

Job Stress, Co-Worker Support, Role Expectation Conflict and Work-Life Balance Among Working Women: A Quantitative study on Multinational Companies in Vietnam

Mai Thuy Duong, Ibiwani Alisa Hussain*, Anusuiya Subramaniam.

**Corresponding author*

School of Management, Asia Pacific University of Technology and Innovation, Kuala Lumpur, Malaysia.

Email address: maithuyduong253@gmail.com, dr.ibiwani@apu.edu.my, dr.anusuiya@apu.edu.my

Article Info

Volume 82

Page Number: 744 - 749

Publication Issue:

January-February 2020

Abstract

Women are increasingly recognizing the importance to maintain the balance between their work and family life. The purpose of this study is to examine the challenges on work-life balance benefits faced by women who are working in multinational companies in Vietnam. The study is intended to unfold the factors influencing female employees who experienced imbalances in their work and life. The study was conducted using a quantitative research technique. A sample of 200 women were randomly selected from multinational companies in Vietnam. The study was intended to gain insights into Vietnamese women with the main advantages that women had made in balancing work life towards expecting high role expectations as a man, productivity must acquire in their work; secondly, life pressure such as work deadline, financial obligations, excessive workloads; finally, their responsibilities that women conception had to strain too much family responsibility, for example, take care of their children, relative relationships and so on. Findings revealed that the three most important issues faced by working women in the multinational companies were related to job stress, co-worker support and role expectation conflict.

Article History

Article Received: 14 March 2019

Revised: 27 May 2019

Accepted: 16 October 2019

Publication: 04 January 2020

Keywords: Work-life balance, Job stress, Co-woker support, Role expectation conflict.

1. INTRODUCTION

Nowadays in Vietnam, women plays an important role in the nation's financial advancement. Holding multiple roles at the same time as caregivers of families, agrarian makers, as well as wage earners - ladies, have a positive effect not only on maintaining households but also bring more advantages for the society as a whole. Looking at the social development of Vietnam in general, particularly economic development, women were holding a determining position in current time, in other words, they directly join in the national labour force as well as being paid

labour. According to the report of the United Nations International Labour Organization, women in Vietnam accounted for nearly 72 per cent of the total of the Vietnamese workforce (Global Payroll Association , 2018).

In recent years, work-life balance has turned out to be one of the principles fascinating themes in the scholarly, commerce, governmental and public dimension. This aspect rose like a reaction statistic, financial as well as social changes. What's more, work-life balance was one of the essential worries of the called "Young Generation", who esteem flexibility in time as

well as space at work. The social and political change have driven organizations to more noteworthy contribution of female in meeting the prerequisite for work-life balance. This conflict created strain in people who bear exposure to an expanded pressure, decreasing their productivity level as well as causing the negative effect on organizational performance (Neeraja.S, 2017).

In this context, companies ought to have a proactive approach to deal with work-life practices, making an adaptable structure to embrace environmental changes and add to expanding an individual's life satisfaction. Thus, balancing work life like some other HR (Human resource) approaches can be seen as the major threat for pioneers, while additionally as a source of competitive benefit. (DeFelice, 2018). Hence, the study filled this gap by examining whether the individual work-life balance might impede satisfactory to the job and finding factors that affect work life balance for working women in the multinational companies in Vietnam.

2. LITERATURE REVIEW

2.1 The relationship between job stress and work-life balance

According to (Leka, et al., 2004) job stress is defined as the attitude of employees' when meeting with work pressures as well as demands that their knowledge and abilities and not matching with their job and the challenges against their capability of dealing with it. Job stress has been conceptualized as a state in which work-related variables collaborate with an individual to change their mental or physiological conditions, albeit the person is made to deviate from the typical working (Beehr & Newman, 1978). Comish and Swindle (1994) found that psychological and also physical condition influenced people's health, productivity, efficiency, and nature of work.

Work pressure is a regular issue that dependably occurs in every organisations. Employees cannot avoid experiencing job stress at work. Wickramasinghe (2012) stated that stress at work is normally determined to be an unfriendly response of other individuals and lead to too much stress or requests bent on them at work. According to Larson (2004), work stressors can allude to any characteristic of the work environment that may put them at risk. Among the most influential factors to work pressure is demand and working time. If they have a lot of work that they must do and the deadline is running out, therefore it will make employees feel anxious when dealing with all jobs as well as making sure they complete the task on time. Brun (2006) found that job stress include different sources such as poor working relationships, job insecurity, inadequate tools and equipment, difficulty in balancing work and home demands, limited career advancement prospects and excessive workload just to name a few. Therefore, it is a challenge to achieve work-life balance because of a number of factors as stated above (Haar, 2006).

2.2 The relationship between co-worker support and work-life balance

Perceived workplace support and co-worker support, reflect employees' view on their level of association signalling a feeling of gratefulness for commitment and pay attention to prosperity (Eisenberger, et al., 1986). Previous studies found that the zone of work-life has shown that the awareness of accepting social help at work place is more crucial than the official nearness of family-friendly arrangements to advance beneficial work-life outcomes (Allen, 2001); (Ayman & Antani, 2008); (Thompson & Prottas, 2006). Social support might be extensively characterized like the accessibility of helping connections and the quality relationships among those relationships (Leavy, 1983). Hence, the conceptualize working environment support

characterized as a composite idea that catches support from both the grouping and its individuals in general as well as direct colleagues.

Studies have demonstrated that social work support can come from a variety of sources, consist of colleagues, associates or the entire organization, and includes other aspects each other, such as emotional support, instrumental support, role modelling as well as inventive work-family administration (Cohen & Wills, 1985); (Hammer, et al., 2009); (House, 1981). Enhancing the work environment is a crucial contextual resource that can help employees complete what they value, consisting of more noteworthy work-life balance (Aryee, et al., 2005); (Ferguson, et al., 2012); (Greenhaus, et al., 2012).

2.3 The relationship between role expectation conflict and work-life balance

Role expectation conflict happens when there are unsuited requests put upon the employees to the extent that compliance with both would be tough. (Nicklaus, 2007) proposed four classes of role expectation conflict, i.e., individual role expectation conflict, inter sender strife, inter-role expectation conflict and intra sender conflict. Kamel (2011) also found that, when there are lacking resource, conflicting request as well as distinctive working style, it could create work pressure effect on work-life balance.

3. METHODOLOGY

The study a correlation study and primary data was gathered using self- administered survey questionnaire. Unit of analysis was individual and data was gathered from 200 respondents. A total of 200 survey questionnaires were distributed randomly at the multinational companies in Vietnam to all female respondents. The response was good since the data collection approach, conducted by way of not interfering with the respondents' daily tasks at their workplaces.

3.1 Instrumentations

This study used survey questionnaire to collect data because this method is convenient to both respondents and researcher. It is also inexpensive and able to reduce bias in data gathering due to anonymity given to respondents (Saunders, et al., 2012). The survey questionnaire covers five dimensions, i.e., job stress, co-worker support, role expectation conflict, as predictors and work life balance as the dependent variable. The items for job stress were adopted and adapted from Jamal and Baba (1992). The reliability obtained for the nine-item used was .83. Items for co-worker support were adopted and adapted from O'Driscoll (2000) with the reliability value of .89 for all items. Items for role expectation conflict has reliability value of .821 and adopted and adapted from Srivastava and Singh (1981). Work-life balance items were adopted and adapted from Brough (2009) with reliability value of .81. Overall items used for the study is commendable.

3.2 Data Analysis

Upon completion of the data collection, data was put for normality test to ascertain its normality. Subsequently, data analysis was conducted using statistical analysis package (SPSS) version 20.0. Among the analysis which was conducted was the descriptive analysis, frequency analysis, correlation testing was also carried out to examine the connection between variables. Finally, multiple regression analysis was also performed to examine the interaction between one dependent variable and three predictors in this study.

4. FINDINGS

From the 200 female respondents, statistically, the study found mostly were within the age of 29 and below, with 77.0% of the total samples. On designation, female with officer consist 69.0% of the total samples. Majority of the samples has work experience between 5 years and below depicted by 69.5 %, while on average monthly

salary, highest among the samples between 15,000,000 VND and below with 60.0%. Most samples were married with 68.0% of total samples. On education level, a large number of participants hold a bachelor degree denoted by

63.0%. A correlation test was an analytical measure conducted to examine the relationship between predictors and the dependent variable. Findings from the analysis is depicted in table below:

53.4% and finally role expectation at 52.5%. In addition to this, the study also performed multiple regression to examine the fitness of the model and findings is as per the table below.

Correlations

		Job Stress	Co-worker support	Role expectation conflict	Work-life balance
Job Stress	Pearson Correlation	1	.572**	.813**	.539**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
Co-worker support	Pearson Correlation	.572**	1	.532**	.534**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
Role expectation conflict	Pearson Correlation	.813**	.532**	1	.525**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
Work-life balance	Pearson Correlation	.539**	.534**	.525**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

** Correlation is significant at the 0.01 level (2-tailed).

Table 1.0 Correlation analysis value

Below is the interpretation of correlation analysis conducted based on Davis (1971).

Correlation coefficient value	Explanation
0.00 – 0.09	Very low correlation
0.10 – 0.29	Low correlation
0.3 – 0.49	Moderate correlation
0.5 – 0.69	Strong correlation
0.7 and above	Very strong correlation

Findings in Table 1.0 stated that the correlation analysis value between job stress and work life balance denoted with r value of 0.539, between co-worker support and work life balance is 0.534 and finally between role expectations and work life balance is 0.525 respectively. Based on table by Davis (1971), all predictors qualifies for string correlation with work life balance in this study, among female employee in MNC of Vietnam. This also explained that job stress explained work-life balance at 53.9%, and co-worker support at

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 ^a	.379	.369	.47152

a. Predictors: (Constant), Role expectation conflict, Co-worker support, Job Stress

b. Dependent Variable: Work-life balance

Table 2.0 Model summary of multiple regression analysis

R-squared was the determinant factor for linear regression models. This statistic has demonstrated the proportion of variance in the dependent variable that the independent variables explain. R² measures the strength of the relationship between the independent variables and the dependent variable on a scale from 0 to 100% conveniently (Frost, 2018). According to the findings, R square was at 0.379 value and denoted that 37.9 % of variance in the work-life balance was due to job stress, co-worker support and role expectation. Using job stress, co-worker support and role expectation conflict, the variable fit to the work-life balance model at 37.9%. While other 68.1% may be explained by other variable which was not tested in this study.

5. CONCLUSION

Based on the findings, it is imperative to conduct similar study to examine the practical value of the method of balancing work and life for women. This is due to the scope of women role nowadays as they possessed important role in developing society and the economy. In addition to that, women who holds high position in companies are considered to be a standout in the aggressive business world. It creates jobs and aided aides in

supporting and adjusting the monetary improvement of a nation. Because of globalization, there are more and more women-owned enterprises which have been recognized all over the world as well as become the nation's representation. They have been entrusted for having created employment and boosted the growth of income.

Women overcome gender-related biases as well as work-life balance to involve themselves in their career. Due to lack of some essential aspects such as proper guidance, technical knowledge, company training, family and co-worker support and the list goes on are difficulties in their career development. Work and family are the salient angles of women's work life. Hence, working ladies prefer to maintain their business from home to control their work and way of life. Their participation in business activities causes them in picking up acknowledgement as well as enhancing confidence.

The study's diagnosis of balance work-life will help Vietnamese women navigate towards a more promising future. The issue is going to have been reformed and the study's analysis is going to be part of an answer.

REFERENCES

- [1] Allen, T. D., 2001. Family-supportive work environments: The role of organizational perceptions.. *Journal of Vocational Behavior*, Volume 58, pp. 414-435.
- [2] Aryee, S., Srinivas, E. S. & Tan, H. H., 2005. Rhythms of life: Antecedents and outcomes of work-family balance in employed parents.. *Journal of Applied Psychology*., Volume 90, pp. 132-146.
- [3] Ayman, R. & Antani, A., 2008. Social support and work-family conflict. In K. Korabik, D. S. Lero, & D. L. Whitehead (Eds.), *Handbook of work-family integration*, Amsterdam: Academic Press.
- [4] Beehr, T. A. & Newman, J., 1978. Job Stress, Employee Health and Organizational Effectiveness: A Facet Analysis Model and Literature Review.. *Personnel Psychology*, , Volume 31, pp. 655-669.
- [5] Brough, P., Timms, C. & Bauld, R., 2009. Measuring work-life balance: Validation of a new measure across five Anglo and Asian samples. In *Proceedings of the 8th Australian Psychological Society Industrial & Organizational Conference*. Sydney.
- [6] Brun, G. P., 2006. Dimensionality of The General Work Stress Scale: A Hierarchical Exploratory Factor Analysis.. *Journal of Industrial Psychology*, pp. 68-75.
- [7] Cohen, S. & Wills, T. A., 1985. Stress, social support, and the buffering hypothesis.. *Psychological Bulletin*., Volume 98, pp. 310-357.
- [8] Comish, R. & Swindle, B., 1994. Managing stress in the workplace., *National Public Accountant*, , pp. 24-28.
- [9] DeFelice, M., 2018. How High-Powered Women Achieve Work-Life Balance: Q&A With Kendra Ragatz. [Online] Available at: <https://www.forbes.com/sites/manondefelice/2018/03/22/how-high-powered-women-achieve-work-life-balance-qa-with-kendra-ragatz/#5a4a99be6fd6> [Accessed 30 October 2018].
- [10] Eisenberger, R., Huntington, R., Hutchison, S. & Sowa, D., 1986. Perceived organizational support.. *Journal of Applied Psychology*., Volume 71, pp. 500-507.
- [11] Ferguson, M., Carlson, D., Zivnuska, S. & Whitten, D., 2012. Support at work and home: The path to satisfaction through balance.. *Journal of Vocational Behavior*., Volume 80, pp. 299-307.
- [12] Frost, J., 2018. How To Interpret R-squared in Regression Analysis. [Online] Available at: <http://statisticsbyjim.com/regression/interpret-r-squared-regression/> [Accessed 28 October 2018].
- [13] Global Payroll Association , 2018. Women In The Workforce In The ASEAN Region. [Online]

- Available at:
<https://globalpayrollassociation.com/blogs/regional-focus/women-in-the-workforce-in-asean>
[Accessed 31 October 2018].
- [14] Greenhaus, J. & Beutell, N., 1985. 'Sources of Conflict Between Work and Family Roles,'. *Academy of Management Review*, pp. 76-88.
- [15] 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*, Volume 80, pp. 266-275.
- [16] Haar, J. M., 2006. The downside of coping: Work-family conflict, employee burnout and the moderating effects of coping strategies.. *Journal of Management & Organization*, Volume 12, pp. 146-159.
- [17] Hammer, L. B. et al., 2009. Development and validation of a multidimensional measure of Family Supportive Supervisor Behaviors (FSSB).. *Journal of Management*, Volume 35, pp. 837-856.
- [18] House, J. S., 1981. *Work stress and social support*.. Reading, MA: Addison-Wesley., pp. 50-62.
- [19] Jamal, M. & Baba, V. V., 1992. Shiftwork and department-type related to job stress, work attitudes and behavioral intentions: A study of nurses.. *Journal of Organizational Behavior*, Volume 13, pp. 449-464.
- [20] Kamel, M. I., 2011. Over Time Effects of Role Stress on Psychological Strain among Malaysian Public University Academics. *International Journal of Business and Social Science* , pp. 154-161..
- [21] Larson, L. L., 2004. Internal Auditors and Job Stress.. *Managerial Auditing Journal* , pp. 1119-1130.
- [22] Leavy, R. L., 1983. Social support and psychological disorder: A review. *Journal of Community Psychology*, Volume 11, pp. 3-21.
- [23] Leka, S., Griffiths, A. & Cox, T., 2004. *Work Organization & Stress, Systematic Problem Approaches for Employers, Managers and Trade Union Representatives*.. [Online] Available at:
http://www.who.int/occupational_health/publications/pwh3rev.pdf.
[Accessed 9 November 2018].
- [24] Neeraja.S, 2017. A Study On Impact of Work-Life Balance of Married Women on Human Resource Development. *International Journal of Scientific & Engineering Research*, 8(1), p. 1246.
- [25] Nicklaus, A. L., 2007. *The Complex Relationship Between Role Ambiguity, Role Conflict, Work Engagement Of HR Managers And The Implementation Of SHRM.*, Netherlands: Universiteit Maastricht.
- [26] O'Driscoll, M. P., 2000. Work and family transactions. In P. Koopman-Boyden, A. Dharmalingam, B. Grant, V. Hendy, S. Hillcoat-Nalletamby, D. Mitchell, M. O'Driscoll, & S. Thompson (Eds.), *Transactions in the mid-life family*. In: Hamilton: Population Association of New Zealand, University of Waikato.. s.l.:s.n., pp. 92-112.
- [27] O'Driscoll, M., Brough, P. & Kalliath, T., 2004. Work/family conflict, psychological well-being, satisfaction and social support: A longitudinal study in New Zealand.. *Equal Opportunities International*, Volume 23, pp. 36-56.
- [28] Saunders, M., Lewis, P. & Thornhill, A., 2012. *Research methods for business students*. fifth ed. s.l.:Rotolito Lombarda, Italy.
- [29] Srivastava, A. K. & Singh, A. P., 1981. *Manual of the occupational stress index*. Varanasi: Department of Psychology, Banaras University., s.l.: s.n.
- [30] Thompson, C. A. & Prottas, D. J., 2006. Relationships among organizational family support, job autonomy, perceived control, and employee well-being.. *Journal of Occupational Health Psychology*, Volume 11, pp. 100-118.
- [31] Wickramasinghe, V., 2012. Supervisor Support as a Moderator Between Work Schedule Flexibility and Job Stress.. *International Journal of Workplace Health Management* , pp. 4