

The Role of Family Supportive Supervisor Behaviour, Dyadic Coping, and Work-family Conflict in Predicting Marital Satisfaction of Financial Services Employee in Jakarta

Pingkan Cynthia Belinda Rumondor¹, Rahmanto Kusendi Pratomo¹, Greta Vidya Paramita¹

¹Psychology Department, Faculty of Humanities, Bina Nusantara University, Jakarta 11480 Indonesia

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Abstract: The number of dual earner marriage are increasing in Indonesia, especially in urban area. Previous researches found that external stress and support as well as support from spouse affected marital satisfaction. This study aims to understand how work-family conflict, family supportive supervisor behaviour, and dyadic coping impact marital satisfaction of dual earner financial services employee in Jakarta. Participants of this study are 101 financial services employee who work in Jakarta and 80.2% commute at least 60 minutes per day. This study found that work-family conflict and dyadic coping predicts the odds of having high level of marital satisfaction. In contrast, family supportive supervisor behaviour is not a reliable predictor for marital satisfaction level. Implication of this finding for dual-earner employees are discussed.

1 INTRODUCTION

Economic and social change in society alter cultural aspect such as gender role, and furthermore affected marital functioning (Finkel, 2017). In Indonesia, the dynamic of gender role in macro level (such as economic level) can be seen from increasing number of dual-earner family. Data from the National Labor Force Survey 2016 (Sakernas) data set that further processed by AIPEG found that 52% of family in Indonesia are dual earner family (Dual-earner statistics in Indonesia, 2016). However, dual earner couple has its own challenges, such as high work load, job strain, high working hours, which increases work-family conflict (Ford, Heinen and Langkamer, 2007; Lu, Chang, Kao and Cooper, 2015). Work-family conflict affected both work and family life, particularly marital satisfaction and work performance (Ford, Heinen and Langkamer, 2007; Amstad, Meier, Fasel, Elfering and Semmer, 2011). Furthermore, lower marital satisfaction leads to conflict and negative communication, which cause further stress and affecting worker's productivity, especially in high stress occupation such as financial services, including bank employees. Working in bank is associated with high stress, as previous research has found that psychosocial condition in

banking activity is high strain, low social support, low reward and over-commitment, thus increase risk factors for depressive symptoms in bank employees (Valente, Menezes, Pastor-Valero and Lopes, 2016). Thus, this research aimed to explore both challenges and resources from both work and family domain that affect marital satisfaction of dual-earner financial services employee in Jakarta.

Dual earner bankers and financial services employee in general are vulnerable of work-family conflict (WFC). WFC is a form of inter-role conflict where strain at home and work are not compatible, a situation in which participation in the work (family) role is made more difficult by the nature of participation in family (work) role (Greenhaus and Beutell, 1985). WFC happened because there are overlapping roles in work and family domain. It is relevant in Indonesia's context, that expected both women participation in workplace as well as women as housewife at home (Utomo, 2015). Modern society also demand man to be more involved in parenting, despite his strain at work. This conflict can be seen from two sides, which are work interference with family (WIF) or family interference with work (FIW) (Ford, Heinen, and Langkamer, 2007; Amstad, Meier, Fasel, Elfering and Semmer, 2011). Moreover, meta-analysis

conducted by Ford, Heinen and Langkamer (2007) found that WIF is predicted by work stress, work engagement, working hours, and support from the workplace. This result is in accordance with research in Asia context, which found that workload and supervisor support predicted WIF (Lu, Chang, Kao and Cooper, 2015). Furthermore, research in Turkey also found that social support especially from spouse and organization also related with WFC (Aycan and Eskin, 2005), stress in family, and time spent with family (Lu, Chang, Kao and Cooper, 2015). WIF and FIW predicted indicators of well-being such as life satisfaction, psychological strain, physical complaints, depression and substance use (Amstad, Meier, Fasel, Elfering and Semmer, 2011). Specifically, FIW predicted work domain such as work satisfaction and performance, as well as family domain such as marital and family satisfaction (Amstad, Meier, Fasel, Elfering and Semmer, 2011). Thus, WFC both WIF and FIW affected family life, especially marital satisfaction.

There are three dimensions of WFC, namely time-based conflict, strain-based conflict, and behavior based conflict (Greenhaus and Beutell, 1985). Time-based conflict happens when an employee spent most of the time for work, and less time with family (or vice versa). Thus, time allocated for family is not enough for the individual to fulfill his/her duties. Less time for family, especially for spouse could leads to lesser shared activity. Moreover, shared activity, especially doing exciting novel and activity would serve as relationship maintenance strategy (Reissman Aron and Bergen, 1993; Girme, Overall and Faingataa, 2014; Aron, Norman, Aron, McKenna and Heyman, 2000). Consequently, less time and less exciting activity leads to lower marital satisfaction. Strain-based conflict occur when pressure in one domain hinder an individual to fulfill expected role in other domain, which are also harmful for marital satisfaction. Previous study on air traffic controller found that high strain at work could lead to social withdrawal and more expression of anger toward partner, thus decreasing marital satisfaction (Repetti, 1989; Story and Repetti, 2006). This effect of stress toward family also known as work-family spillover effect (Amstad, Meier, Fasel, Elfering and Semmer, 2011). Lastly, behaviour-based conflict happens when the pattern of behaviour expected at home is incompatible with expected behaviour at work. A female manager is expected to be assertive and confident at work. However, she is expected to be submissive and gentle at home as a wife. If she failed to display expected role, it will impact how

her husband feels about her, and vice versa. A male customer service is expected to be gentle and outgoing at work. Nevertheless, as a husband and the head of family, he is expected to be assertive and strong. If he is not able to enact matching behaviour to his role, it can affect how his wife perceive him and eventually affected marital satisfaction.

Marital satisfaction can be defined as subjective, global evaluations of the marital relationship (Fincham and Beach, 2006; Fincham and Bradbury, 1987; Funk and Rogge, 2007; Norton, 1983). It is comparable with definition of life satisfaction as cognitive-judgmental aspect of subjective wellbeing (Diener, Emmons, Larsen and Griffin, 1985). Marital satisfaction influence both individual and relational wellbeing. In relationship domain, marital satisfaction is a predictor of marital success (Karney and Bradbury, 1995), positive communication (Lavner, Karney and Bradbury, 2016), and lower infidelity (McNulty, Meltzer, Makhanova and Maner, 2018). Moreover, in individual domain, marital satisfaction has positive correlation with physical health (Proulx, Helms and Buehler, 2007; South and Krueger, 2013), happiness and subjective wellbeing in both husband and wife (Proulx, Helms, and Buehler, 2007; Carr, Freedman, Cornman and Schwarz, 2014) as well as negative correlation with depression (Whisman, 2014).

Association between WFC and marital satisfaction can be comprehend using Conservation of Resources Theory (COR) (Hobfoll, 1989), which conceptualized the experience of WFC as work role or family role stress (Grandey and Cropanzano, 1999). According to COR model, individuals seek to acquire and maintain resources, and stress is a reaction to an environment in which there is the threat or actual loss in resource, as well as lack of expected gain in resources (Grandey and Cropanzano, 1999). Resources include objects, conditions, personal characteristics, and energies. The nature of resources is it supports individual's goal achievement (Halbesleben, Neveu, Paustian-Underdahl and Westman, 2014). Thus, for an individual who wants to achieve work-life balance, marital status and marital satisfaction are examples of family resources. Moreover, support from both family (spouse) and work (supervisor) can also conceptualize as resources (Halbesleben, Neveu, Paustian-Underdahl, and Westman, 2014). In this article, family resources is measured with dyadic coping (DC), a systemic and interdependent process between one stressed partner and his/her spouse who can potentially provide support (Xu, Hilpert, Nussbeck and Bodenmann, 2018). DC is positively

associated with relationship satisfaction (Falconier, Jackson, Hilpert and Bodenmann, 2015). On the other hand, support from work, such as family supportive supervisor behaviour (FSSB), is examples of work resources. FSSB is conceptualized as behaviours exhibited by supervisors that are supportive of families and consists of the dimensions of emotional support, instrumental support, role modeling behaviors, and creative work-family management (Hammer, Kossek, Anger, Bodner and Zimmerman, 2011). Given the association between WFC, marital satisfaction and work-family resources, this study aimed to answer how WFC, DCI and FSSB predict marital satisfaction level in dual-earner financial services employee.

2 METHOD

2.1 Participants

Participants were recruited by spreading a poster regarding the study along with a link for the questionnaire to be filled through author's and research assistant's social media account (Facebook, Instagram, Path, WhatsApp) from 16 May – 6 July 2018. Participants were asked to share the link and information to their network, with the following criteria: financial services employee, dual-earner marriage, 21-50 years old, living in Greater Jakarta area (Jakarta, Bogor, Tangerang, Bekasi), has been married for at least a year, and works in DKI Jakarta area. A total of 106 married individual completed online survey regarding smartphone and marriage. Among that number, 5 participants were excluded because they are not from dual earner marriage. Resulting in 95.3% response rate (101 participants). Sampling method use is nonprobability, snowball sampling. Most of the participants are female (N=66, 65.3%), 26-40 years old (N=79, 78.2%) has bachelor's degree (N=77, 76.2%), has been married for 1 to 10 years (N=76, 75.2%), has at least one child (N=73, 72.3%). Most of them commute to work for at least 60 minutes per day (N=81, 80.2%).

2.2 Measures

Marital satisfaction or global evaluation of marital relationship is measured with translated version of Couple Satisfaction Index (CSI) (Funk and Rogge, 2007). CSI(16) is 16 items measure of marital satisfaction resulting in one global score, consists of one item with 7-point scale, from 0 = extremely unhappy to 6 = perfect (item sample: Please indicate

the degree of happiness, all things considered, of your relationship) and 15 items with 6-point scale, from 0 = not at all true to 5 = completely true (item sample: My relationship with my partner makes me happy). CSI is developed using Item Response Theory (IRT), thus it can discriminate satisfied and dissatisfied couples with greater precision compare to most commonly used marital satisfaction scale. Distress cut off score for CSI(16) is 51.5, it means that score higher than 51.5 is in high marital satisfaction group and lower than 51.5 is in low marital satisfaction group. CSI(16)'s Cronbach's $\alpha = 0.950$.

Work-Family Conflict (WFC) is measured with adapted version of WFC scale based on Greenhaus and Beutell's (1985) dimension of WFC, consists of 15 items with 4-point Likert scale, from 1 = strongly disagree to 4 = strongly agree (time based conflict item sample: "I can spend time with my family without being disturbed by work time"; strain based conflict item sample: "Job strain makes me go home in stressful conditions that prevent me from doing activities that I like with my family"; behaviour based conflict item sample: "My effective behaviour at work becomes ineffective at home.") WFC's Cronbach's $\alpha = 0.905$.

Dyadic Coping is measured with adapted version of Dyadic Coping Inventory (DCI), a self report inventory measured on 5-point Likert scale ranging from 1 (very rarely) to 5 (very often) and consists of 35 items (item sample: "I let my partner know that I appreciate his/her practical support, advice, or help", "We try to cope with problem together and search for ascertained solutions") (Bodenmann, 2012). DCI's Cronbach's $\alpha = 0.938$.

FSSB is measured using translated version of FSSB scale (Andadari, 2015). A sample item is "My supervisor is willing to listen to my work or non-work related problems". FSSB's Cronbach's $\alpha = 0.961$.

2.3 Research Design

This study is a predictive correlational research which use survey as a means of collecting data. Data are analyzed using binary logistic regression. Binary logistic regression is used in situation when there are two categories of the grouping variable (Brace, Kemp and Snelgar, 2012). In this case, dependent variable is level of marital satisfaction, consists of high and low marital satisfaction.

3 RESULT AND DISCUSSION

A binary logistic regression analysis was performed with level of marital satisfaction as dependent variable, and WFC, FSSB, DCI as predictor variables. A total of 101 cases were analyzed and the full model significantly predicted marital satisfaction level (*omnibus chi-square* = 59.031, *df*=3, *p* < 0.001). The model accounted for between 44.3% and 67.3% of the variance in marital satisfaction level, with 96.2% of the high marital satisfaction level successfully predicted. However, only 69.6% of predictions for the low marital satisfaction group are accurate. Overall 90.1% of prediction were accurate. Table 1 give coefficients, the Wald statistic and associated degree of freedom and probability values for each of the predictor variables. This show that only WFC and DCI reliably predicted marital satisfaction level. The value of coefficients revealed that an increase of one point of WFC is associated with a decrease in the odds of having high marital satisfaction by a factor of .889 (95% CI .793-.997), and an increase of one point of DCI is associated with an increase in the odds of having high marital satisfaction by a factor of 1.266 (95% CI 1.129-1.420).

The result supported previous research that higher WFC decrease the odds of having high marital satisfaction (Ford, Heinen and Langkamer, 2007; Lu, Chang, Kao and Cooper, 2015). It also

supports the positive association of DC and marital satisfaction (Xu, Hilpert, Nussbeck and Bodenmann, 2018; Falconier, Jackson, Hilpert and Bodenmann, 2015). Moreover, this result gives a deeper understanding on how resource from work and family interact and affecting marital satisfaction, in COR framework. COR theory emphasis the interrelationship between resources and that environments and context can creates fertile ground for resource creation (Hobfoll, Halbesleben, Neveu and Westman, 2018). Thus, higher resource in family (DC), leads to higher marital satisfaction, which in turn can also be a resource for work. As previous research found that higher marital satisfaction leads to higher work place creativity (Tang, Huang and Wang, 2017). However, FSSB is not a significant predictor of marital satisfaction level. Previous research found that supportive supervisor is related to a sense of control that leads to lower WFC, for example being able to have flexible working hours in order to spend more time with spouse (Thomas and Ganster, 1995). Thus, FSSB may not relate directly to marital satisfaction. However, FSSB could be related to marital satisfaction through intervening variable, such as quality time spend with spouse or work-family enrichment (Tang, Huang and Wang, 2017). Further research can explore how quality time between spouse mediates FSSB and marital satisfaction of dual-earner employees.

Table 1: Variables in the equation.

		<i>B</i>	<i>S.E.</i>	<i>Wald</i>	<i>df</i>	<i>Sig.</i>	<i>Exp(B)</i>	95% C.I. for EXP(B)	
								Lower	Upper
Step 1 ^a	DC	.236	.059	16.250	1	.000	1.266	1.129	1.420
	WFC	-.117	.058	4.027	1	.045	.889	.793	.997
	FSSB	.067	.039	2.923	1	.087	1.070	.990	1.156
	Constant	-21.780	6.657	10.703	1	.001	.000		

^aVariable(s) entered on step 1: Dyadic Coping (DC), Work-Family Conflict (WFC), Family Supportive-Supervisor Behaviour (FSSB).

In practical level, this research provide suggestion to both family and employer to strengthen resource related to marital satisfaction such as DC and to cope with WFC. Especially for dual-earner financial services employee, it is suggested not only to be supportive to spouse but also to learn working together as a team in facing WFC.

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