

Does work-family conflict explain the direct and indirect role effects of perceived organizational support and job satisfaction? Evidence in the Indonesian banking

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Abstract. *The purpose of this study is to investigate both the influences of perceived organizational support and work-family conflict on job satisfaction. In addition, this research aims to investigate the impact of the mediation of work-family disputes in the connection between perceived organizational support and job satisfaction. We utilize a quantitative approach to acquire data from the subject of the study. For the sampling strategy, we employ random sampling with questionnaire distribution as the data collection tool. The data analysis method was called Structural Equation Modeling Partial Least Square (SEM-PLS). In addition, the findings of this research indicate that a favorable and significant influence on work satisfaction may be attributed to a perceived high level of organizational support. The perception of organizational support is another factor that contributes negatively to work-family conflict. Meanwhile, the tension between work and family life has a positive and noticeable impact on job satisfaction. The latest finding is that work and family conflict might be a negative mediator in the association between perceived organizational support and job satisfaction.*

Keywords: *Structural Equation Modeling Partial Least Square, job satisfaction, perceived organizational support, work-family conflict.*

Abstrak. Program CSR PT. Pertamina RU II Sei Pakning tidak lagi bersifat *charity* melainkan sudah dalam bentuk program CSR yang diarahkan untuk meningkatkan pendapatan masyarakat melalui pengembangan UMKM. Inovasi tidak hanya dilakukan pada bentuk produk dari program, tetapi juga inovasi dalam proses, metode, strategi serta sistem. Tujuannya agar UMKM binaan kedepannya dapat eksis dan mandiri. Tujuan dari penelitian ini adalah untuk melihat sejauh mana implementasi program CSR berbasis inovasi tersebut dalam menumbuhkan jiwa kewirausahaan UMKM masyarakat di Sei. Pakning. Jenis penelitian ini menggunakan *mixed method*. Metode pengumpulan data dilakukan dengan cara observasi, wawancara, kuisisioner dan dokumentasi. Hasil penelitian menunjukkan bahwa implementasi program CSR berbasis inovasi pada PT. Pertamina RU II Sei. Pakning belum sepenuhnya dapat menumbuhkan jiwa

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kewirausahaan dari UMKM binaan. Uji secara statistik menunjukkan bahwa adanya pengaruh yang signifikan dari inovasi Program CSR yang terdiri dari inovasi produk, proses, metode, strategi serta sistem terhadap jiwa kewirausahaan pelaku UMKM binaan. Untuk itu ada baiknya Pertamina RU II Sei. Pakning melakukan perbaikan terhadap inovasi dari Program CSR yang telah mereka lakukan.

Kata kunci: *csr, inovasi, jiwa kewirausahaan.*

INTRODUCTION

Workers have been paying a lot of attention and focusing a lot of their attention lately on how to maintain the work and family spheres in harmony. According to (Bashir et al., 2015), a person's life will be fulfilling and joyful if they are able to successfully manage their psychological, social, and family lives (Aliasgar, 2017). In recent years, research on work-family conflict has been a hot topic of conversation in a variety of fields, including education, hospitality, finance, and others (Aliasgar, 2017; Dodanwala et al., 2022; X. Hong et al., 2021; Li et al., 2022; Mody et al., 2022; Pluut et al., 2018; Selvarajan et al., 2013). Everything that's happened is a direct result of the organization paying insufficient attention to the workers. Especially those in the banking industry, who, as a matter of fact, are subjected to lengthy and rigid work hours (Adhikary, 2018). In the end, this might be a reason for the quality of work, and the job safety of employees is put in jeopardy (Adhikary, 2018). The banking industry then places a greater emphasis on product and service excellence. In the event that this is not the case, the customer's experience with the services given will be less than satisfactory (Arslaner & Boylu, 2017). Therefore, it is imperative that staff maintain both their physical and mental health in order to effectively and efficiently provide services to each and every client that visits the business.

Along with this problem, academics believe that it is very vital for businesses of today to pay attention to the function that employment plays in the families of the individuals employed by such businesses. Because the effect of that can bring about two different outcomes: first, happiness because they are employed and receive positive feedback from the firm; second, the possibility that working long hours will bring about conflict in the lives of the workers (Wattoo et al., 2018). According to a number of studies (Amstad et al., 2011; Kahya & Kesen, 2014; Matijaš et al., 2018; Retnowati et al., 2020; Wattoo et al., 2018), family dissatisfaction, employee stress, absenteeism rates, and

employee performance are all negatively affected when there is a conflict between work and family life. It is hoped that the company will adopt perceived organizational support (POS), which was found to have a negative effect on work-family conflict in a study and will have a large level of consequences that will be received by the company. These consequences will include a large level of work-family conflict (Wattoo et al., 2018).

The term "perceived organizational support," or POS, refers to employees' opinions about the degree to which corporations and organizations value workers' contributions and care about the employees' health and safety (Eisenberger et al., 1986). Research has shown that providing this kind of organizational support to employees may improve both their commitment to their employer and their level of good performance, ultimately leading to the achievement of organizational goals (Zheng & Wu, 2018). In addition to this, prior researchers have shown a connection between high levels of perceived organizational support and a healthy work-family balance (Sun et al., 2011). Then, in a number of different bodies of research, perceived organizational support is investigated, which has the potential to reduce the impact that work-family conflict has on professional success (Arslaner & Boylu, 2017).

In addition, the purpose of this study is to investigate whether or not a person's perception of organizational support has an effect on their level of work satisfaction. It has been demonstrated via research that the level of organizational support experienced by workers personally has a direct bearing on their levels of job satisfaction (Charoensukmongkol et al., 2016). The idea of work satisfaction in and of itself has been a topic of discussion in the field of research for quite some time; in fact, researchers and practitioners alike have been discussing it for quite some time. On the other hand, patterns will continue to shift as more research is done on the factors that contribute to work satisfaction and the repercussions of those factors (Saha & Kumar, 2018). As a result, this concept is still the subject of debate. Additionally, the purpose of this research is to investigate the function that work-family conflict plays as a mediator in the connection between perceived organizational support and job satisfaction. We make the assumption that a high degree of perceived organizational support is able to decrease the amount of friction that occurs between work and family life, which will eventually lead to an improvement in worker job satisfaction.

RESEARCH METHODS

The research methodology that was utilized in this study was quantitative, which is a strategy that focuses more on constructing research models and hypotheses, which are then evaluated using statistical methods. In this study, the research design that was used was quantitative. A straightforward random sampling method was utilized, and the sample consisted of 97 individuals working for PT Bank UOB Indonesia. The method of analyzing the data that was done was called Structural Equation Modeling Partial Least Square (SEM-PLS). This study tests three different constructs: work-family conflict, job satisfaction, and perceived organizational support (POS). POS stands for perceived organizational support. The level of perceived organizational support (POS) is evaluated based on responses to seven questions that (Zheng & Wu, 2018) made popular (example items; the organization really cares about the welfare of employees and the organization is willing to help if employees need special assistance at work). Then, the work-family conflict is measured using five different items that were suggested by (Karatepe & Kilic, 2007), examples of items used are; work demands that interfere with home, family, and social life; and employees are unable to engage more in close relationships with family as a result of work. While this is going on, job satisfaction is being measured using six different indicators that were proposed by (Bacharach et al., 1991) and (Sharma et al., 2016). Some examples of indicators that are being used include the following: overall, employees are satisfied with their jobs and overall, employees are satisfied with their coworkers. The assessment criterion for each statement item in the questionnaire was a Likert scale with five points, ranging from one that indicated strongly disagreeing to five that indicated strongly agreeing. The questionnaires were delivered to employees using a google research form. The demographic information of the respondents is presented in Table 1.

Tabel 1. Demografi responden

Demografi	Frekuensi	Persen (%)
<i>Gender</i>		
Man	51	52
Woman	46	48
<i>Age</i>		
< 30 years	39	40
Between 31 - 40 years	16	16
Between 41 - 50 years	29	30
>51 years	13	13
<i>Education</i>		
High School	11	11
Diploma (D1/D2/D3)	19	19
Bachelor	57	59
Masters	10	10

FINDINGS

Structural Equation Modeling Partial Least Square (SEM-PLS) was utilized in order to carry out the task of measurement and evaluation of each variable and research model included in this investigation. The SEM-PLS analysis method includes two evaluations that cannot be skipped: the assessment of the outer model and the evaluation of the inner model. Neither of these evaluations may be skipped (Ghozali, 2014). The following are the findings of examining the outer model, also known as the measurement model, as seen via the outcomes of this study's factor loadings.

Table 1. Factor Loadings

Construct	Item	Factor Loadings	Nilai Rujukan	Keterangan
<i>Job satisfaction</i>	JS1	0.789	0,5	Valid
	JS2	0.888	0,5	Valid
	JS3	0.902	0,5	Valid
	JS4	0.808	0,5	Valid
	JS5	0.788	0,5	Valid
	JS6	0.618	0,5	Valid
	POS1	0.855	0,5	Valid

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	POS2	0.773	0,5	Valid
	POS3	0.777	0,5	Valid
	POS4	0.794	0,5	Valid
	POS5	0.633	0,5	Valid
<i>Percieved organizational support</i>	POS6	0.843	0,5	Valid
	POS7	0.398	0,5	Tidak Valid
<i>Work-family conflict</i>	WFC1	0.901	0,5	Valid
	WFC2	0.871	0,5	Valid
	WFC3	0.927	0,5	Valid
	WFC4	0.852	0,5	Valid
	WFC5	0.882	0,5	Valid

It is possible to draw the conclusion that the item (indicator) known as item POS7 from perceived organizational support (POS) is invalid due to the fact that it has acquired a factor loading value that is lower than the reference value of 0.5. This conclusion can be reached by referring to the table that has been presented above. Therefore, values that are lower than 0.5 may be eliminated from the research construct, or one may alternatively assert that the item is invalid for the purpose of assembling latent constructs (Herdyanti et al., 2020; Muzakki & Hutabarat, 2022; Muzakki & Pratiwi, 2019; Pratiwi & Muzakki, 2021). After that, reprocessing the survey data is the next step to take if the invalid item has been deleted in the previous phase. After reprocessing, it was discovered that all of the items that were used to measure latent variables satisfied the requisite requirements, could be deemed to be statistically valid, and could be used to measure research variables. This meant that all of the items could be used to measure research variables (Muzakki & Hutabarat, 2022; Pratiwi & Muzakki, 2021).

In addition, reliability testing involves determining the extent to which a series of measurements or a series of measuring equipment used in research are consistent with earlier studies. This may be done by comparing the results of the research to those of the prior studies. Table 2 displays the findings obtained from the reliability testing that was conducted.

Tabel 2. Uji Reliability

Constructs	Cronbach's Alpha	Composite Reliability	Keterangan
<i>Job Satisfaction</i>	0.890	0.916	Reliabel
<i>Perceived organizational support</i>	0.852	0.890	Reliabel
<i>Work-family conflict</i>	0.932	0.948	Reliabel

The subsequent stage is to do testing on the internal model. This is the last test, and its purpose is to test whether or not there is a causal link between the two constructs. Alternatively, one might say that it tests whether or not each construct's hypothesis is true. This study put up a total of four hypotheses that were intended to be investigated. Figure 1 and Table 3 both display the outcomes of the tests conducted to verify the hypothesis. The value of R Square then provides insight into the coefficient of determination that was calculated for this research project. Each R Square value indicates that job satisfaction obtains a value of 0.201 (20.1%), which means that perceived organizational support and work-family conflict affect job satisfaction by 20.1%, while the remaining 79.9% is influenced by other predictors which were not examined in this study. Job satisfaction was found to obtain a value of 0.201 (20.1%) for each R Square value. This means that there are still a great number of predictors outside of this study that have the potential to have an influence on work-family conflict, which this study found to be 99.4% of the time. In addition, perceived organizational support has an influence on work-family conflict, specifically by 0.006 (0.6%).

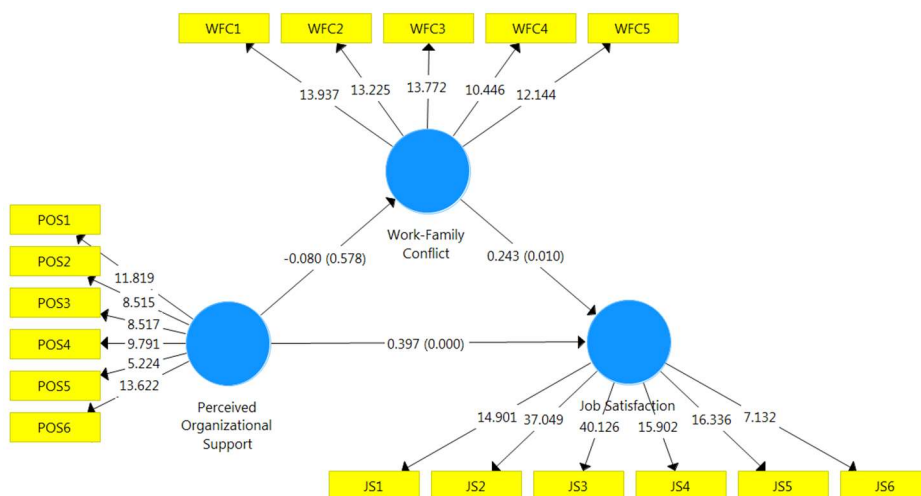


Figure 1. Bootstrapping test results

Table 3. Direct and indirect hypothesis testing

Hipotesis	Original Sample	T Statistics	P Values	Keterangan
POS → JS	0.397	4.334	0.000	Positif dan Signifikan
POS → WFC	-0.080	0.556	0.578	Negatif dan Tidak Signifikan
WFC → JS	0.243	2.584	0.010	Positif dan Signifikan
POS → WFC → JS	-0.019	0.488	0.626	Negatif dan Tidak Signifikan

Notes: POS = Perceived organizational support, WFC = Work-family conflict, JS = Job satisfaction

Based on the results of hypothesis testing in the table above, it can be reported that perceived organizational support has a positive and significant effect on job satisfaction. These results can be seen through the acquisition of a positive original sample value of 0.397, and a p value of $0.000 < 0.05$. Thus, the hypothesis which states that perceived organizational support has a positive and significant effect on job satisfaction is accepted (supported). Then, the results of testing the second hypothesis when seen from the table above can be reported that perceived organizational support has a negative and not significant effect on work-family conflict. These results can be seen through the acquisition of the SEM-PLS statistical test, namely the original sample value is negative (-0.080) and the p value is $0.578 > 0.05$. Thus, the second hypothesis which states that perceived organizational support has a negative effect on work-family conflict is accepted (supported). In addition, testing the third hypothesis can be reported through the acquisition of the statistical test results in the table above, namely the acquisition of a positive original sample value and a p value of $0.010 < 0.05$, so with this it can be said that work-family conflict in this study has an effect on positive and significant to job satisfaction. Thus, the third hypothesis which states that work-family conflict has a negative effect on job satisfaction is rejected. Furthermore, in testing the last hypothesis,

it can be seen from Table 3 above, that work-family conflict mediates negatively and is not significant in the relationship between perceived organizational support and job satisfaction. This can be seen through the acquisition of a negative original sample (-0.019) and a p value of $0.626 > 0.05$. Thus, the hypothesis put forward in this study is that work-family conflict mediates the relationship between perceived organizational support and job satisfaction accepted (supported).

DUSCUSSION

In this study it was found that perceived organizational support has a positive and significant effect on job satisfaction. It can be revealed that an increase in perceived organizational support can directly increase employee job satisfaction. The results of this study reveal that the availability of assistance from the organization when employees have problems outside of work and organizational concern for employee welfare can increase employee job satisfaction. This job satisfaction is shown by employees through their satisfaction with the job as a whole. In addition, the willingness of the organization to help employees when they need special assistance in daily life is also important because it is one of the elements that can support employee perceptions that the organization provides support to them. The results of this study are relevant to several previous studies by (Erdogan & Enders, 2007; Filipova, 2011; Maan et al., 2020) which states that perceived organizational support has an effect on job satisfaction, the better the organization varies the perceived organizational support, the better employee job satisfaction will be.

This study also found that perceived organizational support has a negative and not significant effect on work-family conflict. These findings confirm that perceived organizational support which is highly valued by employees is able to reduce lower levels of work-family conflict. These findings report that organizations are willing to help if employees need special assistance in daily life and allow employees to work at home to deal with family problems. This is able to reduce the level of conflict caused from work to family, because with it employees are also able to cope with work demands which will later interfere with life outside of work such as; family and social life of employees. In addition, with perceived organizational support, employees are able to be more involved

in maintaining close relationships with their families. Thus, this study found that perceived organizational support has a negative effect on work-family conflict. The results of this study are in line with previous research conducted by (Gurbuz et al., 2013; Matijaš et al., 2018; Rudolph et al., 2014) which states that better support from the organization will create positive perceptions of employees in the organization itself, and in the end can reduce the level of work-family conflict.

The next finding, this study found that work-family conflict has a positive and significant effect on job satisfaction. These findings report that high work-family conflict can increase employee job satisfaction. In line with that, the findings in the field describe that so far employees have been able to meet job demands and have more involvement in maintaining close relationships with family. On the one hand, their work so far has been less demanding so they have not lost out on important family and social activities according to them. In addition, according to the employees, the jobs they have been doing so far are routine jobs where the type of work is always the same every day and in accordance with the company's job description. As a result, they are less distracted by that including their life outside of work, so conflict is minimized. In the end, all of that can increase the job satisfaction of the employees themselves, because overall they feel happy and satisfied with their jobs. So far, the results of this study contradict those of (Asbari et al., 2020) and (Dodanwala & Shrestha, 2021) which state that work-family conflict has a negative and significant effect on job satisfaction.

CONCLUSION AND RECOMMENDATION

The findings of this review and the research study led to the conclusion that perceived organizational support has a positive and substantial influence on work satisfaction. This conclusion is based on the findings of the study itself. The perception of organizational support is another factor that contributes negatively to work-family conflict. Furthermore, this research found that positive and substantial influence on job satisfaction may be attributed to the presence of work-family conflict. The conflict that might arise between work and family can operate as a negative mediator in the link between perceived organizational support and job satisfaction. Also as a result of this research, we have come to the conclusion that in order for businesses to achieve a greater level of employee satisfaction, they need to maximize the amount of organizational

support that their workers perceive the company to provide for them. This could include instituting policies that allow for greater work flexibility for workers who are dealing with issues in their personal lives. After then, the findings of this research can serve as a reference for following research, which can enhance their model and their body of knowledge. In addition, one of the suggestions that we have for additional research is that it be considered the fact that the current research only examines one type of banking, so that additional research can enrich the current research by adding several other types of banking in order to obtain samples that are progressively more diverse.

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