THE RELATIONSHIP BETWEEN PERCEIVED WORKPLACE FLEXIBILITY AND WORK-FAMILY FIT IN DUAL CAREER COUPLE IN INDONESIA

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ABSTRACT

BACKGROUND: Dual career couple is a married couple who both work in a particular agency. In dual career couple, it is known that there is a relationship between perceived workplace flexibility that becomes an individual's assessment about the extent to which an employee feels he has workplace flexibility in completing his work tasks in terms of time (working hours) and his workplace. Certainly this also happened in Indonesia and felt as well as had an influence for several dual career couples.

Aim: For this reason, this study aims to examine the relationship between perceived workplace flexibility and work-family fit in dual career couple in Indonesia.

METHOD: This study used sample consisting of 214 individuals who were married and had a partner who also worked. The number of subjects consisted of 182 women and 32 men. Measuring instrument which used was scale of perceived workplace flexibility and work-family fit. The data analysis technique which used was Spearman's Rho correlation with the help of SPSS Statistics 25.0 for Windows software.

RESULT: Correlation test results in this study indicated a correlation value of 0.357 with p of 0.000 which meant there was a significant positive relationship between perceived workplace flexibility with work-family fit.

CONCLUSION: Therefore, it could be concluded that the relationship between perceived workplace flexibility and work-family fit was positive and had moderate strength, so it could be said that the higher the level of perceived workplace flexibility, the higher the work-family fit of employees.

INTRODUCTION

The growth of dual career couple in post-industrial society increasingly requires women and men to deal with potentially stressful tasks in integrating and coordinating work and roles in their families (Vieira *et al.*, 2016). On the other hand, cultural value is still deeply attached to within people's life, namely the assumption that men as head of the family is in charge of providing for the family and playing a role in the external sector, meanwhile the wife is in charge of taking care of household or playing a greater role in the domestic sector (Januarti, 2010).

In addition, it is also known that women in Indonesia often experience conflicts at the family and work level. At the family level, a wife who wants a career experiences conflict with her husband regarding her role as a mother. Furthermore, the division of family work is associated with the perception of social support that seeks to balance the role of husband and wife within the household. In dual career couple families, the husband's role also increases because the division of tasks and roles in the family changes. However, many also occur, although the wives have a double role, but the husband is not willing to help his wife in the domestic realm (Rahmawati, 2016). Things like this make the demand of role become incompatible with the ability of wife and husband to fulfill them, added with the demand from work which further adds to the tension between the roles in the family and also work that must be fulfilled.

Such family work conflict can afflict the balance between work and family demands for working parents, which affect not only productivity (or commitment) to the workplace, but also time for family and family functions (Jones, Hill and Miller, 2018). Therefore, compatibility is also needed between the demand and benefit that will be obtained by the family, individual, and organization where the individual works.

Employee as individual need to ensure that the work which currently being undertaken has been sufficiently appropriate with the targets and desire to be achieved in marriage and family which are the two closest environment. Therefore, one of the very important outcomes to be possessed by dual career couple is marriage satisfaction. Marriage satisfaction also becomes one of the determinants of a marriage relationship continuation consisting of two people with their respective demands in the work domain and family. The lack of marriage satisfaction can be indicated by the occurrence of divorce (Herawati *et al.*, 2018).

Referring to this matter, the researcher is interested in further researching the relationship between perceived workplace flexibility and work-family fit in dual career couple in Indonesia. Therefore, the aim of this study is to examine the relationship between perceived workplace flexibility and work-family fit in dual career couple in Indonesia.

METHOD
This study used a quantitative paradigm that tried to prove and distort the relationship and hypothesis that have been made so that the result was in the form of influences encountered in various cases. Meanwhile, the method which used in this study was a survey method which used to collect information in the form of opinions from a large number of people on a particular topic. The main objective of survey was to know the general characteristics of the population (Hamdi and Bahruddin, 2015). Based on this, this study was also cross-sectional or only conducted in one time (Neuman, 2014). In this study, researchers used several variables namely Variable X (Independent Variable) and Variable Y (Dependent Variable).

The population that used in this study was a dual career couple who were husband and wife who both worked and shared a great responsibility in taking care of the family. There was no age limitation which set for the subjects in this study. Meanwhile, sampling in research was used because it was not possible for researchers to reach the entire population as subject in taking research data. On the other hand, the sample was a part of the research population that represented the population (Neuman, 2014). The sampling technique which used in this study was nonprobability accidental sampling with the main criteria in sampling was easy to reach or already available (Neuman, 2007).

Meanwhile, the data collection technique which used in this study was using a survey with a questionnaire containing a Likert scale on each of the measuring instrument variables which studied. The survey technique used a number of respondents to answer the same question (Neuman, 2007). The questionnaire which used for data collection was disseminated through Google Form thus it was in the form of online survey.

RESULT AND DISCUSSION
Descriptive Statistical Analysis

Descriptive analysis was carried out to find out the description of research subject. This analysis was carried out to describe the characteristics of research sample used, whether or not the assumption which used in the data analysis technique was to answer the research questions, and to answer certain research questions (Pallant and Manual, 2007). Some analysis which included in the descriptive analysis was the value of minimum, maximum, mean, standard deviation, skewness, and kurtosis. The following was a descriptive analysis table of research variables:

Table 1. Descriptive Analysis.

	N	Min	Max	*Mean*	SD	*Skewness*	Kurtosis
Work-Family Fit	214	11	36	25.10	6.031	-0.264	-0.715
Perceived Workplace Flexibility	214	2	8	4.93	1.665	-0.074	-0.563

Based on the table 1, in the work-family fit measurement, the mean value was 25.10 for the whole subjects (N = 214) with a minimum value of 11 and a maximum value of 36. While, the value of mean perceived workplace flexibility was 4.93 with a minimum value of 2 and a maximum of 8 with the same number of subjects. Table 1, also showed the value of skewness and kurtosis which showed how the distribution of scores on continuous variable, namely skewness showed the symmetry (skewness) of the data distribution while kurtosis showed the fluctuation of the data distribution. If it was obtained skewness and kurtosis values of 0, it meant that the data distribution was normal. But this was very rarely happening in social research (Pallant, 2011). The positive skewness value indicated that the data had skewness that was distributed to the left, while if it was negative then the data had skewness to the right. As it happened in this study which showed the skewness of work-family fit and perceived workplace flexibility of -0.264 and -0.074.

The positive kurtosis value indicated the distribution of data gathered in the middle to form a high curve and pointed edges. Conversely, if the value of kurtosis was negative then the form of the curve would tend to be flat (Pallant, 2011). This appeared in the results of kurtosis descriptive analysis in this study, namely the kurtosis value of the work-family fit variable was -0.715 and the perceived workplace flexibility was -0.563, so it could be interpreted that the data did not gather in the middle and the curve tended to be flat.

After that, the researchers used the results of descriptive analysis, which was the mean and standard deviation to normalize to determine the position of each subject based on the reference standard. The normalization which carried out on test with the aim of placing individual relatively in their groups was called the norm-referenced test (Azwar, 2012). In this study, normalization which used was stanfive, which was dividing the score that obtained by the subject into five categories, namely very high, high, medium, low, and very low.

Normality test

Table 2. The Normality Test Results of Work-Family Fit and Perceived Workplace Flexibility.

Variable	Kolmogorov-Smirnov
	Sig.
Work-Family Fit	0.000

Perceived Workplace Flexibility	0.000

Based on the results of the normality test that has been done, a significance value of 0,000 was obtained for the variable of work-family fit and perceived workplace flexibility. Data could be said to be normal if it had a significance of more than 0.05. Therefore, it could be said that the variable data of work-family fit and perceived workplace flexibility in this study were not normally distributed because it had a significance value of less than 0.05. Then the correlation test that would be used was a non-parametric analysis technique.

Linearity Test

Table 3. The Results of Linearity Test Research Variables.

			Sig.
Work-Family Fit* Perceived Workplace Flexibility	*Between Groups*	*(Combined)*	0.000
		Linearity	0.000
		Deviation from Linearity	0.071
	Within Groups		

Based on the table 3, it was known that the significance of the deviation from linearity of both variables was p = 0.071 which meant p> 0.05, so that it could be said that the data of both variables was linear and had a tendency of relationship.

Correlation Test

Based on the results of Correlation Test Perceived Workplace Flexibility with Work-Family Fit, it could be seen that the significance value of the correlation test results between perceived workplace flexibility and work-family fit was 0,000. Both research variables were said to have a significant correlation if it had a significance value of less than 0.05. The significance value between perceived workplace flexibility and work-family fit was 0,000 so that it could be concluded that there was a significant relationship between perceived workplace flexibility and work-family fit.

In addition, based on the categorization of correlation strength, it could be concluded that perceived workplace flexibility and work-family fit had a strong enough relationship strength because it had a correlation coefficient of 0.357 (Pallant, 2011). This also showed that both variables in this study had a positive relationship direction, which meant the higher the level of perceived workplace flexibility, the higher the level of work-family fit (Piszczek and Berg, 2020).

Through this matter, it could be seen that the results of statistical analysis showed a significant relationship between perceived workplace flexibility and work-family fit with strong correlation strength. Besides that, the direction of the relationship between both variables also showed a positive value, which meant the direction of the relationship was the same, namely the higher the level of perceived workplace flexibility, it would also be followed by an increase in work-family fit (Piszczek and Berg, 2020).

In addition, researchers also found that there was a significant relationship between perceived workplace flexibility and work-family fit. One of the causes that could explain this was there was a possibility that employee who know that they had flexible options available regarding completing work tasks, if needed it would be able to feel more balanced by reducing stress and tension in the role between work demand and family life (Jones et al. ., 2008). In the context of work-life research, the most important microsystems for individuals are home, workplace, and community (Jones *et al.*, 2008). From an ecological perspective, workplace flexibility was seen as an attribute of the environment that enabled 'proximal processes' or interaction between individuals and their environment that were more progressive towards outcomes (the results of interaction that occurred between work and family) for employees themselves, their family, and for the organization (Jeffrey Hill *et al.*, 2008).

For many parents and caregivers, perceived workplace flexibility seemed to be an important factor that empowered them and increased the sense of agency they felt. They might feel they were no longer trapped between work and family because of the workplace flexibility that perceived higher, workers might feel they had more control over other aspects of their life. This increased feeling of control in terms of when and where the work was completed tended to produce positive spillover that was able to increase the work-family fit that felt. For example, if a company implemented a work from home program for its employees, then only 5% of employees would have the opportunity to use the program. But even so, 95% of employees who know that there were flexible options available for them to complete the work tasks then would increase the feeling of control of the work which then would also improve the work-family fit of employees (Jones *et al.*, 2008).

Slightly different finding was the correlation test results in this study indicated that the strength of the relationship between perceived workplace flexibility and work-family fit was quite strong, meanwhile, the finding in previous studies indicated the strength of the relationship between the two was low. One of the factors that could explain the difference in strength of this relationship was that there was the difference in working condition in Singapore which was the area of previous research with the condition in Indonesia (Tuttle and Garr, 2009).

Singapore was a country with a very high level of work demand even the number of working hours exceeded other developed countries, which had an average of 48 hours per week, while Indonesia which was the research area this time had an average working hours of 40 hours per week. This was expected to affect the perception of flexibility that felt by employees in terms of time completion of work tasks. Despite there was flexibility shown by the organization, but high work demand still made employees unable to feel work-family fit fully.

In the case of dual career couple, workplace flexibility became quite important because it was one of the factors that influenced individual in completing work tasks that would also influenced individual involvement in family matters. It was also related to how partner with each job could continue to function optimally in the family by arranging three careers namely husband's work, wife's work, and the development of family needs (Umukoro and Oboh, 2017).

Therefore, the subject in this study that focused on dual career couple was also expected to have an impact on the strength of the correlation between perceived workplace flexibility and work-family fit that felt due to similarity perception towards the role division in the family so that family support could be more felt by employees and perception towards the flexibility of the partner workplace also influenced the work-family fit that felt (Sirgy and Lee, 2018).
In addition, researchers also conducted difference test which found that there was significant difference between the levels of work-family fit based on the age range of marriage. This could be explained through the perspective of the marriage period development, where it was known that the first to fifth year marriage were the most critical periods (Animasahun and Oladeni, 2012). This could occur because these periods were generally a period of adjustment to partner differences from one another and external factors that could affect their marriage. This was also related to the condition when the wife worked, the division of household tasks with the husband was also certainly affected because there was a change in the allocation of time carried out by women at home and at work.

Adjustment and understanding among family members was needed, in this case to avoid role conflicts that were very likely to occur (Herawati *et al.*, 2018). It was known that conflicts always arose in the family of dual career couple if there was no agreement at the beginning of their marriage, for example an agreement to work together between husband and wife as partner at home (Puspitasari, 2017). Work-family fit could also change as times goes by for the majority of working parents, with a slight decrease along with the transition of employees into parents and had children, especially young children. Then the increase could occur when the youngest child was already a teenager, then changes again when the child was growing up so that they did not live in the same house with their parents (Jones, Hill and Miller, 2018).

In addition, it was found that there were no differences in the level of work-family fit when viewed from gender. Some things that could explain this finding including such as the research that described the role played in the family, women were more bound than men because women tended to have a sense of responsibility for household tasks than men (Ayuningtyas and Septarini, 2013). However, this could also be influenced by the condition of dual career couple in which the responsibility in taking care of household tasks was equal even though both parties also had work responsibility (Januarti, 2010). The division of roles that might be equally between husband and wife in the family also played a role in the individual's perception towards family support, so this also reduced the potential role conflict that could occur and the wife and husband could feel the suitability of the role demand in their work with the support provided by the family (Rahmawati, 2016).

CONCLUSION
Based on the explanation, it could be concluded that the relationship between perceived workplace flexibility and work-family fit was positive and had moderate strength so it could be said that the higher the level of perceived workplace flexibility, the higher the work-family fit of employees.

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