



# Effect of work-family conflict on employee's psychological well-being: Role of emotional intelligence

Nurhafizah Zainal,<sup>1</sup> Nor Nazeranah Omar Din,<sup>2</sup> Mahalasmi Radhakrishnan<sup>3</sup>  
Nilai University, Malaysia

nurhafizahzainal113@gmail.com (Corresponding Author)<sup>1</sup>  
nornazeranah@yahoo.com, r.mahalasmi@gmail.com

## ABSTRACT

The main objective in this study is to examine the moderating role of emotional intelligence on the relationship between work-family conflict and psychological well-being among employees in Malaysian service industry. The present study adopted Role Theory and Conservation of Resource Theory as the underpinning theories for its proposed conceptual framework. Based on the positivist paradigm, this study employed a quantitative method through questionnaires distribution. The data was obtained from the service employees sample (n = 250) in the area of Selangor and Klang Valley, Malaysia. The Structural Equation Modeling (SEM) analysis results suggested that work-family conflict contributes significantly to employee's psychological well-being. Meanwhile, emotional intelligence plays a significant role in moderating the relationship between work-family conflict and employee's psychological well-being.

**Keywords:** *work-family conflict, psychological well-being, emotional intelligence, Role Theory, Conservation of Resource Theory*

## 1.0 INTRODUCTION

### 1.1 Study Background

Work and family represent important life roles for most employees. However, many employees are grappling with conflicts experienced in meeting the demands and responsibilities of these two roles. Work-family conflict consists of two domains namely work interference family (WIF) and family interference work (FIW). Employees experienced WIF and FIW when demands of one role interfere with participation or performance of the other role. This situation has gain researchers' attention specifically in current situation nowadays where the global labour market has changed with the influx of a large number of women into the workforce. These changes could be because of the rise of educational level among women, economic necessities, rise of the feminist movement, and desire for self-realisation. In Malaysia, the female labour participation rate escalated from 44.5% in 1982 to 57.8% in 2021 (Department of Statistics Malaysia [DOSM], 2021). These figures suggest that Malaysian family structure has moved from a traditional, single-income family to a double-income. The growing time that Malaysian women spend at work on obligation basis has limited the time they spend with their families. As a result, men have to devote much of their time in female-oriented household duties and divert their focus from work towards family.

Recently, many scholars have paid attention to work-family conflict, particularly its negative consequences. Some studies reported that work-family conflict has negative effects on work related-outcomes such as absenteeism, job stress, job satisfaction, and job performance (Roshan & Arulrajah, 2021; Lippert & Damaske, 2019; Tewal, Lengkong, Pandowo, & Nelwan, 2021). On the other hand, previous study also reported that work-family conflict has negative effect on family outcomes such as family satisfaction and marital quality (Tuffour, Bortey, & Nyanyofio, 2021; Yoo, 2021). In this study, the researchers attempt to find out the effect of work-family conflict on individual outcome such as psychological well-being. This is because, work and family related stress cannot be contained within the workplace and home without it impacting on other life domains (Smothers, 2021). Therefore, it is worthwhile in examining the effect of work-family conflict on employee's psychological well-being.

## 1.2 Problem Statement

A survey reported that 74% of workers in various industries are struggling to balance their careers and personal lives (Towers Watson, 2021). There is no exceptional for those who are working in service companies where the service industry offers more employment opportunities to job seekers. Financial institutions, insurance companies, hotels, transportation companies, hospitals, restaurants and others turn up to be the key stakeholders in the economic sector. They provide wide range of services to different categories of customers. However, the empirical observation reveals there are several common problems in service industry such as overloading and extreme burden of work, strictly time pressure of task completion, and unstable job positions (Bahia, Johan, & Ronel, 2020). These problems are leading to non-balancing work and family life. In Malaysia, the increase of women in employment has triggered work-family conflict issue where family obligations co-exist with job responsibilities in the lives of employed men and women. Moreover, during the Covid-19 pandemic, most of the employees are work from home where they were juggling between work and family duties. Therefore, these situations are creating more work-family conflict.

Even though, previous research has investigated several moderating factors on work-family conflict such as management trust (Smothers, 2021), perceived organizational justice (Shazia, Connie, & Saima, 2020), and cultural variation (Tammy, Kimberly, Soner, & Kristen, 2020). Yet, there are other potential moderators on work-family conflict that remained largely unexplored. Although inroads have been made in identifying factors that may assist in reducing work-family conflict, there has been a call for additional research to continue in identifying mechanisms at the individual level that will lessen the negative effect of work-family conflict (Tammy et al., 2020). In order to address this gap, this study was conducted to examine how other kinds of individual resources such as emotional intelligence act as a moderator on the relationship between work-family conflict and employee's psychological well-being. According to Thomas, Shalini, Poornima, Fergal, and Gerri (2021), emotional intelligence plays important role in suppressing the effect of work-family conflict.

In a similar vein, research has begun to address the consequences of work-family conflict (e.g. Tuffour et al., 2021; Lippert & Damaske, 2019; Roshan & Arulrajah, 2021). However, there is little empirical research conducted to address the consequences of work-family conflict on employee's psychological well-being specifically in the Asian context. Therefore, this study was conducted in order to fill in the mentioned gap. Most work-family conflict research have been carried out within the Western context. Thus, it is necessary to conduct more studies across different culture. The Western context practices non-traditional gender role perception whereby men and women are viewed as having equal responsibility in managing their works and household duties (Duxbury, Higgins, & Lee, 1994). On the other hand, the Asian context

practices traditional gender role perception whereby the proper place for women should be in the family where they are primarily responsible for household duties and family care takers. Based on the differences of viewing gender role perceptions, this study was conducted in the Asian context specifically in Malaysia. Therefore, this study can serve as a sample to other Asian countries for comparative purpose in addressing work-family conflict issues.

### **1.3 Research Objectives**

The researchers have formulated two specific research objectives for this study:

1. To examine the relationship between work-family conflict (WIF and FIW) and psychological well-being among employees in Malaysian service industry.
2. To investigate the moderating effect of emotional intelligence on the relationship between work-family conflict and psychological well-being among employees in Malaysian service industry.

### **1.4 Research Questions**

There are two research questions formulated by researchers as follow:

1. To what extent does work-family conflict (WIF and FIW) influence psychological well-being of employees in Malaysian service industry?
2. To what extent does emotional intelligence moderate the relationships between work-family conflict and psychological well-being of employees in Malaysian service industry?

## **2.0 LITERATURE REVIEW**

### **2.1 Work-Family Conflict**

In early 1970, research on work and family conflict was conceptualised as a one-dimensional construct (Holahan & Gilbert, 1979). In other words, work-family conflict only be seen as work interference with family. Further, Greenhouse and Beutell (1985) conceptualised work-family conflict as a two-dimensional construct whereby work roles can interfere with family roles resulting in work interference family (WIF) and family roles can interfere with work roles resulting in family interference work (FIW). The popularity of this conflict perspective stems from the scarcity hypothesis, which assumes that individuals have limited time and energy (Smothers, 2021). This is consistent with previous argument proposed by Greenhouse and Beutell (1985) that conflict can occur when time devoted to the requirements of one role makes it difficult to fulfil requirements of another, strain from participation in one role makes it difficult to fulfil requirements of another, or specific behaviour required by one role makes it difficult to fulfil requirements of another. Along the same line, Hammig, Gutzwiller, and Bauer (2009) defined work-family conflict as the conflict between work and family demands as well as conflict between work and other role expectations and responsibilities in private life. Therefore, occupying multiple roles creates inter-role conflict and role overload which in turn causing negative outcomes.

### **2.2 Psychological Well-Being**

On the other hand, psychological well-being research focuses on how and why people experience their lives in positive ways (Ryff, 1995). This view reflected an emphasis on individual's happiness and positive functioning. Previous research revealed that low psychological well-being has been associated with poor mental health, sickness, and intention to leave the organisation (De Kock, Latham, Leslie, Grindle, Munoz, Ellis, Polson, & O'Malley, 2021). Meanwhile, high psychological well-being has been associated with lower turnover intention (Cho, 2021) and better marital satisfaction (Kazim & Rafique, 2021).

While there is a limited study in addressing the effect of work-family conflict on employee's psychological well-being, past study showed the association between work-family conflict and emotional well-being (Norizan, 2019). Along the same line study from Shang, O'Driscoll, and Roche (2018) examined the effect of work-family conflict on subjective well-being. As according to Ryff (1995) postulations, emotional well-being and subjective well-being can be considered as part of psychological well-being. When work and family are in conflict, it will create negative employee psychological well-being. This is because, in recent theorising on work-family interface suggested that work-related stress cannot be contained within the workplace without it impacting on other life domains such as the family (Smothers, 2021). Similarly, it is claimed that family-related issues also affect what happens at work (Smothers, 2021). In addition, work-family conflict perspective stems from the scarcity hypothesis which assumes that individuals have limited time and energy (Noor, 2010). Therefore, occupying multiple roles creates inter-role conflict and role overload, which in turn cause lower psychological well-being.

### 2.3 Emotional Intelligence

In the last two decades, emotional intelligence has become a popular research area in psychology and management. Salovey and Mayer (1990) were among the earliest to formally conceptualize and use the term "Emotional Intelligence". This study adopted Wong and Law's Emotional Intelligence model (WLEIS) based on the following reasons. Firstly, Wong and Law (2002) developed the emotional intelligence model based on Salovey and Mayer's (1990) original conceptualisation of emotional intelligence. Therefore, it can be concluded that the model has similar dimensions and meanings. Secondly, the model has been tested and verified by the other researchers, thus, implying that the model has been empirically validated (Joseph & Newman, 2010; Shi & Wang, 2007; Wong, Foo, Wang, & Wong, 2007; Wong & Law, 2002). Thirdly, the model has been empirically proven to be distinct from personality traits (Shi & Wang, 2007; Wong & Law, 2002). The conceptual definition of Wong and Law's Emotional Intelligence model (WLEIS) is as follows:

1. *Appraisal and expression of emotion in the self (Self Emotional Appraisal [SEA]).*  
This relates to the individual's ability to understand their deep emotions and be able to express these emotions naturally. People who have great ability in this area will sense and acknowledge their emotions well before most people.
2. *Appraisal and recognition of emotion in others (Others' Emotional Appraisal [OEA]).*  
This relates to people ability to perceive and understand the emotions of those people around them. People who are high in this ability will be much more sensitive to the feelings and emotions of others as well as reading their minds.
3. *Regulation of Emotion in the self (Regulation of Emotion [ROE]).*  
This relates to the ability of people to regulate their emotions, which will enable a more rapid recovery from psychological distress. The benefits gain from successfully regulating emotions involves the ability to control arousal to maximize performance, persist in the face of frustration and temptation, inhibit destructive responses to provocation and act correctly despite pressure to do otherwise.
4. *Use of Emotion to facilitate performance (Use of Emotion [UOE]).*  
This relates to the ability of individuals to make use of their emotions by directing them towards constructive activities and personal performance.

Emotional intelligence has been emphasized in the workplace for a number of reasons. Previous studies (Azadeh & Pouria, 2019; Pooja, 2019; Scott & Kregg, 2021) suggested that emotional intelligence could buffer negative effects of stressful events such as occupational stress, stress that come from environment or surrounding and work-family conflict. For instance, Scott and Kregg (2021) found that higher level of emotional intelligence able to reduce stress level among students. Along the same line, study from Azadeh and Pouria (2019), and Pooja (2019) reported that emotional intelligence is the key to mitigate the stress issue among employees. Research also found that emotional intelligence played an important role in reducing stress caused by work and family issue (Thomas et al., 2021; Junwei, Xueqin, Hongyang, Nini, Guangdong, 2021; Thomas, Michael, Frederic, 2021). These previous studies reported that emotional intelligence act as a buffer on the negative effect of work and family issues.

On the other hand, scientific literature highlights the role of emotional intelligence in determining individual happiness and well-being. There are numerous studies examined the association between emotional intelligence and psychological constructs such as happiness (Ramesh, 2020; Ye, Yeung, Liu, & Rochelle, 2019), subjective well-being (Lee, Richards, & Washburn, 2020; Zhang, Li, & Schutte, 2020), satisfaction with life (Yuyang, Biao, & Cody, 2021), and social relations (Anna, Ingo, & Luise, 2020). For instance, study from Guerra-Bustamante, Leon-Del-Barco, Yuste-Tosina, Lopez-Ramos, and Mendo-Lazaro (2019) examined the association between emotional intelligence and psychological well-being in adolescents. The results suggest that as the capacity of understanding and regulation of emotional intelligence increases, psychological well-being also increase. Therefore, there is a strong evident that emotional intelligence able to predict individual well-being. However, due to different contexts and variables studied, this study has been called to examine the moderating effect of emotional intelligence on the relationship between work-family conflict and psychological well-being specifically in Malaysian service industry.

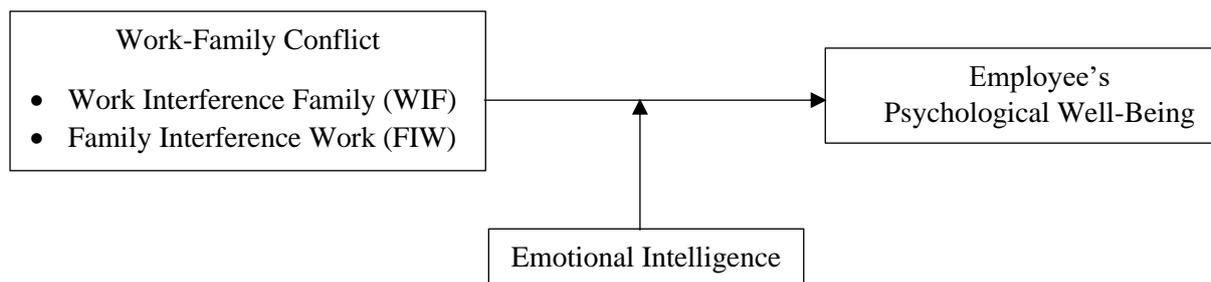
#### **2.4 Theoretical Underpinning - Role Theory and Conservation of Resource Theory**

In work-family conflict research, Role Theory has traditionally been applied to understand the effect of work-family conflict on employees' affective and behavioural outcomes (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Role Theory argues that inter-role conflict experienced by individuals will result in an undesirable state and that inter-role conflict happens when it becomes difficult to perform either role successfully owing to conflicting demands on time, behaviour and energy among roles (Greenhouse & Beutell, 1985; Kahn et al., 1964). However, Role Theory is limited in explaining moderating factors on the relationship between work-family conflict and employees' affective and behavioural outcomes (Grandey & Cropanzano, 1999). In order to overcome the limitation of Role Theory, Conservation of Resource Theory could be applied in work-family conflict research.

Conservation of Resource Theory argues that resources could be broadly conceptualised as the total capability an employee has to fulfil his or her centrally valued needs (Hobfoll, 2002). People strive to obtain, retain, protect and foster valued resources and minimise any threats to them (Hobfoll, 1989). On the basis of Conservation of Resource Theory categorisation, there are four types of resources, namely objects, conditions, personal characteristics and energies. In the context of this study, objects may refer to house chores and work-related tasks in the office. Meanwhile, conditions are referring to marital status of employees, job tenure, and working experience. Personal characteristics are types of resources that help buffer against stress such as emotional intelligence. Finally, energy resources include time, money and knowledge which are valuable (Gao, Shi, Niu, & Wang, 2013).

Upon reviewing literatures on work-family conflict theories, it appears that Role Theory provides an understanding on how occupying multiple roles will lead to negative outcomes. Therefore, it seems that Role Theory is suitable in examine the direct relationship between work-family conflict and employee's psychological well-being. On the other hand, Conservation of Resource Theory provides a comprehensive conceptual framework in understanding on how individual differences such as emotional intelligence could be used as a moderator in examining the relationship between work-family conflict and employee's psychological well-being.

## 2.5 Conceptual Framework



## 2.6 Hypotheses

Work interference family (WIF) occurs when time devoted to a work role makes it difficult to function in a family domain role or behavioural requirements in a work role are incompatible with behavioural requirements in a family domain role (Ren & Chen, 2021). For example, bringing work home and trying to complete it at the expense of family time. On the other hand, family interference work (FIW) arises when responsibilities in family life interfere with responsibilities in the work domain (Ren & Chen, 2021). For instance, having to cancel an important meeting because of family matters. There are several studies demonstrated the negative effects of WIF and FIW. The negative effects include triggering job absenteeism (Roshan & Arulrajah, 2021), lower job satisfaction and psychological well-being (Tewal et. al, 2021; Norizan, 2019; Shang et. al, 2018). In a similar vein, there is an accepted level of evidence indicating that WIF and FIW have a major influence on the psychological well-being of employees by impacting on mental health and life satisfaction (Kayaalp, Page, & Rospenda, 2020; Karakose, Yirci, Papadakis, 2021; Tuffour et. al, 2021). The findings from previous studies with regards to negative consequences of work-family conflict seem consistent with argument based on Role Theory that postulated individuals that made up of several roles are unable to satisfy the demands of all roles because they have limited time and energy (Smothers, 2021). Thus, individuals with several roles will experience negative consequences such as lower psychological well-being. Based on the findings in the previous research and Role Theory arguments, the following hypothesis can be made to denote the relationship between WIF and FIW towards psychological well-being among employees in Malaysian service industry:

H<sub>1</sub>: There is a negative significant relationship between WIF and psychological well-being among employees in Malaysian service industry.

H<sub>2</sub>: There is a negative significant relationship between FIW and psychological well-being among employees in Malaysian service industry.

On the other hand, previous studies suggested that emotional intelligence could buffer negative effects of stressful events on work outcomes (Valenti, Faraci, & Magnano, 2021). Based on the Conservation of Resource Theory, emotional intelligence can be considered as personal characteristic (Hobfoll, 1989). This personal characteristic aid stress resistance because they provide individual with a sense of resilience and control over their environment (Hobfoll, 2002). Therefore, based on the Conservation of Resource Theory argument, it can be assumed that emotional intelligence could be served as buffering factor on the negative effect of stressful situations such as in work-family conflict. Meanwhile, based on emotional intelligence theory, individual with high emotional intelligence should perceive less threat due to their perception of having good emotional coping resources. For example, Valenti et al., (2021) found that emotional intelligence can prevent the occupational stress among employees by handling intrapersonal and interpersonal skills which improves the competence in facing stressors and enhance positive outcomes. Therefore, it is expected that emotional intelligence will moderate the relationship between work-family conflict and employee's psychological well-being. Hence, the researcher proposed the following hypothesis to denote the moderating effect of emotional intelligence on the relationship between work-family conflict and employee's psychological well-being:

- H<sub>3</sub>: Emotional intelligence moderates the relationship between WIF and psychological well-being among employees in Malaysian service industry, such that the relationship between WIF and psychological well-being is weaker when emotional intelligence is higher.
- H<sub>4</sub>: Emotional intelligence moderates the relationship between FIW and psychological well-being among employees in Malaysian service industry, such that the relationship between FIW and psychological well-being is weaker when emotional intelligence is higher.

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This section summarised the main process of the research design in this study. This study used survey method in order to collect the data regarding work-family conflict, emotional intelligence, and employee's psychological well-being. In other words, self-completion technique is used in order to get feedback from the respondents. The population for this study referred to lower, middle, and higher levels of employees employed in Malaysian service industry. Meanwhile, the sampling frame in this study referred to 1113 service companies that registered in Malaysia External Trade Development Corporation (MATRADE). Along the same line, the unit analysis in this study was focused on the individual level.

In addition, the non-probability sampling technique was applied in this study by using judgmental technique in order to distribute the questionnaires. Table from Krejcie and Morgan (1970) has been used as a sample size determination. For data collection method purpose, the assistance from the human resource department of each participating service companies were obtained in order to distribute the questionnaires to employees. The constructs measurement used in this study were adopted from various sources. The back to back translation process has been done for questionnaires in this study. Some of the opinions and constructive feedback were considered during the pre-test session of the questionnaires.

#### **3.2 Population, Sampling Frame, Unit of Analysis**

The population for this study refers to lower, middle and higher levels of employees employed in Malaysian service industry. According to the data from Department of Statistics Malaysia, there are 3.7 million of employees working in Malaysia service industry as in the 2021. However, this study was conducted for employees that working in service companies located in Selangor and Klang Valley area as a sampling. The reasons behind this is because most of the service industry headquarters are located in Selangor and Klang Valley for their business operation. Nevertheless, the researcher was unable to get the comprehensive list of employees that working in Selangor and Klang Valley service companies, therefore the researcher uses the population data as a reference for a sample size determination later. Meanwhile, as in the 2021, there are 1113 service companies in Selangor and Klang Valley registered in MATRADE. Therefore, the sampling frame in this study refers to lower, middle and higher levels of employees that working in 1113 service companies as registered in MATRADE.

For the purpose of the current study, the unit of analysis was focused on lower, middle, and higher levels of employees that working in Selangor and Klang Valley service companies. Even though there were three levels of employees participated in this study, however, it is not the main intention of researcher in comparing the diverse results of work-family conflict among these employees. This group of employees was chosen because most of them are believed in experiencing work-family conflict due to the nature of their work in service companies. Thus, enable the researcher to examine the work-family conflict issues in service companies. Furthermore, these employees are believed to have the ability to accurately answer the questions due to their knowledge and experience.

### **3.3 Sample Size**

Based on the Table provided by Krejcie and Morgan (1970) the sample size needed in this study is at least 384 employees. Based on the various means of deciding an adequate sample size, the researcher decided to use a sample size of 384 as generated from Table Krejcie and Morgan (1970) since it represents the largest and reliable sample size. The larger sample size reduces the error and increases the accuracy of the results (Cohen, 1988). In addition, this study used Structural Equation Modeling (SEM) as a tool in analysing the data. Based on SEM perspective, there is no consensus in literature regarding the appropriate size for SEM. Some evidence showed that small sample size can tested the simple SEM models (Hoyle & Kenny, 1999). However, sample size of 100 to 150 is considered the minimum sample size for conducting SEM (Tabachnick & Fidell, 2001). Meanwhile, some researchers considered sample size larger than 200 for SEM (Boomsma & Hoogland, 2001; Kline, 2011). Hence, the sample size for this study should be larger than 200. This is also agreed by Hoe (2008) who indicated sample size of 200 as SEM analyses requirement.

In order to acquire the permission from service companies about their willingness to participate in this study, calls have been made and confirmation or approval from the service companies has been obtained before sending the questionnaires. Out of 1113 service companies in Selangor and Klang Valley that registered with MATRADE, only 20 companies had expressed their willingness to participate in this study. The rest of the service companies were not willing to participate in this study due to short number of employees and busy schedule. However, due to anonymity concern, the details of 20 participated service companies in this study cannot be listed in this research. The 20 participating service companies consist of different types of service industry with division of electricity services (2 companies), oil and gas services (1 company), water supply services (1 company), transportation services (2 companies), communication services (3 companies), wholesale services (2 companies), accommodation services (2 companies), finance services (2 companies), insurance services (2 companies), real-

estate services (1 company), and business services (2 companies). Specifically, the researcher distributed 20 questionnaires to each participating service companies.

### 3.4 Questionnaire Design

The research instrument for this study will be self-administered questionnaires. The questionnaires were constructed in English and Malay versions. Respondents are required to read the questions and fill in the rating themselves. The questionnaire consists of six sections which includes the Demographic Information (Section A), measurement items for Work-Family Conflict (Section B), Psychological Well-Being (Section C), and Emotional Intelligence (Section D).

All the questionnaire was structured based on 4-point Likert Scales ranging from 1 (strongly disagree) to 4 (strongly agree) except for Demographic Information (Section A). The researcher has decided to choose 4-point Likert Scales as all odd-numbered scales have a middle value such as Neutral, and Neither Disagree or Agree. The middle value can be confusing to respondents which may introduce measurement error specifically when a survey question is ambiguous (Losby & Wetmore, 2012). By using even-numbered scales, the respondents will be more thoughtful and hence eliminates possible misinterpretation of mid-point value (Losby & Wetmore, 2012). In addition, 4-point Likert Scales is used to eliminate any fence sitter or respondents to select neutral option in answering questionnaire. Moreover, according to Nunnally (1978), increasing the number of Likert Scales would likely not be very meaningful, as the availability of too many possible answers may confuse the respondents and thus raising concerns about validity and reliability. In fact, there are no standard for the number of points in rating scales as common practice varies widely (Krosnick & Presser, 2010).

Work-family conflict are measured by using Work-Family Conflict Scales developed by Carlson et al. (2000). In the Work-family Conflict Scales, there are two dimensions namely work interference family and family interference work. In addition, there are three indicators for each dimension namely time, strain, and behaviour. There are 18 items in the Work-Family Conflict Scales. Specifically, there are nine items to measure work interference family and family interference work respectively. Work-Family Conflict Scales by Carlson, Kacmar, and Williams (2000) has been choose as a measure of work-family conflict because the acceptable of Cronbach's alpha value. The Cronbach's alpha value for Work-Family Conflict Scale was .87. Besides that, the number of items in the Work-Family Conflict Scales developed by Carlson et al. (2000) seems appropriate in this study with only 18 items as compared with other instruments.

In order to measure psychological well-being in this study, the researcher has decided to choose Scales of Psychological Well-Being developed by Ryff (1995). This measure has been chosen due to high reliability with Cronbach's alpha value .93. Moreover, this measure comprises only 18 items to measure psychological well-being as compared with other instruments that have many long wordings items. In addition, Ryff Scales of Psychological Well-Being consists of six dimensions in order to measure psychological well-being namely; self-acceptance, purpose in life, environmental mastery, positive relations with others, personal growth, and autonomy. There are several reverse-scored items in the Ryff Scales of Psychological Well-being in order to avoid respondents' biasness in answering the questions.

Wong and Law Emotional Intelligence Scales (WLEIS) has been choose to measure emotional intelligence in this study. WLEIS was developed by Wong and Law (2002). This measure is based on Salovey and Mayer's (1990) original conceptualization of emotional intelligence.

There are four dimensions in the WLEIS namely Self Emotional Appraisal, Others' Emotional Appraisal, Regulation of Emotion and Use of Emotion. Furthermore, there are 16 items in WLEIS with four items in measuring each dimension. The Cronbach's alpha value for this measure was .89.

### 3.5 Pilot Study

The pilot testing was conducted in two service companies located in Selangor and Klang Valley area. Prior to the questionnaire distribution, the study obtained permission from the human resources manager of the participating service companies. There were 15 questionnaires distributed to each participating service companies at different time by assistance from human resources manager. Overall, there were 30 questionnaires returned. Hence, the number of respondents is in line with Fink's (1995) suggestion of using at least 10 respondents. The researcher personally monitored the employees and sat down with the employees to observe the completion of the questionnaires to address any problems or clarify ambiguous wordings. Based on the observation, most of the participating employees were able to answer the questions. There were also seem comfortable with the 4-point Likert Scales. Furthermore, there were not confused in choosing an answer and were able to finish the questionnaires within the given time. There was no other considerable change derived from the pilot study. The Cronbach's alpha values for pilot study seems acceptable for all the constructs used in this study as shown in Table 1.

Table 1: The Cronbach's Alpha Values for Pilot Study

Constructs	Cronbach's Alpha Values
Work Interference Family	.95
Family Interference Work	.94
Emotional Intelligence	.95
Employee's Psychological Well-Being	.89

## 4.0 DATA ANALYSIS AND RESULTS

### 4.1 Demographic Analysis of the Respondents

As stated earlier, the sample size in this study should be 384 respondents. However, the researchers distributed 400 questionnaires. Out of 400 distributed questionnaires, only 250 questionnaires returned and used for further analysis. Table 2 shows the summary of response rate in this study.

Table 2: Summary of Response Rate

Description	Number of Questionnaire	Response Rate (%)
Distributed questionnaire	400	
Returned questionnaire	250	62.5%

In this study, the sample was biased towards young and middle age employees, with those between 31 and 40 years of age representing 127 (50.8%). Meanwhile, the respondents between 41 and 50 years of age representing 74 (29.6%). These figures show that service industry is dominated by young and middle-aged employees in this quite demanding working environment. Very young and old employees represent only a small number of respondents, 22 (8.8%) of employees were more than 50 years and approximately 27 (10.8%) of employees were less than 30 years.

Analysing the gender distribution, it was slightly higher for females. Out of 250 respondents, 156 (62.4%) were females and 94 (37.6%) were males. With regard to marital status, out of 250 responses, 174 (69.6%) of the respondents were married and have kids. Meanwhile, 16

(6.4%) of the respondents were married but have no kids. There were 35 (14.0%) of the respondents hold a single status. Only few respondents that hold a status as divorce 10 (4.0%), divorce with kids 8 (3.2%), widowed 3 (1.2%), and widowed with kids 4 (1.6%). Table 3 shows the demographic profile of the respondents.

Although the demographic of the respondents was obtained, it is not the main intention of the study to investigate in detail the relationship between demographic characteristics and cultural origins with respondents' perceptions towards work-family conflict and job psychological well-being. However, it is interesting and beneficial to investigate this relationship in future study as one of the variables may have value and influence each other.

Table 3: Demographic Profile of Respondents

Demographic Profile	Information	Frequency (n)	Percentage (%)
Age	Less than 30 years	27	10.8
	31-40 years	127	50.8
	41-50 years	74	29.6
	More than 50 years	22	8.8
Gender	Female	156	62.4
	Male	94	37.6
Marital Status	Married with kids	174	69.6
	Married with no kids	16	6.4
	Single	35	14
	Divorce	10	4.0
	Divorce with kids	8	3.2
	Widowed	3	1.2
	Widowed with kids	4	1.6

## 4.2 Confirmatory Factor Analysis

CFA is the first step of data preparation in SEM (Kline, 2011). CFA is performed to examine whether the measures of a construct are consistent with the researcher's understanding of the construct and has replaced the older technique of analysing construct validity (Schumacker & Lomax, 2004). In this current study, the CFA was analysed by using AMOS 26.0. Generally, there are two approaches used when estimating a CFA; the CFA can be estimated separately for every latent construct involved in the study or all the constructs can be run simultaneously in one model (Awang, 2012). However, the more efficient and recommended method of assessing CFA was proposed in which all the latent constructs are combined in one model. This method is preferred because it can detect the model identification problem (Awang, 2012). Therefore, based on this assumption, the CFA in this study was estimated by following the second method, the estimation of all the constructs simultaneously in one model.

In order to assess the factor loadings in CFA, Byrne (2010) recommended that all standardised factor loadings must be more than .50, positive value, and not more than 1.00. In WIF construct, there are three indicators namely, time (WIF1), strain (WIF2), and behaviour (WIF3). After run the CFA, the factor loadings for all the three indicators are as follow; time (WIF1 = .93), strain (WIF2 = .96), and behaviour (WIF3 = .37). Based on the factor loadings requirements, one indicator from WIF need to be deleted. Therefore, behaviour (WIF3) indicator was deleted due to low factor loading. The new value of factor loading after deletion of behaviour (WIF3) are as follow; time (WIF1 = .93) and strain (WIF2 = .97).

Meanwhile, in FIW construct, there are three indicators namely; time (FIW1), strain (FIW2) and behaviour (FIW3). After run the CFA, the factor loadings for all the three indicators are as follow; time (FIW1 = .94), strain (FIW2 = .97), and behaviour (FIW3 = .41). Based on the

factor loadings requirements, behaviour (FIW3) indicator was deleted due to low factor loading. The new value of factor loading after deletion of behaviour (FIW3) are as follow; time (FIW1 = .94) and strain (FIW2 = .97).

In assessing CFA for emotional intelligence construct, it has four indicators namely; self-emotional appraisal (SEA), others emotional appraisal (OEA), regulation of emotions (ROE), and use of emotions (UOE). After run the CFA, the factor loadings for all the emotional intelligence indicators are as follow; self-emotional appraisal (SEA = .93), others emotional appraisal (OEA = .91), regulation of emotions (ROE = .91), and use of emotions (UOE = .90). Since all the factor loadings for emotional intelligence have met the requirements, therefore no indicators should be deleted.

Originally, there are six indicators to measure employee's psychological well-being namely; self-acceptance (PWB1), purpose in life (PWB2), environmental mastery (PWB3), positive relations with others (PWB4), personal growth (PWB5), and autonomy (PWB6). After run CFA, the factor loadings for each indicator are as follow; self-acceptance (PWB1 = .92), purpose in life (PWB2 = .29), environmental mastery (PWB3 = .44), positive relations with others (PWB4 = .84), personal growth (PWB5 = .54), and autonomy (PWB6 = .40). Out of six indicators in employee's psychological well-being, it was found that four indicators have low factor loadings. The indicators that have low factor loadings were purpose in life (PWB2), environmental mastery (PWB3), personal growth (PWB5), and autonomy (PWB6). Therefore, all these four indicators were deleted. The remaining indicators were used for further analyses. The new value of factor loadings after deletion of four indicators are as follow; self-acceptance (PWB1 = .94) and positive relations with others (PWB4 = .83). Table 4 presents the summary of CFA refinement used in the study.

Table 4: Summary of CFA Refinement

Constructs		Original Indicators	Factor Loadings	Remaining Indicators after CFA	Factor Loadings
Work Family	Interference	Time (WIF1)	.93	Time (WIF1)	.93
		Strain (WIF2)	.96	Strain (WIF2)	.97
		Behavior (WIF3)	.37		
Family Work	Interference	Time (FIW1)	.94	Time (FIW1)	.94
		Strain (FIW2)	.97	Strain (FIW2)	.97
		Behavior (FIW3)	.41		
Emotional Intelligence		Self-emotional appraisal (SEA)	.93	Self-emotional appraisal (SEA)	.93
		Others emotional appraisal (OEA)	.91	Others emotional appraisal (OEA)	.91
		Regulation of emotions (ROE)	.91	Regulation of emotions (ROE)	.91
		Use of emotions (UOE)	.90	Use of emotions (UOE)	.90
Employee's Psychological Being	Well-	Self-acceptance (PWB1)	.92	Self-acceptance (PWB1)	.94
		Purpose in life (PWB2)	.29		
		Environmental mastery (PWB3)	.44		
		Positive relations with others (PWB4)	.84	Positive relations with others (PWB4)	.83
		Personal growth (PWB5)	.54		
		Autonomy (PWB6)	.40		

### 4.3 Convergent Validity

Brown (2006) defined convergent validity as internal consistency of a set of items or indicators. It represents the strength of relationship between items that are predicted to represent a single latent construct. According to Fornell & Larcker (1981), convergent validity can be tested by using Average Variance Extracted (AVE). In order to test for convergent validity, the sum of

squared factor loading for each indicator are divided by number of indicators. The AVE for each construct should be at least .50 (Fornell & Larcker, 1981). After factor loadings has been achieved, then convergent validity can be calculated. In this study, the AVE values for all the constructs are greater than .50. Thus, all the constructs in this study indicated high convergent validity. Table 5 presents the AVE values for all the constructs used in this study.

Table 5: AVE Values for the Constructs

Constructs	AVE Value	Conclusion
Work Interference Family	.90	High convergent validity
Family Interference Work	.90	
Emotional Intelligence	.83	
Employee's Psychological Well-Being	.78	

#### 4.4 Composite Reliability

Composite reliability (CR) is the measure of reliability and internal consistency of the measured variables representing a latent construct (Fornell & Larcker, 1981). Instrument with composite reliability greater than .70 is considered reliable (Hair, Black, Babin, & Anderson, 2010). Table 6 presents the composite reliability values for each construct used in this study. Based on the results, it can be seen that the composite reliability values for all the constructs were above .70. Based on this finding, it can be concluded that all the constructs used in this study represent high reliability.

Table 6: Composite Reliability Values for the Constructs

Constructs	Composite Reliability Value	Conclusion
Work Interference Family	.94	High reliability
Family Interference Work	.95	
Emotional Intelligence	.95	
Employee's Psychological Well-Being	.87	

#### 4.5 Measurement Model

Measurement model is the second step of data preparation in SEM (Kline, 2011). The primary purpose of measurement model is to examine the strength of the regression paths from the construct to the observed variables. Similar to CFA, in this study the six constructs were specified together in a single measurement model. The following section explains evaluation of model fit statistics in order to understand the initial specification and model modification in measurement model process.

According to Steven (2009), the goal of model modification or re-specification is to improve the fit or parsimony of the model. An examination of the standardised regression weights revealed that several indicators had low loading (WIF3 = .37, FIW3 = .41, PWB2 = .29, PWB3 = .44, PWB5 = .54, and PWB6 = .40). These items were deleted and removed from further analysis because the loading was below .50 and high error (Byrne, 2010). Further examination and observation were carried out by investigating other indicators with low loading. The items with low loadings were removed and the deletion process was accomplished by deleting one item at a time, re-specifying the model and running the new model. This process is performed to indicate how well the data fit the model (Awang, 2012).

After deletion of low factor loadings on indicators, the goodness-of-fit indices were recorded to assess the model fit. In this study, the goodness-of-fit indices were evaluated based on

several indices which includes RMSEA and GFI (absolute fit), CFI (incremental fit), and  $\chi^2/df$  and PGFI (parsimony fit). In this study, RMSEA value shown acceptable value which was .08. In addition, GFI value was .90 and CFI was .95. Both figures are higher than .90 which indicates acceptable values. Meanwhile, the result for  $\chi^2/df$  shown in the range of acceptable value with 3.61 which is low than 5.0. In addition, the value of PGFI also indicates in an acceptable range with .60 which is higher than .50. Thus, it can be concluded that the model shows a good fit. Table 7 indicated the measurement model fit statistic for this study.

Table 7: Measurement Model Fit Statistic

Single Measurement Model	Absolute Fit	Incremental Fit	Parsimony Fit
Initial estimation	RMSEA = .126 GFI = .75	CFI = .83	$\chi^2/df$ = 6.96 PGFI = .58
Final model	RMSEA = .08 GFI = .90	CFI = .95	$\chi^2/df$ = 3.61 PGFI = .60

#### 4.6 Structural Model

In contrast to the measurement model, the structural model reveals the correlational or causal dependencies among the model variables in the study and tests a specific theory about these relationships (Joreskog, 1993). The researcher assembled the latent constructs into the structural model based on the hypothesised interrelationships among the constructs and then assessed the various goodness-of-fit criteria to determine when a statistically better model fit could be attained by re-specifying the model. Figure 1 illustrates the proposed structural model tested in this study.

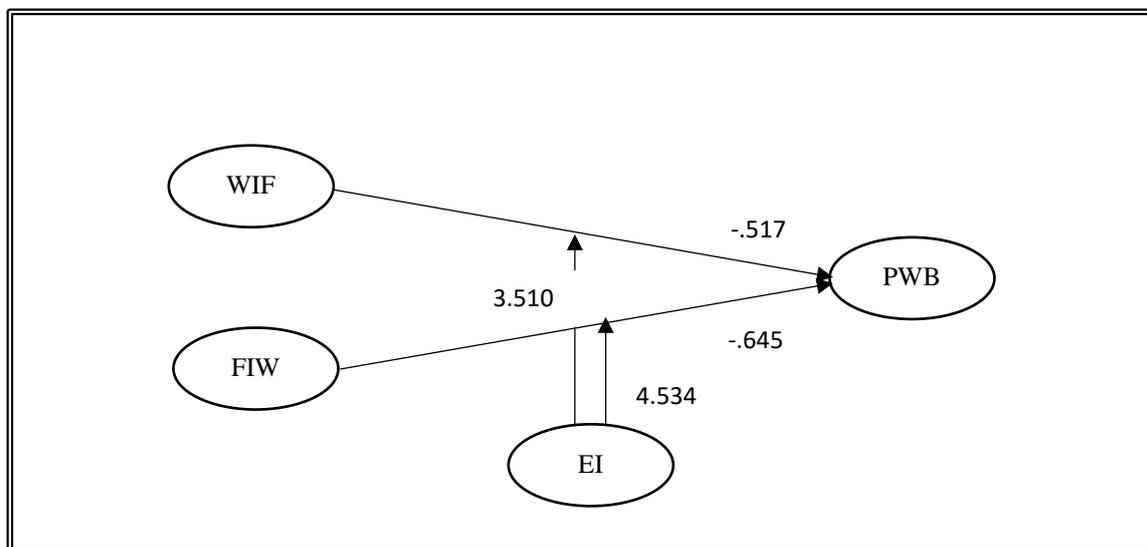


Figure 1: Proposed Structural Model

#### 4.7 Results and Discussions of Hypotheses based on Structural Model Analysis

The discussions of each hypotheses are as follow:

**Hypothesis 1:** There is a negative significant relationship between work interference family (WIF) and employee's psychological well-being.

**Hypothesis 2:** There is a negative significant relationship between family interference work (FIW) and employee's psychological well-being.

For hypothesis 1, based on the structural model analysis results, it was found that the Beta Coefficient value for WIF and employee's psychological well-being was  $-.517$  and  $p$ -value was  $.000$ . Therefore, it can be seen that the  $p$ -value for path weight between WIF and employee's psychological well-being is smaller than  $.05$ . Thus, it can be concluded that WIF contribute significantly to employee's psychological well-being at  $\alpha .05$ . This finding aligned with the proposed hypothesis that WIF will have a negative significant relationship on employee's psychological well-being.

For hypothesis 2, based on the structural model analysis results, it was found that the Beta Coefficient value between FIW and employee's psychological well-being was  $-.645$  and the  $p$ -value was  $.000$ . Hence, it can be seen that path weight between FIW and employee's psychological well-being was smaller than  $.05$ . Therefore, it can be concluded that FIW contribute significantly to employee's psychological well-being at  $\alpha .05$ . This finding corresponding with the proposed hypothesis that FIW will have a negative significant relationship on employee's psychological well-being. Table 8 shows the results of SEM on effect of predictors (WIF and FIW) on employee's psychological well-being.

Table 8: Results of SEM on Effect of Predictors on Employee's Psychological Well-Being

Construct	B	SE	Beta	CR	P
Work interference family (WIF)	-.410	.065	-.517	-.725	.000
Family interference work (FIW)	-.502	.067	-.645	.011	.000

The reason behind the significant finding for Hypothesis 1 and 2, could be related with Role Theory assumptions. Role Theory postulates that individual will experience negative consequences when they have multiple roles (Kahn et al., 1964). Therefore, in the context of this study, it can be seen that when employees juggling between work and family roles, it gives an impact toward employee's psychological well-being. In addition, the nature of working in service industry is characterized by longer working hours, work overload, very complex and deal with many uncertain situations may lead the respondents to have difficulty in achieving their work obligations simultaneously contributing to family duties. The imbalance between work and family duties may give an impact on employee's psychological well-being due to emotional exhaustion. Moreover, High levels of work-family conflict reduce individual's ability and generate negative emotions which in turn create negative impact on employee's psychological well-being. The findings are consistent with study from Nurul Nadia, Zaidatul Nadiah, Nor Habibah, Mawarti Ashik, and Azeman (2018). Along the same line, the findings are consistent with study from Yu, Song, Shi, and Wang (2020). They observed the association between work-family conflict and well-being among nurses in China. They reported that work-family conflict able to decrease the well-being of nurses.

#### 4.8 Test on Presence of Moderation Effect

In order to test the presence of moderation effect of emotional intelligence in this study, the researcher split emotional intelligence data into two groups; low emotional intelligence and high emotional intelligence. Then the researcher run the Multi Group Analysis by using AMOS. Based on the results, it was found that both the Unconstrained and Measurement Residuals models are significant ( $p < .05$ ). However, Unconstrained model ( $\chi^2$  is smaller) is better than Measurement Residuals model. Therefore, the researcher proceeds to test

significance of the  $\chi^2$  difference. Based on the results, the  $\chi^2$  difference is significant ( $p < \alpha$ ). Therefore, it can be concluded that there is some form of moderation effect of emotional intelligence on the overall model. Table 9 shows the results of test on presence of emotional intelligence moderation effect on the overall model.

Table 9: Test on Presence of Emotional Intelligence Moderation Effect

Model	CMIN ( $\chi^2$ )	DF	P-Value
Unconstrained	236.994	74	.000
Measurement Residuals	388.030	103	.000

Based on the results of test on presence of moderation effect discussed above, there are some form of moderation effects of emotional intelligence on the overall model, therefore the researcher can proceed the test of moderation effect on the individual paths. According to Ho (2006), the path is moderated if Critical Ratio (CR) for difference is greater than 1.96. Next section discussed the hypotheses based on the moderation test in this study.

**Hypothesis 3:** Emotional intelligence (EI) moderates the relationship between work interference family (WIF) and employee's psychological well-being, such that the relationship between WIF and employee's psychological well-being is weaker when EI is higher.

**Hypothesis 4:** Emotional intelligence (EI) moderates the relationship between family interference work (FIW) and employee's psychological well-being, such that the relationship between FIW and employee's psychological well-being is weaker when EI is higher.

#### 4.9 Decision

This section covers the discussion for Hypothesis 3 and 4. Based on the results of Multi Group Analysis, it was found that the Critical Ratio for difference for the relationship between work interference family and employee's psychological well-being was 3.510. Hence, the Critical Ratio value is greater than the cut-off value (1.96). Therefore, it can be concluded that emotional intelligence moderates the relationship between WIF and employee's psychological well-being. This finding is consistent with the notions from Zheng, Gou, Li, Xia, and Wu (2021), which indicated that emotional intelligence could buffer the negative effects of stressful events. In this study, employees with work overload or issues can give interference towards family which lead to stressful events and thus reducing the employee's psychological well-being. However, employees with high emotional intelligence are able to reduce the work interference family issues since these employees are perceived less threat due to their perception of having good emotional coping resources (Zheng et al., 2021).

Similarly, it was found that emotional intelligence moderates the relationship between FIW and employee's psychological well-being. The Critical Ratio for difference of the relationship between family interference work and employee's psychological well-being was 4.534 which is greater than 1.96. This finding appears to support argument from Valenti et al. (2021) in which emotional intelligence moderate the relationship between the stressor by having a soothing effect on disruptive behaviour. Besides that, the finding is also consistent with the notions from Zheng et al. (2021) denoted that it is conceivable when individuals are facing family interference work issues, they may evaluate these issues differently depending on their available emotional capacity. Table 10 presents the results of moderation test of emotional intelligence on the relationship between predictors (WIF and FIW) and employee's psychological well-being.

Table 10: Results of Moderation Test of Emotional Intelligence on Relationship between Predictors and Employee's Psychological Well-Being

Construct	<i>B</i>	<i>SE</i>	<i>Beta</i>	<i>P</i>	<i>CR for Difference</i>	Result
WIF					3.510	Moderation Supported
Low EI	-.144	.177	-.175	.000		
High EI	.046	.082	.061	.000		
FIW					4.534	Moderation Supported
Low EI	-.254	.171	-.326	.000		
High EI	-.156	.083	-.205	.000		

The probable reason behind the moderation effect of emotional intelligence on the predictors (WIF and FIW) toward employee's psychological well-being is due to the theoretical concept of the Conservation of Resource Theory. As according to the Conservation of Resource Theory, individual must invest resources in order to protect against resource loss, recover from losses, and gain resources (Hobfoll, 2002). According to the theory, individuals may benefit from their personal resources in order to circumvent the loss of other resources and protect themselves from stressors and strains. In this context, individual differences can be considered as resources in lessening the impacts of stressors. In this study, emotional intelligence act as a personal resource that buffers the effect of work interference family and family interference work toward employee's psychological well-being.

If emotional intelligence is perceived as an asset in employees, it will help employees to reduce their WIF and FIW. As such, employees with high emotional intelligence may be more capable of preventing WIF and FIW from owing to their emotional state of mind. This is aligned with notion from Valenti et al. (2021), indicated that the stress perception will adversely affect the psychological health of employees who possessed high emotional intelligence. These employees are able to recognise the degree to which work and family play emotional roles for them and have the insight into how their emotions should be managed. Thus, they have the ability to keep their psychological well-being from adversely affected. However, if these employees did not carefully manage their emotions, they will be more sensitive towards the emotions and thus impacting their psychological state. This is supported by Zhang, Li, and Schutte (2020), who indicated employees with high emotional intelligence would be more sensitive towards the others emotions and causing psychological imbalance to themselves. If these group of employees did not manage their own emotions properly, it will give an impact towards their psychological well-being.

## 5.0 CONCLUSION

### 5.1 Theoretical Contributions

There are several theoretical contributions emerge from the results of this study. This research provides additional support to the body of knowledge in work-family conflict literature. In this study, the researcher examined work-family conflict as two distinct constructs whereby work interference family (WIF) and family interference work (FIW). As opposed to previous studies, in work-family conflict research, many studies investigated the effect of work-family conflict by considering work-family conflict as a one construct which is WIF (e.g. Cheung & Tang, 2012; Gao et al., 2013; Jamadin, Mohamad, Syarkawi, & Noordin, 2015; Kappagoda,

2014; Sharma, Dhar, & Tyagi, 2016). However, it is very crucial to examine both distinct constructs of WIF and FIW because each construct has different sources of pressure (Netemeyer, Boles, & McMurrian, 1996; Benjamin & Samson, 2014). Another notable contribution is the development of the model that was tested in this study which represented interrelationship between the studied variables. Past studies have investigated work-family conflict (e.g. Tuffour et al., 2021; Tewal et al., 2021; Norizan, 2019), emotional intelligence (e.g. Guerra-Bustamante et al., 2019; Ramesh, 2020; Ye et al., 2019; Yuyang et al., 2021), and subjective well-being (e.g. Lee, Richards, & Washburn, 2020; Shang, O'Driscoll, & Roche, 2017) separately. Different results might be yield by investigating the effect of work-family conflict with associated outcomes separately. In contrast, investigating studied variables in one framework could also be beneficial in examining how the variables interrelate while at the same time provide better understanding on the topic studied. Thus, the current study makes an original contribution to the literature since this study investigate the roles of work-family conflict coupled with emotional intelligence in affecting employees' outcomes concurrently in one comprehensive framework.

In addition, an added contribution of this research is that this study has taken an initiative to investigate the relationship of work-family conflict, employee's psychological well-being with emotional intelligence as moderator in the context of service industry in a developing country such as Malaysia. In doing so, this research has also contributed to the expansion of research in the field of service industry with considering of the Asian context. Malaysia can be considered as a good representative of other Asian country in this study due to several reasons. First, there is an increasing number of female participations in the work force with 57.8% as of 2021 (DOSM, 2021). This situation may create in non-balancing roles between work and family life. Second, Malaysian culture are quite similar with other Asian culture in term of gender role perceptions. Specifically, nowadays men are no longer viewed as an employee but also as a household caretaker and vice versa for women. Therefore, the present study has contributed to the growing cross-cultural literature on work-family conflict in the context of Asian cultures. Moreover, there are very limited studies concerning work-family conflict conducted in Malaysia service industry (e.g. Achour, Shahidra, Bahiyah, Mohd Roslan, Mohd Yakub Zulkifli, 2017).

## **5.2 Implications for Practitioners and Policy Makers**

The findings of the present study have several implications for practitioners and policy makers specifically in the service industry organisations. At the individual level, employee should be trained on how to develop emotional intelligence to enhance the management of emotions aspect of emotional intelligence ability, so that emotions become an asset for employees and helpful in overcoming the negative effects of stress rather than amplifying them. According to Valenti et al. (2021), once a high level of emotional intelligence is developed, a person is better not only able to understand others' emotions as well as regulate one's own, but also has the ability to connect or disconnect from an emotion, depending on its usefulness in any given situation. This may help an employee to detach from stressful situation when juggling between work and family roles.

In a similar vein, organisational programs may help the employees in minimising their work-family conflict. It is suggested for service organisations to conduct intervention programs targeted at improving specific skills for handling family and work demands such as stress and time management skills. Stress management programs is useful for employees in reducing their work-family conflict. This is supported by empirical study from Chang et al. (2017) reported that managing challenge and hindrance work stress were positively related in reducing

work-family conflict. Furthermore, time management skill will help employees in managing the juggling process in order to fulfil responsibilities as a worker and family member. This suggestion is consistent with empirical study from Usmani and Das (2021) reported that time management training intervention program had positive effect on work-family conflict. Therefore, employees will be benefit from this such of intervention programs in order to help them in reducing their work-family conflict.

Based on the study, the findings show that both WIF and FIW are associated with employee's psychological well-being. Therefore, there is a need for formal work and family policies such as flexible work schedules and on-site child care that assist employees in juggling family and work demands. By scheduling the working hours, it can help the employees to get sufficient time for their wife or husband, children and other family members and thus can fulfil their family and social responsibilities. Along the same line, organisations may use family-responsive policies such as on-site child care, and maternity and paternity leave. In addition, service organisations can focus on adopting measures like, recognition of long work time through overtime payments; time off in lieu; or increased holiday time or other means negotiated between employees and management that provide opportunities to reduce work-family conflict.

### **5.3 Limitations of The Study and Directions for Future Research**

First, the study has focused on service organisations and treats emotional intelligence as moderating variables to examine its impact on work-family conflict and employee's psychological well-being. The study did not test other constructs as moderating variables. Thus, creating other limitations in this study. It is suggested that future study should look into the possibility of other variables such as personality traits, social support, and role conflict as moderators in examining the impact of work-family conflict on employee's psychological well-being. Personality traits are expected to play some important roles in influencing work-family conflict (Miller, Wan, Carlson, Kacmar, & Thompson, 2022) and thus impacting employee's psychological well-being.

Second, in terms of research design, the study employed only quantitative methods, whereas employing a mixed method might have a greater impact on the results of the study. Therefore, future research should consider using both methods to gain more vigorous findings. For example, interview can be conducted in order to better understand employee's psychological well-being. Specifically, it is recommended for future studies to collect data at two different points of time in order to measure employee's psychological well-being. This is because employee's psychological well-being changes from time to time (Ryff, 1995 & Motowidlo, Borwan, & Schmit, 1997).

Third, it should be noted that the data and findings that were reported were derived from exploratory research in a single country and service industry setting. This limitation raises questions about the generalisability of this study to different cultures and different industry. As such, the results are applicable to the Malaysian service organisations and it may also provide insights into service organisations in other countries with similar culture perspective. Further research is needed particularly with regard to other countries, as this expansion may help to improve the understanding of the work-family conflict. Specifically, future research could examine work-family conflict in other countries with different cultures. The differences in cultures could provide different insight on viewing the impact of work-family conflict due to different perceptions. Therefore, the comparisons in assessing work-family conflict could be made and added to the body of knowledge.

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