilling expectations related to negotiated roles, both in work and family.

The aspects of work-family balance according to Greenhaus et al. (2003) have three aspect elements, namely time balance, involvement balance, and satisfaction balance. Time balance is the equality of time

used in roles for work and family; involvement balance is an equal level of psychological involvement in work and family roles, and satisfaction balance is an equal level of satisfaction with work and family roles.

Some factors that can affect work-family balance are organizational support (Behson, 2005), family support (Greenhaus et al., 2012), self-control (Guest, 2002), and workload (Hart, Staveland, 1988; Zappala, Swanzy, and Toscano, 2022). Organizational support factors (Behson, 2005) can be divided into formal and informal support. Formal support is the availability of work-family policies/benefits and flexibility in managing employees' work schedules. Informal support refers to the autonomy, support, and attention provided by superiors that can impact one's career. Family support, particularly from one's spouse, is another important factor that contributes to work-life balance (Greenhaus et al., 2012). Studies have demonstrated that women tend to perceive their partners as capable of offering comprehensive support in the form of encouragement, assistance, and guidance, which can subsequently impact their physiological and psychological well-being. This kind of support can be particularly important for women as they strive to achieve a balance between work and family life. Individuals can more easily achieve work-family balance when they have a family, especially a partner who supports every task in family and work. Achieving a state of balance between work and family is a subjective experience that can vary from person to person. However, research suggests that personality traits can significantly affect how one perceives this balance. Specifically, individuals who possess good self-control tend to feel calmer and more collected when dealing with the demands of their work and family responsibilities. This ability to maintain a sense of inner calm despite competing obligations can help minimize the potential for conflicts to arise, thereby promoting greater harmony and satisfaction in both spheres of life. A study by Guest (2002) highlights the importance of this trait in effectively managing work-family balance. Work-family balance can be achieved when individuals are in a work environment that supports their families (Greenhaus et al., 2012). The workload can be determined based on the analysis of the assigned tasks. Excessive task demands will trigger conflicts at work and family (Hart, Staveland, 1988), so workload is a factor that affects work-family balance. A high workload was correlated with lower well-being of employees when indirect effects are through work-family conflict (Zappala, Swanzy, and Toscano, 2022).

- Workload of career women

Riggio (2013) suggests that workload is an individual situation with work that requires completion in a timely manner to achieve the desired results. Spector (2012) suggests that workload is the demands of the tasks placed on individuals at work. The workload can be defined as the amount of work an individual is responsible for, or the number of tasks a person or a group of workers must complete within a certain period of time (Koneru, 2017). It is a collection of work activities that must be completed by individuals in their designated positions within a specific timeframe.

According to Spector (2012), workload can be measured in two ways: quantitative workload and qualitative workload. Quantitative workload refers to the amount of work that cannot be completed within a given time frame. Qualitative workload, on the other hand, refers to the high standard of work that individuals may find too complex to complete.

A career woman is a woman who is engaged in professional activities both in business and the office. Career women play themselves as individuals who pursue certain professions to fulfill their needs, in addition to their roles as wives and housewives. Career women enter the workforce to earn income, channel talents, and apply skills outside the home.

- The effect of workload on the work-family balance of career women

Career women need to balance work and family responsibilities effectively. Budisa, Sara, and Siramiati (2021) suggest that excessive demands for tasks from work and family can cause tension, anxiety, and

stress. Stress will have a direct impact on individual performance. A balanced workload positively impacts work and family because it can minimize conflict in career women. It is very important to be able to balance work and family roles (Chung et al., 2023).

Greenhaus et al. (2003) suggested that work-family balance is a state of individuals who feel satisfied and involved in the role of work and family. In line with this definition, career women can balance roles by achieving a work-family balance. With the achievement of the three components, namely, role integration in satisfaction using time balance, involvement balance, and satisfaction balance, career women can be said to be able to achieve work-family balance. The work-family balance will be achieved when career women have a workload that is not excessive.

Based on the given description, this study hypothesizes that *workload has a negative impact on work-family balance for women in their careers. The lower the workload, the higher the work-family balance.* Conversely, the higher the workload, the lower the work-family balance.

RESEARCH METHODS

- Research Sample

This research is designed to use a quantitative approach, which involves conducting a survey. Respondents were asked to complete a survey containing a workload scale and a work-family balance scale. A total of 200 career women who are married and have children are respondents in this study. Determination of the number of research samples using G*power 3.1 software by obtaining a minimum of 79 participants with an actual power of 0.95 (α err prob = 0.05). The accidental sampling technique was chosen because the research participants had a large scale and the exact population size was unknown.

- Measurement and Data Collection

As part of the survey process, a measurement trial was conducted prior to the main survey to ensure that the respondents fully understood the scale items. The trial involved presenting a subset of scale items in order to assess whether the questions were clear, unambiguous, and easy to comprehend. By conducting this trial beforehand, we aimed to improve the overall quality of the survey data and ensure that the respondents could provide accurate and meaningful responses to the scale items. Scale trials were conducted on 80 respondents.

The results of the work-family balance measurement trial show that of the 17 scale items, two are invalid. The discrimination power of the items moves from a value range of 0.459 to 0.825. The work-family balance scale has a high degree of reliability with a Cronbach alpha 0.992. The trial measurement of the workload scale showed that of the 13 items there were 4 invalid items. The discrimination test results show 9 valid items. The validity of the scale moves from a value range of 0.323 to 0.558. Cronbach Alpha reliability of the workload scale is 0.69.

After conducting the measurement trial, the subsequent step is to carry out research utilizing a valid scale. The data collection process involved the participation of 200 women who are pursuing their careers. These women voluntarily agreed to take part in an online survey, which was conducted through google form. Before participating in the survey, the respondents were provided with an informed consent form, which highlighted the details of the survey and ensured that they were aware of their rights as respondents. The scale to be used has been validated by expert judgment.

1) **Work-family balance scale:** This study uses a work-family balance scale adapted and modified by referring to aspects of Greenhaus, Collins, and Shaw (2003) including time balance, involvement balance,

and satisfaction balance. The Aiken’s V validity coefficient of the work-family balance scale is in the value range of 0.8 to 1, which means that all items are declared relevant and can be used. The scale is measured using a score value ranging from 1 (strongly disagree) to 5 (strongly agree). Example item: “*I can balance my involvement in work and family so that the two do not interfere with each other*”.

2) Workload Scale: This study uses a scale that refers to aspects of workload according to Spector (2012), including quantitative and qualitative workloads. The workload scale is in the value range of 0.8 to 1, meaning each item is declared relevant and can be used. The scale is measured using a score value ranging from 1 (strongly disagree) to 5 (strongly agree). Example item: “*I have a lot of work every day that needs to be done*”.

RESULT

- Respondent Characteristics

In general, respondents aged 30-39 made up as many as 32.5% of the sample. Respondents who work as employees account for 65% of the overall sample in this study. Respondents with two children dominated the sample, reaching 42% of the total sample.

TABLE I RESPONDENT CHARACTERISTICS

Demographics	Frequency	Percentage (%)
Age		
20-29	45	22.5
30-39	65	32.5
40-49	54	27
≥ 50	36	18
Occupational		
Lecturer	16	8
Teacher	54	27
Employee	130	65
Workload		
Low	10	5
Moderate	167	83.5
Above	23	11.5
Family Balance		
Low	6	46
Moderate	92	51
Above	102	46

- *The Effect of Workload on Work-Family Balance in Career Women*

The results of simple regression hypothesis testing in table 2 show that there is an influence between workload variables on work-family balance in career women (b=0.05, p=0.00).

TABLE II REGRESSION HYPOTHESIS TEST RESULTS

	df	F	P value
Regression	1		
Residual	198		
Total	199	49.3	0.001

The R-squared model value can be found in the table below.:

TABLE III SUMMARY MODEL R-SQUARE

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.447	0.199	0.195	8.427

The result of r-squared indicates how much the dependent variable (work-family balance) can be explained by the independent variable (workload). The value mentioned here refers to the coefficient of determination used in regression analysis. The coefficient of determination, also known as the r-square value, suggests that only 19.9% of the variability in the dependent variable can be explained by the independent variable under investigation. This study acknowledges that most factors impacting the dependent variable are beyond the scope of this research and require further investigation. Based on the output table of the simple linear regression test equation results

Coefficients obtained the following regression equation:

$$Y = 78,369 - 0,849X$$

The results of the regression equation above show that the constant value is 78.369 and the regression coefficient value is -0.849. The results of this test can be concluded that every 1 point increase in the workload variable will reduce the work family balance by -0.849. This shows that the direction of the relationship is opposite (negative), an increase in the workload variable will result in a decrease in the work family balance variable.

DISCUSSION

This study aimed to determine the effect of workload on the work-family balance of career women. Researchers also obtained data from workload scores which showed that career women predominantly have quantitative workload aspects (19.55). This data shows that career women feel they have a lot of work with inappropriate time to complete the work. Career women sometimes experience too much workload and feel pressured because of the limited time specified, which has a negative impact on work-family conflict of career women. Poulouse and Dhal (2020) suggest that high workload will have a negative impact on the place of work.

Researchers obtained data from the work-family balance score which showed that career women had a more dominant aspect of time balance (18.59). Based on these data, it shows that career women feel able to equalize the time used at work and family. Career women try to divide their time in a balanced manner in meeting the demands of their work and family.

The results of hypothesis testing using simple linear regression analysis show that workload has a significant negative effect on work-family balance. The estimate value obtained shows that there is a negative correlation between workload and work-family balance, meaning that the higher the workload, the lower the work-family balance. The results of this study are in accordance with research conducted by

Zappala, Swanzy, and Toscano (2022) which suggests that workload has a significant negative effect on work-family conflict.

Based on the data from the crosstab test results, it shows that participants who have a high workload are 7% of the 11.5% who agree that work in the office makes career women less optimal in carrying out roles at home. Research also conducted by Holland et al., (2019) suggests that high workload will be able to affect work-family balance. Thus, career women who have a high workload will be less than optimal in carrying out their role at home so that it will have an impact on work-family balance. Bonsaksen et al in 2019, a high-strain job is characterized by a demanding workload and tight deadlines, which can cause significant stress and strain on individuals. This type of job often leads to conflicts in both interpersonal and work-related domains, as employees struggle to manage their responsibilities and meet the expectations of their supervisors. The resulting tension can create a hostile work environment, impacting the mental and physical health of employees, as well as the productivity and efficiency of the organization as a whole. Based on this theory, it can be seen that excessive workload will be related to work-family balance. Women who have demanding careers may find it difficult to balance their work and household responsibilities, which could impact their role as a spouse and home maker. The research findings confirm that workload variables contribute to 20% of work-family balance. This means that factors other than workload influence work-family balance by 80%.

LIMITATIONS

The limitations in this study are that the distribution of research instruments is carried out online so that supervision of respondent criteria cannot be observed properly. Another thing that needs attention is the size of the respondents, which still needs to be increased so that the results can be generalized. It is important to further investigate other factors not examined in this study, such as organizational and internal factors (personality).

REFERENCES

1. Akbar, D. A. (2017). Double Conflict Role for Female Employees and Work Stress. *An Nisa'a: Jurnal Kajian Gender Dan Anak*, 12(1), 33–48.
2. Behson, S. J. (2005). The relative contribution of formal and informal organizational work-family support. *Journal of Vocational Behavior*, 66(3), 487–500. <https://doi.org/10.1016/j.jvb.2004.02.004>
3. Bonsaksen, T., Thørrisen, M. M., Skogen, J. C., & Aas, R. W. (2019). Who reported having a high-strain job, low-strain job, active job and passive job? The WIRUS Screening study. *PLoS ONE*, 14(12), 1–13. <https://doi.org/10.1371/journal.pone.0227336>
4. Budisa, I.K., Sara, I.M., & Siramiati, N, W. (2021). The Role of Work Stress in Mediating Workload and Work Environment on Crew Performance PT. Indonusa Tenggara Marine. *Jurnal Ekonomi & Bisnis JAGADITHA*, 8(1), 61–70. <https://doi.org/10.22225/jj.8.1.3124.61-70>
5. Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2009). Is work' family balance more than conflict and enrichment? *Human Relations*, 62(10), 1459–1486. <https://doi.org/10.1177/0018726709336500>
6. Chen, L. H., & Li, T. S. (2012). Role Balance and Marital Satisfaction in Taiwanese Couples: An Actor-Partner Interdependence Model Approach. *Social Indicators Research*, 107(1), 187–199. <https://doi.org/10.1007/s11205-011-9836-3>
7. Chung, G. S. K., Chan, X. W., Lanier, P., & Wong, P. Y. J. (2023). Associations between Work–Family Balance, Parenting Stress, and Marital Conflicts during COVID-19 Pandemic in Singapore. *Journal of Child and Family Studies*, 32(1), 132–144. <https://doi.org/10.1007/s10826-022-02490-z>
8. Clark S.C. (2000). Work/family border theory: A new theory of work/family balance. In *Human Relations: Vol. Volume 53 (1)* (pp. 747–770).
9. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531. <https://doi.org/10.1016/S0001->

8791(02)00042-8

10. Greenhaus, J. H., Ziegert, J. C., & Allen, T. D. (2012). When family-supportive supervision matters: Relations between multiple sources of support and work-family balance. *Journal of Vocational Behavior*, 80(2), 266–275. <https://doi.org/10.1016/j.jvb.2011.10.008>
11. Grzywacz, J. G., & Carlson, D. S. (2007). Conceptualizing Work—Family Balance: Implications for Practice and Research. *Advances in Developing Human Resources*, 9(4), 455–471. <https://doi.org/10.1177/1523422307305487>
12. Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255–279. <https://doi.org/10.1177/0539018402041002005>
13. Hart, S.G., Staveland, L. . (1988). Development of NASA-TLX (Task Load Index): Results of Empirical and Theoretical Research Sandra. . . Elsevier Science Publishers, 139–183. <https://doi.org/10.1007/s10749-010-0111-6>
14. Holland, P., Tham, T. L., Sheehan, C., & Cooper, B. (2019). The impact of perceived workload on nurse satisfaction with work-life balance and intention to leave the occupation. *Applied Nursing Research*, 49(March), 70–76. <https://doi.org/10.1016/j.apnr.2019.06.001>
15. Ibrahim, K. S., Amer, N. M., El Tahlawy, E. M., & Abd Allah, H. M. (2011). Reproductive outcome, hormone levels and liver enzymes in agricultural female workers. *Journal of Advanced Research*, 2(2), 185–189. <https://doi.org/10.1016/j.jare.2011.01.004>
16. Kinman, G., & Jones, F. (2008). A life beyond work? job demands, work-life balance, and wellbeing in UK Academics. *Journal of Human Behavior in the Social Environment*, 17(1–2), 41–60. <https://doi.org/10.1080/10911350802165478>
17. Koneru, K. (2017). *Women Entrepreneurship in India-Problems and Prospects*.
18. Marks, S. R., & MacDermid, S. M. (1996). Multiple Roles and the Self: A Theory of Role Balance. *Journal of Marriage and the Family*, 58(2), 417. <https://doi.org/10.2307/353506>
19. Poulouse, S., & Dhal, M. (2020). Role of perceived work–life balance between work overload and career commitment. *Journal of Managerial Psychology*, 35(3), 169–183. <https://doi.org/10.1108/JMP-03-2018-0117>
20. Riggio, R. E. (2013). *Introduction To Industrial / Organizational Psychology Sixth Edition Consulting Editor*. Pearson Education.
21. Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Soomro2018.Pdf. *South Asian Journal of Business Studies*, 8(2), 870–880. -work conflict with the employee performance-moderating role of job satisfaction%22, *South Asian Journal of Business Studies*,
22. Spector, P. E. (2012). *Insutrial and Organizational Psychology: Research and Practice*. John Wiley & Sons, Inc.
23. Valcour, M. (2007). Work-Based Resources as Moderators of the Relationship Between Work Hours and Satisfaction With Work-Family Balance. *Journal of Applied Psychology*, 92(6), 1512–1523. <https://doi.org/10.1037/0021-9010.92.6.1512>
24. Voydanoff, P. (2005). Consequences of boundary-spanning demands and resources for work-to-family conflict and perceived stress. *Journal of Occupational Health Psychology*, 10(4), 491–503. <https://doi.org/10.1037/1076-8998.10.4.491>