

Work-Family Conflict in Working Women: The Role of Time Management

Dini Karunia Putri¹, Yanto Prasetyo², Hikmah Husniyah Farhanindya³

¹⁻³Fakultas Psikologi Universitas 17 Agustus 1945

Submitted: 23 July 2024, Revised: 12 July 2025, Accepted: 27 July 2025

DOI: 10.38156/psikowipa.v6i1.169



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Abstract

Women's participation in the workforce often leads to work-family conflict due to role incompatibility and interrole pressure, which can negatively impact individual and organizational well-being. Effective time management behavior can be a crucial factor in mitigating these negative effects. This study aims to determine the relationship between time management and work-family conflict among married female workers at RSUD X. The research subjects consisted of 100 female administrative staff across various units and installations, using a saturated sampling technique. Normality, linearity, and Spearman's rho correlation analyses were conducted. The results indicate a highly significant negative relationship, meaning better time management among female workers correlates with lower work-family conflict, and vice versa. This research found that time management effectively contributed 19.4% to work-family conflict. Furthermore, female workers at RSUD X experienced work-family conflict in the moderate category on average. These findings provide significant data within the context of female healthcare workers and affirm that time management behavior is an effective intervention strategy to reduce work-family conflict.

Keyword: Time Management; Work-Family Conflict; Working Women

Abstrak

Partisipasi wanita dalam dunia kerja seringkali menimbulkan *work-family conflict* akibat ketidaksesuaian dan tekanan antar peran, yang dapat berdampak negatif pada kesejahteraan individu dan organisasi. Perilaku manajemen waktu dapat menjadi faktor penting untuk mengurangi dampak negatif tersebut. Tujuan dari penelitian ini adalah untuk mengetahui hubungan antara manajemen waktu dengan *work-family conflict* pada wanita pekerja yang sudah menikah di RSUD X. Subjek penelitian berjumlah 100 wanita pekerja yang sudah menikah di bagian administrasi RSUD X, tersebar di berbagai unit dan instalasi. Pengumpulan data menggunakan teknik sampling jenuh. Peneliti melakukan uji normalitas, uji linieritas, dan uji analisis korelasi Spearman's rho. Hasil analisis menunjukkan terdapat hubungan negatif yang sangat signifikan, artinya semakin baik manajemen waktu pada wanita pekerja maka, semakin rendah *work-family conflict* pada wanita pekerja. sebaliknya, semakin buruk manajemen waktu pada wanita pekerja maka, semakin tinggi *work-family conflict* pada wanita pekerja. Penelitian ini menemukan bahwa manajemen waktu memiliki sumbangan efektif terhadap *work-family conflict* sebesar 19,4%. Hasil penelitian ini juga menunjukkan wanita pekerja di RSUD X mengalami *work-family conflict* dengan kategori rata-rata sedang. Temuan ini memberikan data penting pada konteks pekerja wanita di rumah sakit dan menegaskan bahwa perilaku manajemen waktu merupakan strategi intervensi efektif untuk mengurangi terjadinya *work-family conflict*.

Kata kunci : Manajemen Waktu; Work-Family Conflict; Wanita Pekerja

¹ Corresponding author E-mail addresses

hfarhanindya@untag-sby.ac.id (Hikmah Husniyah Farhanindya)

Introduction

In the cultural stereotype of Indonesia, an individual is considered an adult when they are married. Experts categorize adulthood into three stages (regardless of cultural variations in defining adulthood): early adulthood (18–40 years), middle adulthood (40–60 years), and late adulthood (60 years to death) (Hurlock, 2017). Traditional generations distinguished developmental tasks based on gender: men were expected to work first, while women were prepared for the roles of wife and homemaker. However, modern society no longer differentiates adult developmental tasks by gender.

Modern women may enter the workforce even before marriage, contribute to society, and utilize their skills and social networks to fulfill their potential. The main reason married women with children continue to work is often due to increased household expenses and the perception that their husband's income is insufficient (Hadi, 2017). According to the World Economic Forum (2023), women's labor force participation increased by 64% in 2022–2023. Data from Statistics Indonesia (BPS, 2022) show that women's labor force participation reached 60.18% in 2023, with the majority (63.14%) in the prime working age group of 25–54 years in East Java (Dinas KOMINFO Provinsi Jawa Timur, 2024). These figures indicate a shift in women's roles from solely being homemakers to also contributing to the global economy, although traditional perceptions of women as only domestic workers still persist (Nurtjahjanti, 2017).

For working women, balancing work and family demands often creates a dilemma, resulting in conflict when prioritizing these dual roles (Ni'matuzahroh, 2018). This inter role conflict, which arises when work and family responsibilities are incompatible, is known as work-family conflict. This conflict may be time-based when limited time hinders fulfilling responsibilities in both roles; strain-based when pressure from one role affects performance in the other; or behavior-based when behavioral expectations in one role are inappropriate for the other (Greenhaus & Beutell, 1985).

Work-family conflict has various negative consequences, including problems at work and home, as well as physical and psychological health issues (Ni'matuzahroh, 2018). Prolonged conflict can disrupt interpersonal relationships with partners, children, or coworkers. From an organizational perspective, it contributes to reduced employee commitment and higher turnover rates. High levels of work-family conflict are also associated with burnout, depression, psychological distress, and negatively impact job satisfaction, work engagement, and intentions to quit (Nurtjahjanti, 2017; Hurriyati, 2017; Qiu, 2023; Song et al., 2024; Sundari, 2022). A study conducted in two Islamic hospitals in Surakarta found that work-family conflict was mainly caused by four factors, with physical fatigue being the most prominent (35%) (Sugiyanto et al., 2016). Interviews conducted on March 4, 2023, with five female employees at a regional hospital (working 8 hour shifts without rotation) revealed that most respondents struggled to complete office and household tasks due to poor time management, leading to heavy workloads and reduced family interaction.

The main source of work-family conflict in working women lies in the effort to divide time or balance work and family demands (Diari et al., 2018). Married working women need effective time management. Time management behavior involves activities that help fulfill responsibilities effectively and efficiently, including setting goals and priorities, establishing long- and short-term objectives, prioritizing needs and desires, scheduling and planning activities, time control (a sense of control over one's time), and organizing preferences such as reviewing time use during evenings or weekends (Macan

et al., 1990).

Previous research has shown a significant relationship between time management and work-family conflict. Time management behaviors can reduce the occurrence of work-family conflict, and time management training can improve individual ability to minimize such conflicts. One aspect of time management goal setting and prioritization when supported by Technology-Assisted Supplemental Work (TASW), can help individuals reduce the negative impact of work-family conflict (Adams & Jex, 1999; Beyramijam et al., 2020; Ebrahimiavval et al., 2022; Fenner & Renn, 2010; Peykar et al., 2023). Women with strong time management skills tend to be more organized in planning, prioritizing, and completing tasks. This enables sufficient rest, reduced stress, and improved satisfaction at both work and home. In contrast, poor time management (e.g., inability to set priorities or procrastination) may exacerbate work family conflict, increase stress, burnout, strain interpersonal relationships, lower work engagement, and reduce marital and job satisfaction.

The benefits of studying the relationship between time management and work family conflict include raising awareness for organizations to support female employees with families who are at risk of experiencing work-family conflict. This study will help working women and organizations understand how effective time management can reduce work family conflict, improve productivity, support women's well-being, inform family supportive programs, reduce turnover, and promote equal career development policies to foster collaboration, effective communication, and contributions to organizational goals.

Based on the background, the aim of this research is to examine the relationship between time management and work-family conflict among female employees at RSUD X, with the hypothesis that there is a significant negative correlation between time management and work-family conflict. The better the time management among working women, the lower their work family conflict; conversely, the poorer their time management, the higher the work family conflict.

Research Method

This study employed a quantitative correlational research design. The study population consisted of married female employees working at Public Hospital X in Gresik Regency, who met the marital status criteria. The research was conducted in units and departments responsible for health administration tasks. Participants were selected using the saturated sampling technique, in which the entire population was included as the sample (Sugiyono, 2013). A total of 109 individuals were initially selected; however, 9 of them did not meet the marital status requirement, resulting in 100 valid subjects for analysis.

Data collection was carried out using psychological measurement scales in the form of a Likert-type questionnaire. The time management variable (X) scale was developed based on Macan et al. (1990), which includes the following dimensions: setting goals and priorities, time control, planning and scheduling, and organizational preferences. The time management scale consisted of 20 items, including 10 favorable and 10 unfavorable statements.

The work-family conflict variable (Y) scale was based on the theory of Greenhaus and Beutell (1985), encompassing three dimensions: time-based conflict, strain-based conflict, and behavior-based conflict. This scale also consisted of 20 items, evenly split between 10 favorable and 10 unfavorable statements.

Validity, reliability, and assumption testing were conducted using SPSS 24 for Windows. Validity testing employed a discriminant index threshold of 0.25 (Azwar, 2012). Items with a corrected item-total correlation greater than 0.25 were considered valid, while those below were discarded. The time management scale underwent three rounds of testing, resulting in valid items with correlations ranging from 0.326 to 0.618. The work family conflict scale underwent two rounds, yielding 13 valid items with correlations ranging from 0.334 to 0.624.

The Cronbach's Alpha value for the time management scale was 0.805, and for the work-family conflict scale, 0.851, indicating a high level of reliability for both instruments. Based on the normality test, the work-family conflict variable showed a significance value of $0.004 < 0.05$, indicating that the data were not normally distributed. The linearity test between the work-family conflict and time management variables yielded a significance value of $0.894 > 0.05$, suggesting a linear relationship between the two variables.

Results

Data analysis was performed using the Spearman's rho correlation test with SPSS 24 for Windows. Spearman's rho (Azwar, 2012) is appropriate for use when data are not normally distributed. The basis for hypothesis testing is as follows: if the significance value (p) < 0.01 , there is a significant correlation, and the hypothesis is accepted; otherwise, if $p > 0.01$, the hypothesis is rejected, indicating no significant relationship.

Table 1. Spearman's Rho Correlation Test Results

r_{xy}	p-value	Description
-0.460	0.000	Sangat Signifikan

Source: SPSS 24 for Windows

The results of the Spearman's rho correlation analysis presented in the table show a correlation coefficient (r_{xy}) of -0.460, indicating a negative correlation between time management and work-family conflict. The p -value = $0.000 < 0.01$ indicates that the correlation between time management and work-family conflict is highly significant. Based on these results, the proposed hypothesis is accepted.

Table 2. Categorization Results of Work-Family Conflict

Variable	Low	Moderate	High	Total
Work-family conflict	8%	86%	6%	100%

Source: SPSS 24 for Windows

The categorization results of work-family conflict show that the majority of female employees at RSUD X, totaling 100 participants, experience a moderate level of work-family conflict, with 86 individuals (86%). Meanwhile, 8 participants (8%) experience a low level of conflict, and 6 participants (6%) experience a high level of work-family conflict.

Discussion

Based on hypothesis testing using Spearman's rho correlation, the results indicate a negative and highly significant relationship between time management and work-family conflict. This means that the better the time management of working women at RSUD X,

the lower the level of work-family conflict they experience. Conversely, the poorer the time management, the higher the work-family conflict. This study shows that time management contributes effectively to work-family conflict by 19.4%, leaving 80.6% of the variance influenced by other variables. Several possible contributing factors include workload, spousal and family support, job satisfaction, work flexibility, marital satisfaction, and other aspects that evolve with cultural and work trend changes among working women (Chen et al., 2022).

The findings also reveal that the majority of working women at RSUD X (86%) experience a moderate level of work-family conflict. Additionally, 8% experience low conflict, and 6% experience high conflict. Based on respondents' characteristics including age, marital status, education, and length of employment female employees at RSUD X predominantly experience work-family conflict in the moderate category. This implies that most of them face a moderate level of conflict between job and family responsibilities. In other words, although working women experience tension and stress when fulfilling both roles, they are still able to manage the conflict without significant negative consequences.

A study by Hasanah S Ni'matuzahroh (2018) found low work-family conflict among single mothers, with most respondents being over 30 years old and no longer caring for infants. In this study, the age range of 40–85 among working women at RSUD X categorized as middle adulthood (Hurlock, 2017) is associated with a moderate level of conflict, which suggests that the conflict is manageable and does not result in negative outcomes. For women aged 26–39 (early adulthood), the moderate conflict may be due to the adjustment process in balancing work and family responsibilities. Working women who can adapt to both roles are less likely to experience high levels of work-family conflict.

The education and length of service of working women at RSUD X also show an average conflict level in the moderate category. For some women, if their educational background does not match job requirements, a gap in skill utilization, unmet self-actualization needs, or inadequate compensation can disrupt family roles. For instance, when women with lower educational attainment hesitate to pursue further education despite long service periods, it may trigger anxiety and fear of being replaced (Diari et al., 2018). Financial insufficiency may also prevent them from accessing childcare services or other support systems, complicating their ability to manage family responsibilities (Song et al., 2024). These factors help explain the 80.6% of the work-family conflict variance not accounted for by time management alone, highlighting the influence of education, income, and external support.

The relationship between time management behavior and work-family conflict can be described as follows: when working women set goals and priorities and apply optimal organizational preferences, it leads to more structured work, reducing time-based and behavioral conflicts. It also helps set boundaries between work and family roles (Fenner & Renn, 2010). Through planning and scheduling, individuals can divide their time effectively between work and family duties, reducing the anxiety caused by time constraints (Ebrahimiavval et al., 2022; Kartika & Sahrah, 2021). Time control abilities including self-discipline and consistency between work and family demands can help reduce stress, ease tension, and allow for sufficient rest and quality time with family (Beyramijam et al., 2020).

Referring to this study's findings, which reveal a strong negative correlation between time management and work-family conflict, it can be concluded that better time management behavior among working women at RSUD X is associated with lower levels of work-family conflict. Conversely, poor time management leads to higher conflict. This research contributes to the development of studies related to time management and work-family conflict. The results support the theory that goal-setting, time control, planning and scheduling, and organizational preferences can help reduce work-family conflict.

Effective time management behavior can serve as a preventive factor against work-family conflict. Although this study provides important contributions, the relatively modest effective contribution of time management (19.4%) indicates that work-family conflict is a multifactorial phenomenon. Therefore, future research is recommended to explore potential mediating and moderating variables that may play a role in the relationship between time management and work-family conflict. Variables such as spousal and family support, workload, work schedule flexibility, job satisfaction, or even self-efficacy may function as mediators that explain the mechanisms of work-family conflict more comprehensively, or as moderators that strengthen or weaken this relationship. Such in-depth exploration will provide a more holistic understanding of the dynamics of work-family conflict among working women.

Conclusion

This study aimed to examine the relationship between time management and work-family conflict among female employees at Hospital X. The total number of respondents was 100 participants, selected using a saturated sampling technique. The results of the correlation analysis using Spearman's rho showed a correlation coefficient (r_{xy}) = -0.460, indicating a negative correlation between time management and work-family conflict. The significance value of the Spearman's rho analysis was $p = 0.000 < 0.01$, which demonstrates a highly significant negative relationship between time management and work-family conflict. This means that the better the time management skills possessed by working women, the lower their level of work-family conflict. Conversely, the poorer the time management, the higher the level of work-family conflict experienced by female employees at Hospital X.

Recommendations

Based on the findings of this study, it is recommended that the subjects maintain and improve their time management skills to reduce work-family conflict. For the institution, it is suggested to foster a work culture that supports a balance between professional and family life. Future research is encouraged to refine the research methodology, explore potential mediating or moderating variables such as social support, workload, job satisfaction, and work-life balance, as well as consider evolving trends to identify other factors influencing work-family conflict. Expanding the respondent base is also recommended to gain a more comprehensive understanding of the relationship between time management and work-family conflict.

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