

The Role of Job Satisfaction Mediates The Effect of Conflict Family Work on Employee Organizational Commitments of PT. BPR Pedungan

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Abstract: Organizational commitment is a force that binds individuals to the company. This research was conducted at PT. BPR Pedungan. The total population is 66 employees and the number of samples taken is 66 employees, using the saturated sampling method. Data collection was carried out through interviews and questionnaires. The analysis technique used is descriptive analysis and inferential statistical analysis. Based on the analysis, it is found that the variable work family conflict has a negative and significant effect on organizational commitment, work family conflict has a negative and significant effect on job satisfaction, job satisfaction has a positive and significant effect on organizational commitment, and job satisfaction mediates the effect of work family conflict on organizational commitment. From the results of this study, it is expected that the management of PT. BPR Pedungan can reduce the level of work family conflict and increase job satisfaction and organizational commitment by conducting socialization related to the importance of dual role conflict management and providing facilities that are able to reduce the level of work family conflict such as child care, as well as making compensation adjustments in financial or non-financial forms for increase job satisfaction and convey the vision, mission, policies and company regulations to increase employee organizational commitment.

Keywords: Organizational Commitment, Work-Family Conflict, Job Satisfaction.

I. INTRODUCTION

Employees with high organizational commitment will show an attitude that they need and have high expectations of the organization where they work, as well as motivate them to work. Organizational commitment is a psychological condition that describes the relationship between employees and the organization, and this situation can influence the employee's decision to continue or terminate his membership in the organization (Cao, Y et al., 2019). Wibowo (2014) argues that commitment is a condition in which individuals become very bound by their actions. This action will then generate beliefs that support individual activity and involvement. The result is that they are rarely late, have low absenteeism, high productivity, and try to show their best performance. Factors that influence organizational commitment include personal characteristics, work characteristics, organizational characteristics, and the nature and quality of work.

One of the factors that influence individual organizational commitment is personal characteristics, in which it is known that self and family have a strong influence on individual organizational commitment. Values and attitudes are also part of personal characteristics. The correlation between organizational commitment and work family conflict can be very clearly seen when workers who experience difficulty in harmonizing their roles in the family and at work feel less committed to their organization. Work family conflict can be defined as a form of role conflict where the role demands of work and family mutually cannot be aligned in several ways. This usually occurs when a person tries to fulfill the demands of his role in work and the business is influenced by the ability of the person concerned to meet the demands of his family or vice versa, where the fulfillment of the demands of the role in the family is influenced by the person's ability to fulfill the demands of his job (Frone, 2000). Job satisfaction refers to the degree to which employees enjoy and are satisfied by

various aspects of their organizational experience. Robbins & Judge (2011), defines job satisfaction as a positive feeling at a job, which is the impact or evaluation result of various aspects of the job. Job satisfaction will affect many aspects of work such as efficiency, productivity, attendance level, exit intention and employee welfare. Organizational performance and success are determined by employees, so that employees who are satisfied with their work and where they work, if treated well by the organization will lead to positive consequences such as effectiveness, performance, high productivity, and low levels of employee turnover. Employees who have job satisfaction will be loyal and committed to their work and the organization. One of the organizations that rely on human resources is a bank.

II. REVIEW OF LITERATURE

Prawitasari (2007) argued that the majority of men and women today have dual positions, as parents and also employees of a full-time type of work. This dual position can be the cause of work family conflicts, where many employees are unable to balance their roles both within the family and at work. The more time and energy that is invested in family and work roles, the more likely it is that conflict will occur.

Luthans (2011) formulate three indicators of organizational commitment including: Affective Commitment which refers to emotional attachment, identification and involvement of workers in an organization; Continuance Commitment which refers to the awareness of workers of the harm that might be incurred if they leave the organization where they work; Normative Commitment which refers to the sense of obligation of workers to the organization where they work.

Jutikarini (2018) states that job satisfaction is the result of an evaluation of one's job so that they will feel happy with the achievements that have been obtained. Job satisfaction refers to the degree to which employees enjoy and are satisfied by various aspects of their organizational experience

III. RESEARCH METHODOLOGY

3.1 Research GAP

Competitive advantage is absolutely necessary in facing competition in the financial services or banking industry. This competitive advantage can be obtained, if PT. BPR Pedungan is supported by maximum employee performance and also a high commitment to the company, so that it has the ability to provide satisfying services to customers. Based on the results of pre-research that has been conducted by researchers on 3 employees of PT. BPR Pedungan from 3 different divisions, namely customer services, accounting staff and marketing staff, found indications of low commitment from workers due to conflicts in the balance of doing work and for household matters.

3.2 OBJECTIVES

- To analyze the effect of work family conflict on organizational commitment
- To analyze the effect of work family conflict on job satisfaction
- To analyze the effect of job satisfaction on organizational commitment
- To analyze the role of job satisfaction to mediate the effect of work family conflict on organizational commitment

3.3 RESEARCH METHODOLOGY

This research design uses a quantitative approach in the form of an associative. This study will analyze the role of job satisfaction in mediating the effect of work family conflict on organizational commitment. The research location was conducted at PT. BPR Pedungan, because it found problems related to work family conflicts, organizational commitment and employee job satisfaction. The qualitative data used in this study were in the form of respondents' opinions which included exogenous, endogenous and mediating variables as well as a brief history of the organization, structure and job descriptions, while the quantitative data used were the number of employees and the questionnaire results.

PRIMARY DATA: Primary sources that were collected from this research were conducting interviews and questionnaires regarding organizational commitment, work family conflicts and job satisfaction which were distributed to respondents of employees of PT. BPR Pedungan.

SECONDARY DATA: Secondary sources are data that are already in finished form or data already available at PT. BPR Pedungan

3.4 DATA COLLECTION:

The data collection method in this research is by conducting interviews and distributing questionnaires.

SAMPLE TECHNIQUE:

The sampling technique in this study used a saturated sampling technique, namely the sampling technique when all members of the population were used as respondents.

DATA ANALYSIS TECHNIQUE:

The data analysis technique used in this research is descriptive statistical analysis, which is the statistic used to analyze by describing or describing the data that has been collected as it is without any intention to make generalized conclusions or generalizations, as well as inferential statistical analysis, namely the statistical techniques used to analyze the sample data and the results are applied to the population (Sugiyono, 2014).

IV. RESULT & ANALYSIS

1. CHARACTERISTICS OF RESPONDENTS

Based on the results of research on the characteristics of respondents, for the age criteria, the highest percentage of respondents was in the 30-39 years age range, namely 20 respondents or 30% of the total number of respondents. For the characteristics of respondents based on gender, it was dominated by male respondents by 61 percent or as many as 40 respondents and the percentage of female respondents by 39 percent or as many as 26 respondents. The characteristics of respondents based on education were dominated by respondents with high school education, namely as many as 48 respondents. Then, for the characteristics of respondents based on the working period, it was dominated by respondents with a service period of > 10 years, namely as many as 41 respondents or 62 percent of the total number of respondents.

2. RESULTS OF DATA ANALYSIS

CLASSIC ASSUMPTION TEST

The results of the normality test using the Kolmogorov-Smirnov one-sample statistical method for regression equation 1 shows the Asymp. Sig. value of $0.200 > 0.05$, and the regression equation 2 shows the Asymp. Sig. value of $0.200 > 0.05$, thus it can be concluded that the regression model in this study the distribution is normal. The multicollinearity test results show that the tolerance value for work family conflict and job satisfaction variables are 0.187 ($0.187 > 0.1$) respectively and the VIF value is 5.353 ($5.353 < 10$). Thus, it can be concluded that the regression model in this study is free from multicollinearity. The results of the heteroscedasticity test with the Glejser test on regression equation 1 found that the significance value of the work family conflict variable was 0.341 ($0.341 > 0.05$), and in regression equation 2 it was found that the significance value of the work family conflict variable was 0.413 ($0.413 > 0.05$) and the significance value of the job satisfaction variable is 0.985 ($0.985 > 0.05$), so it can be concluded that there is no heteroscedasticity in the regression equation.

PATH ANALYSIS RESULTS

Based on the test results in regression equation 1, the work family conflict variable has a coefficient value of 0.902 and a statistical t value > t table ($-16.692 > -1.98$) or a significance value of $0.000 < 0.05$. Thus, it can be concluded that work family conflict has a negative and significant effect on job satisfaction. Based on the test results on regression equation 2, the work family conflict variable has a coefficient value of -0.424 and a statistical t value > t table ($-3.860 > 1.98$) or a significance value of $0.000 < 0.05$. Thus, it can be concluded that work family conflict has a negative and significant effect on organizational commitment. Job satisfaction variable has a coefficient value of 0.526 and a statistical t value > t table ($4.788 > 1.98$) or a significance value of $0.000 < 0.05$. Thus, it can be concluded that job satisfaction has a positive and significant effect on organizational commitment. The results of the F test show that the calculated F value is greater than the F table of 190.469 ($190.469 > 3.08$) and a significance value of $0.000 < 0.05$. Thus, work family conflict and job satisfaction simultaneously have a significant effect on organizational commitment. Based on the calculation results, the total determination coefficient is 0.974, thus 97.4% of the variable organizational commitment of the employees of PT. BPR Pedungan is influenced by work family conflict and job satisfaction variables, while 2.5% is influenced by other factors that are not included in the research model or outside the research model.

SOBEL TEST RESULTS

The Sobel test results show the z value of -4.61 which is greater than the z table (-4.61 > -1.96). Thus, the hypothesis is accepted, which means that job satisfaction as a mediating variable has the indirect effect of work family conflict on organizational commitment.

3. DISCUSSION OF RESEARCH RESULTS

The Effect of Work-Family Conflict on Organizational Commitment

The first hypothesis in this study states that work family conflict has a negative and significant effect on organizational commitment. From the test results obtained a t-statistic value of -3,860 (-3,860 > -1,98) and a significance value of 0,000 (0,000 < 0,005) so that it can be concluded that the hypothesis is accepted. The path coefficient value is -0,424 which indicates that the effect of work family conflict on job satisfaction is negative. Thus, the lower the work family conflict felt by the employees, the higher the organizational commitment of the employees of PT. BPR Pedungan. Conversely, the higher the work family conflict felt by the employees, the lower the organizational commitment of the employees of PT. BPR Pedungan. In this case, the level of employee organizational commitment is caused by work family conflicts, because employees find it difficult to fulfill their role in the family due to working time at the company.

Rehman and Waheed (2012), and Balmforth and Gardner (2006), which state that work family conflict has a negative and significant effect on organizational commitment.

The Effect of Work-Family Conflict on Job Satisfaction

The second hypothesis in this study states that work family conflict has a negative and significant effect on job satisfaction. From the test results obtained a t-statistic value of -16,692 (-16,692 > -1,98) and a significance value of 0,000 (0,000 < 0,05) so that it can be concluded that the hypothesis is accepted. The path coefficient value of -0.902 indicates that the effect of work family configuration on job satisfaction is negative. Thus, the lower the work family conflict felt by the employees, the higher the job satisfaction of the employees of PT. BPR Pedungan. Conversely, the higher the work family conflict felt by the employees, the lower the job satisfaction of the employees of PT. BPR Pedungan. In this case, the level of employee job satisfaction is caused by work family conflicts, because employees find it difficult to fulfill their role in the family due to working time at the company.

The results of this study are in accordance with the research of Frone et al., (1997), state that work family conflict has a negative and significant effect on job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment

The third hypothesis in this study which states that job satisfaction has a positive and significant effect on organizational commitment. From the test results obtained a t-statistic value of 4.788 (4.788 > 1.98) and a significance value of 0.000 (0.000 < 0.005) so that it can be concluded that the hypothesis is accepted. The path coefficient value is 0.526 which indicates that the effect of job satisfaction on organizational commitment is positive. Thus, the higher the job satisfaction, the higher the organizational commitment of the employees of PT. BPD Pedungan. Conversely, if the level of job satisfaction is low, the employee's organizational commitment will also be low. In this case the employee's organizational commitment is caused by job satisfaction, because employees feel that the compensation received and the burden or responsibility carried out are not appropriate.

The results of this study are in accordance with the results of research by Clugston (2000), Tania and Sutanto (2013), and Karakus et al. which states that job satisfaction has a positive and significant effect on organizational commitment.

The Role of Job Satisfaction Mediates the Effect of Work-Family Conflict on Organizational Commitment

The fourth hypothesis in this study states that job satisfaction mediates the effect of work family conflict on organizational commitment. From the test results obtained Z value -4.61 (-4.61 > -1.96) so it can be concluded that the hypothesis is accepted. Thus, the lower the work family conflict, the higher the organizational commitment through high job satisfaction, conversely, the higher the work family conflict, the lower the organizational commitment through low job satisfaction.

The results of this study are in accordance with the results of research by Buhali & Margaretha (2013), Srimulyani et al., (2014), Jutikarini (2018), and Rantika and Sunjoyo (2011), which state that job satisfaction mediates the effect of work family conflict on organizational commitment

4. RESEARCH IMPLICATIONS.

In theoretical implications, the results of this study have been able to enrich social exchange theory regarding organizational commitment. Based on the research results, it was found that there was a negative and significant effect of work family conflict on organizational commitment, work family conflict on job satisfaction, and a positive and significant effect on job satisfaction on organizational commitment. This research has been able to add empirical studies, strengthen previous research results, and confirm the role of job satisfaction in mediating the effect of work family conflict on organizational commitment.

In practical implications, the results of this study have implications for the strategy of developing employee organizational commitment, especially for employees of PT. BPR Pedungan to pay more attention to indicators of work family conflict, job satisfaction and organizational commitment. The management of PT. BPR Pedungan is expected to be able to increase organizational commitment through controlling multiple role conflicts experienced by employees and company policies that can provide satisfaction for employees. Thus, this research is expected to increase the organizational commitment of the employees of PT. BPR Pedungan.

5. RESEARCH LIMITATIONS

This study only discusses work family conflict and job satisfaction as factors that affect organizational commitment, while based on previous studies, there are many other factors that can affect organizational commitment.

V. CONCLUSION

Based on the discussion in the previous chapter, the conclusions of this study are as follows: Work family conflict has a negative and significant impact on organizational commitment. These results indicate that the lower the work family conflict, the higher the organizational commitment of the employees of PT. BPR Pedungan. Work family conflict has a negative and significant effect on job satisfaction. These results indicate that the lower the work family conflict, the higher the job satisfaction of the employees of PT. BPR Pedungan. Job satisfaction has a positive and significant effect on organizational commitment. These results indicate that the higher the job satisfaction, the higher the organizational commitment of the employees of PT. BPR Pedungan. Job satisfaction mediates the effect of work family conflict on organizational commitment. These results indicate that job satisfaction is able to mediate between work family conflicts which will increase organizational commitment.

VI. SUGGESTION

1. In the work family conflict variable, the authors suggest that companies cooperate with day care centers for employees who have children under five, besides that the company can also provide outreach to employees, where the session emphasizes the importance of managing dual roles as father or mother in the family. and as employees in the company and the impact of multiple role conflicts and how to manage these conflicts.
2. In the job satisfaction variable, the authors suggest the need to adjust compensation to suit the burden or responsibility carried out by employees, this compensation can be in the form of financial such as salary increases, allowances, bonuses and non-financial such as holidays.
3. In the organizational commitment variable, the authors suggest that management communicate or disseminate the vision, mission, policies, regulations and company values to employees through coaching or involving employees in the formulation of company policies.

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