

**THE RELATIONSHIP BETWEEN WORKLOAD, ROLE  
CONFLICT AND WORK-LIFE BALANCE AMONG SUPPORT  
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## Table of Contents

LIST OF TABLES .....	V
LIST OF FIGURE.....	VI
LIST OF APPENDICES.....	VII
CHAPTER 1 .....	1
INTRODUCTION .....	1
Background of the Study .....	1
Research Objectives.....	4
Research Questions.....	4
Significance of the Study .....	4
Limitations of the Study.....	5
Definition of Terms.....	6
CHAPTER 2 .....	7
LITERATURE REVIEW .....	7
DEPENDENT VARIABLE.....	7
Border Theory.....	8
INDEPENDENT VARIABLES .....	9
Conceptual Framework.....	12
<b>CHAPTER 3 .....</b>	<b>13</b>
METHODOLOGY .....	13
Introduction.....	13
Research Design.....	13
Sampling Frame .....	14

## **CHAPTER 1**

### **INTRODUCTION**

This chapter discusses the background of the study, the underlying problems regarding the variables, research objectives, research questions, importance of the study and limitations. At the end of this chapter, the definition of terms is also provided.

#### **Background of the Study**

Work-life balance is also known as work-family balance, and it is defined as satisfaction and good functioning at work and home, with a minimum of role conflict. (Kim, 2014; Clark, 2000, p.751). Several empirical studies have shown that the experience of work-life balance is positively related to employees' performance and organizational performance as well. (Kim et al. 2014; Harrington & Ladge, 2009; Parkes & Langford, 2008). According to this study, which is conducted in Korea to identify the relationship between work-life balance and employees' performance. Employees are working in small to medium-sized enterprises experienced work-life conflicts more than those in conglomerates since they did not have family-friendly supports from their management. Besides, social situations and lack of organizational support may hinder employees' work-life balance. It is essential that organizations understand that when employees perceive the increased organizational support for their work-life balance, the employees' affective commitment can be increased (Kim et al.,2014; Wang, 2010; Aube, 2007).

Workload refers to all activities involving employees' time spent in performing professional duties, responsibilities and interests at work, either directly or indirectly (Johari, Tan & Zulkarnain, 2017). According to Goyal and Arora (2012), the failure to achieve the right balance in terms of effort and reward is significantly correlated to the lack of control over workload and lack of energy in meeting personal needs and commitment (Johari et al., 2017).

Sari, Ardiyanti, and Noviardi (2017) defined role conflict as the inconsistency of requirements from the role, where consistency is judged based on situations that have an impact on role performance. There are four classifications of role conflict. First, role conflict occurs when individual desires are dissimilar with other employees. Second, when expectations on the same role received from two or more people are conflicted or known as inter-sender conflict (Ritter, Matthews, Ford, & Henderson, 2016). The third classification is the inter-role conflict which happens when many distinct roles need to be engaged by employees at the same time. Lastly, the conflict of intra sender takes place when there is an incompatibility between the designed job and the role set of individuals, such as their resources and abilities (Dorrel, Symonds, & Lammert, 2014).

This study refers to border theory developed by Sue Campbell Clark (2000). Border theory is a general cognitive theory of social classification that focuses on methods that people develop, maintain or alter to manage the world around them. The central focus of this theory is that borders and bridges between work and family must be appropriately managed to create and maintain a desired balance. Physical, temporal and psychological borders define the border/borderline at which work and family begin or end (Karassvidou, 2014). This theory revolves around the different meanings that people assign to home and work and also the ease with the frequency of transitioning between roles. (Johari et al., 2017; Zerubavel, 1996).