

Work-Family Conflict, Fear of Success, and Organizational Commitment in Working Women

(Study of Working Women in Bandung)

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Abstract

Organizational Commitment (OC) is important aspect for organization or company. OC is closely associated with Work Family Role Conflict (WFC) and Fear Of Success (FOS) and attract many reserchers to know it deeper. The purpose of this research are to anlysize WFC, FOS, OC, and the impact of WFC and FOS on OC in working women, especially to married woman. Survey Method is used in this research. Questionnaire spred to 52 working women in Bandung. The measurement of WFC are work interfere with family (wif) and family interfere with work (fiw). FOS measurement are loss of feminity (lof), loss of social self-esteem (lose), and social rejection (sr). Organizational Commitment measurement are affective commitment (ac), continuance commitment (cc), and normative commitment (nc). The results shows that Working Women at Bandung has moderate WFC, low FOS, and moderate OC. WFC has positive impact but insignificat on OC at working women at Bandung. WFC and FOS has insignificant impact on OC simultantly by 0,07%.

Keyword: work family role conflict, fear of success, organizational commitment, working women

1. Introduction

Working women have their own challenge in their life. They have double role in one time, as a mother and wife, and as an employee. As a mother, women have responsibility to do their domestic role like take care of the family and the house.

On the other side, they have responsibility to do their public role as employee. In the practice, there are tug of war between these two roles and lead them to face work-family conflict. Work-Family role Conflict (WFC) defined as a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect (Flippo, 2005). WFC happen because in this modern era, especially in Indonesia, Women are still more likely to have feminine attributes (passive, obedient, have high need of affiliation, prioritizing the interests of spouses and families) and would be more appreciated if they prioritize their role as a wife and mother. This kind of social norm have been implemented since long time ago and firmly attached to the present. WFC can lead working woman to experience Fear Of Success.

Working women tend to experience Fear Of Success (FOS). In (Zuckerman, Larrance, Porac, & Blank, 1980), Horner (1972) defined fear of success as fear or anxiety to achieve success because of the negative consequences (social pressures) that will be accepted when successful. Women have high tendency to experience FOS than men. Women with high need of achievement have higher risk to experience FOS, because for women with high need of achievement success is a goal of life. Once women experience FOS, they will show low intrinsic motivation (high need of achievement, self-actualization). WFC and FOS have impact on affective commitment (Sheaffer, 2015).

In (Sheaffer, 2015), In (Burton, Lee, & Holtom, 2002) affective commitment defined as employees' level of identification with and involvement in the organization. In other research by (Akintayo, 2010), affective commitment has the same meaning as organizational commitment (OC). In (Akintayo, 2010), Spector (2000) defined organizational commitment as the degree which employee feels devote and involve to their organization. Organization is important material of an employee. Spector (2000) in (Akintayo, 2010) said that committed employee is one of foundation for company to find and sustain competitive advantage. Committed employees tend to remain with the organization and strive towards the organization's mission, goals and objectives (Meyer, Allen, Gellatly, Goffin, & Jackson, 1990). Company's competitive advantage is the key for successful organization. In other words, company needs employee with high organizational commitment to be successful organization.

In (Akintayo, 2010), Lobel (1991) and Thompson et al (1999) said that WFC is "given" phenomenon, especially to married employees. In (Akintayo, 2010), Cavenar & Werman (1981) said that FOS is inherent in many employees, especially women. Both of WFC and FOS have influence on Organizational Commitment. There are several phenomenons about WFC, FOS, and Organizational Commitment in Indonesia, especially in Bandung. Bandung is counted as on of big city in Indonesia. It's a common thing to find working women in Bandung. There are varies reasons for women in Bandung prefeere to work instead of just stay at home, such as self-actualization, support their family, for status, etc.

Based on interview with several working women in Bandung who work at Padjadjaran University (2/7/2014), they said that they choose not too busy with activities outside of teaching (like seminars, training, etc.) especially outside the city or country for family reason. This statement also supported by the data below:

Tabel 1. Padjadjaran University Lecturer's Activities outside of Teaching in 2010

	Male Lecturers	Female Lecturers
Supporting Activity for Tri Dharma Perguruan Tinggi	550 activities	530 activities
Research and Scientific Work	740 works	630 works
Community Service Activities	255 activities	235 activities

Resource: processed datas from www.fe.unpad.ac.id

Based on interview with several working women in Bandung who work in BNI (1/6/2017), they said that work in bank is very hectic and gives high pressure. Most of the time, its hard for them, especially married woman employees to do their roles as a mother & wife and employee well. Some of them prefer to skip office activities outside the office hours and at the weekend for family reasons. Some of them prefer to stay in the same position instead of get promotion to higher position, because they are scare it will make them have less time to take care of their family and house or make them moving to other cities due to work and leave their husband and kids. Some of them prefer to quit the job, because they can't do both roles as a mother and employee well and have to choose between work or family.

These cases are included as WFC and FOS symptoms. Based on the explanation above, researcher would like to examine the impact of WFC and FOS on Organizational Commitment on Working Women in Bandung.

Problem identification

The problem that is concluded from explanation above are:

1. How are Work Family Role Conflict, Fear Of Success, and Organizational Commitment in Working Women at Bandung?
2. How is the impact of Work Family Role Conflict on Organizational Commitment in Working Women at Bandung?
3. How is the impact of Fear Of Success on Organizational Commitment in Working Women at Bandung?
4. How are Work Family Role Conflict and Fear Of Success on Organizational Commitment simultaneously in Working Women at Bandung?

The objectives of this study are:

1. Giving information, knowledge, and solution of problems to the company about WFC, FOS, and their impacts on Organizational Commitment in working women, especially at Bandung
2. Giving insight, information, and knowledge about about WFC, FOS, and their impacts on Organizational Commitment in working women, especially for human resource management field

2. Literature Review

Work-Family Role Conflict

In (Flippo, 2005), Work-Family defined as role Conflict (WFC) as a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect. WFC occurs because employee extends their effort to satisfy their work demands by sacrifice their family demands and vice versa (Cole, 2004). WFC occurs because of pressure in work and family (Greenhaus & Parasuraman , Research on work, family, and gender: Current status and future directions, 1999). WFC contain to main dimensions (Greenhaus, Parasuraman, & Collins, 2001), there are:

1. Work Interfere with Family (WIF)
Work interfere with family refers to the extent to which problems in the work are involved and affect life in the family. Work-family conflict is caused by excessive work demands and predict negative family outcomes (Adebola, 2005).
2. Family Interfere wit Work (FIW)
Family interfere with work refers to the extent to which problems within the family affect work. Family-work conflict is caused by excessive family demands and predict negative work outcomes (Adebola, 2005) (Shaw & Constanzo, 1982).

Fear Of Success

FOS was first conceptualized by Horner in 1972 (Zuckerman, Larrance, Porac, & Blank, 1980). FOS is fear or anxiety to achieve success because of the negative consequences (social pressures) that will be accepted when successful. Working women, especially the one who has high N'Ach, have higher possibility to experience FOS. In (Shaw & Constanzo, 1982), it is explained that individual who has high FOS shows some symtoms such as:

1. Loss Of Feminity (LOF)
LOF means women feel lack of feminism. It's because working women can't do their domestic role (take care of the house and kids as a mother and wife) and public role (take care all business that related to it as employee) well. It has the same idea as (Matlin, 1987)
2. Loss Of Social Self-Esteem (LOSS)

LOSS means fear of loss of social recognition and respect from others, such as families, friends, society.

3. Social Rejection (SR)

SR means fear being rejected by others, such as families, friends, and society. The symptoms of social rejection can be prohibited from working or lack of support to work by husband and kids, even scorn by families, friends, and society because of working or being succeed. (Unger & Crawford, 2004), it is explained that social rejection to working women will get stronger if the working women act competitively.

Organizational Commitment

In (Akintayo, 2010), Spector (2000) defined organizational commitment (OC) as the level to which employee involve and devote their feelings to their organization. In (Akintayo, 2010) organizational commitment is divided into three main aspects, there are:

1. Affective Commitment

Affective commitment refers to employee's emotional bond and identification towards organization. Employee with affective commitment show some positives attitude, such as enhance devotion, belongingness, and stability (Meyer, Allen, Gellatly, Goffin, & Jackson, 1990).

2. Continuance Commitment

Continuance (economic/calculative) commitment refers to what employee will have to give up if they have to leave the organization or material benefits to be gained from remaining. Employee believes that less viable alternatives are available, their continuance commitment will be stronger.

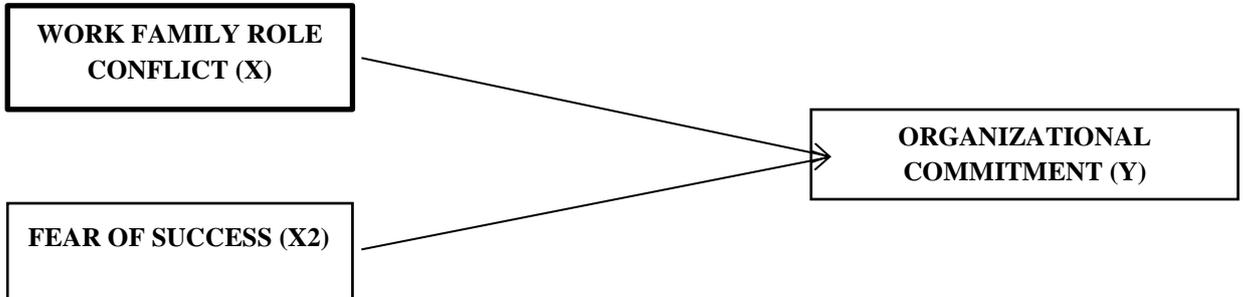
3. Normative Commitment

Normative (moral) commitment defined as feeling of obligation to continue employment (Jaros, Koehler, & Sincich, 1993). Employees with high level of normative commitment feel that must stay in the organization (Bentein, Vandenberghe, & Stinglhamber, 2005).

Theoretical Framework

Work Family Role Conflict has negative impact on Organizational Commitment. Working women with high Work Family Role Conflict will show low Organizational Commitment. Fear Of Success has negative impact on Organizational Commitment. Working women with high Fear Of Success will show low Organizational Commitment. This is the scheme of theoretical framework:

Picture 1. Theoretical Framework of WFC, FOS, & OC in Working Women



3. Methodology & Data

Based on earlier work, the empirical model is specified as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Where X1 refers to Work Family Role Conflict and X2 refers to Fear Of Success as independent variable. Y refers to Organizational Commitment as independent variable. b_1X_1 is defined as the coefficient from X1 to Y. b_2X_2 is defined as the coefficient from X2 to Y. a is defined as constanta. This study uses multiple regression to analyze the datas.

The datas of this study are gathered by giving questionnaires to 52 working women in Bandung. This study used multiple regression to find out the influence between Work Family Roe Conflict, Fear Of Success, and Organizational Commitment. SPSS. 20.0 as and Ms.Excell 2010 as statistical tools.

4. Discussion on Empirical Results

WFC, FOS, and OC in Working Women at Bandung

Score of WFC in Working Women at Bandung is 1.594 which the highest score is 2.600. Based on the score, WFC of working women in Bandung is relatively average.

Score of FOS in Working Women is 1.480 which the highest score is 3.120. Based on the score, FOS of working women in Bandung is relatively low.

Score of OC in Working Women is 1.523 which the highest score is 2.340. Based on the score, OC in working women at Bandung is relatively average.

Partial Test

This is the calculation using SPSS 20.0

Tabel 2. Coefficient of WFC, FOS, and OC in Working Women in Bandung

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.688	3.445		8.037	.000
	Work Family	.003	.125	.004	.023	.982
	Fear Of Success	.053	.115	.079	.463	.646

a. Dependent Variable: Organizational Commitment

Impact WFC on OC

The Standardized Beta Score of WFC to OC is 0,004. It means WFC has positive impact on OC. The significany score is 0,982, bigger than 0,05. It means there is no significant correlation between WFC and OC. $t_{counted} 0,023 < t_{table} 2,00958$. It means H_0 is received. The conclusion is WFC has no significant impact on OC.

Impact FOS on OC

The Standardized Beta Score of FOS to OC is 0,079. It means FOS has positive impact on OC. The significany score is 0,646, bigger than 0,05. It means there is no significant correlation between FOS and OC. $t_{counted} 0,463 < t_{table} 2,00958$. It means H_0 is received. The conclusion is FOS has no significant impact on OC.

Simultant Test

This is the calculation using SPSS 20.0

Tabel 3. Coefficient of WFC, FOS, and OC in Working Women in Bandung

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	8.268	2	4.134	.164	.849 ^b
	Residual	1236.405	49	25.233		
	Total	1244.673	51			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Fear Of Success, Work Family

The significany score is 0,164, bigger than 0,05. It means there is no significant correlation between WFC-FOS and OC simultantly . $F_{counted} 0,164 < F_{table} 3,18$. It means H_0 is received. The conclusion is WFC and FOS has no impact on OC simultantly.

Multiple Regression Analysis

Based on Tabel 2, The empirical model is specified as follow:

$$Y = 27,688 + 0,003 (x1) + 0,053 (x2)$$

Constanta score is 27,688. It means score of OC will be 27,688 if score of WFC and FOS are zero (0). Coefficient of WFC is 0,003. It means that the higher the WFC will be followed by the increase of OC by 0,003. Coefficient of FOS is 0,53. It means that the higher the FOS will be followed by the increase of OC by 0,53.

Determination Coefficient Analysis

Tabel 4. Interpretation of Determination Coefficient

Determination Coefficient	Level of Coefficient
0-4%	Very low influence
5-16%	Low but definite influence
17-48%	Moderate influence
49-81%	High influence
82-100%	Very high influence

Coefficient Determination Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.082 ^a	.007	-.034	5.023

a. Predictors: (Constant), TOTAL Motivasi Berprestasi

The R Square is 0,007 or 0,7%. It means OC is affected by WFC and FOS by 0,7% and 99,3% is affected by other factors. Based on Table 4, 0,7% belongs to very low influence, so WFC and FOS has very low impact on OC.

The results of this study breaks theory in (Akintayo, 2010) who said that WFC and FOS has negative impact on OC in working women partialy and simultantly. The result shows that WFC and FOS have posistive impact on OC in working women, but the impact is insignificant and very low partialy and simultantly. It is because:

1. Most of the respondens (about 62%) said that they work because of economic reason. It shows that most of the working women work because of they need it. Even if the Work Family Role Conflict still happen to them, it wouldn't affect too much to Organizational Commitment. They will keep their Organizational

Commitment high or at least in average level, in order to keep their job. In (Akintayo, 2010), Spector (2000) said that committed employee is one of foundation for company to find and sustain competitive advantage. That's why Organization tend to keep their employee who has high or at least average Organizational Commitment. Even if the working women still experience FOS, it wouldn't affect Organizational Commitment too much. In (Sari, 2016) , it is explained that Fear Of Success has negative correlation with Need of Achievement and Career Development. When Fear of success is low, Need of Achievement and Career Development will be high. They need to show that they have attention to be successful and want to improve achievement in the organization where the work, so the organization will recognize that they commit to the organization and will keep them.

2. Most of the respondents (about 88%) got permissions from their husbands to work. Most of their husbands (about 56%) let them to work because of economic. It can be said that the working women work for their family, so their family will cooperate with them. That's why Work Family Role Conflict in working women in Bandung is in average level. When they are trapped between work demands and family demands, they and their husbands will find and do win win solution. They share the responsibility of "baby sitting" task and the "house keeping" task together or they hire a house keeper or baby sitter to help them. The house keeper will responsible for maintaining the house, meanwhile the working women do their role as employees and still do the important role as mother and wife (take care and educate their kids, take care and serve their husbands, spend quality time with their family, etc). Their kids (about 79%) also gave them permission to work because of economic reason. That's why their kids try to be more understanding to the role of their mother as employee. These are the reasons why the Work Family Role Conflict has insignificant impact on Organizational Commitment.

These are also the reasons why FOS at working women in Bandung is low and has insignificant impact on Organizational Commitment. Because their family support them to work, so they commit to organization where they work and don't have anxiety to be "all out" or successful in organization.

3. Most of the organizations or companies where the working women in Bandung work also provide convenience and several programs for them to perform both of their roles as employee and mother-wife. The organizations provide permission to have break for vacation (leave), office gathering program where the employees can bring their families, day care program, etc. Some of the working women have flexible working time, so they can manage to do both of their roles (as employee and mother-wife) well.

5. Conclusion

The study shows that Work Family Role Conflict is average, Fear Of Success is low, and Organizational Comittment is average in working women at Bandung. Work Family Role Conflict has positive but insignificant impact on Organizational

Comittment in working women. Fear of Success has positive impact on but insignificant on Organizational Commitment in working women. Work Family Role Conflict and Fear Of Success has insignificant impact on Organizational Commitment simultantly. It is because most of the working women in Bandung work because of economic reason. Even if they still experience Work Family Role Conflict and Fear Of Success, they need to keep Organizational Commitment in high or at least average level, so the organization where they work will keep them. Working women in Bandung also got permission from their families (especialy their husbands and kids) to work and most of it because of economic reason. Working women in Bandung still experience Work Family Role Conflict and Fear Of Success, but not too much. It is because their families (especialy their husbands and kids) support them to work by be more understanding to their role as employee and finding win win solution in order to make the working women in Bandung can do both roles (as employee and as mother and wife) well. Most of the organizations where the working women in Bandung work provide convenience and several programs to help them do both of their roles well.

6. Limitation

It would be better for this study to use more respondens. The responden also could have specified characteristic (for example: working women in middle level management, working women in Sundanese culture, etc). For further research, job performance and job stress can be included in research about Work Family Role Conflict and Fear Of Success. SEM also can be used for better result.

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