

The Effect of Work Family Conflict on Employee Performance with Job Satisfaction as a Mediating Variable at Rs Prima, Ternate City

Nurlina Sajim¹, Marwan², Rahmat Sabuhari³

Program Studi Manajemen, Fakultas Ekonomi Dan Bisnis, Universitas Khairun Ternate

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Abstract

This study aims to determine the effect of work family conflict on performance mediated by job satisfaction. This research is a quantitative study with data collection techniques using a questionnaire. The sample in this study were permanent employees, totaling 74 employees. This research used a non-probability sampling technique using a purposive sampling method. The analytical tool used is path analysis with the help of the SPSS 29 program. The results showed that work family conflict has no significant effect on employee performance, work family conflict has a positive and significant effect on employee job satisfaction, job satisfaction has a positive and significant effect on employee performance, and job satisfaction are not able to mediate work family conflict on employee performance.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *work family conflict* terhadap kinerja dimediasi oleh kepuasan kerja. Penelitian ini adalah penelitian kuantitatif dengan dengan teknik pengumpulan data menggunakan kuesioner. Sampel dalam penelitian ini adalah pegawai tetap yang berjumlah 74 pegawai, penelitian ini menggunakan sampel dengan teknik *nonprobability sampling* dengan metode *purposive sampling*. Alat analisis yang digunakan yaitu analisis jalur (*path analysis*) dengan bantuan program SPSS 29. Hasil penelitian menunjukkan bahwa *work family conflict* tidak berpengaruh signifikan terhadap kinerja pegawai, *work family conflict* berpengaruh positif dan signifikan terhadap kepuasan kerja pegawai, kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, dan kepuasan kerja tidak mampu memediasi *work family conflict* terhadap kinerja pegawai.

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Corresponding Author:

Nurlina Sajim

Program Studi Manajemen, Fakultas Ekonomi Dan Bisnis, Universitas Khairun Ternate

1. INTRODUCTION

Human resources (HR) are the most important assets in an organization, where essentially human resources function as a driving factor for every activity in the organization. In carrying out its activities to achieve the desired goals, an organization needs good management, especially human resources because human resources are the main capital in planning, organizing, directing and moving the factors that exist in an organization. Without the role of humans, even though the various factors needed are available, the organization will not be able to run effectively and efficiently. Therefore, organizations must be able to maintain and manage their human resources well in order to achieve organizational goals.

One factor that can influence the level of success of an organization is employee performance. Hasibuan (2012:94) explains that performance is a form of success carried out by a person in accordance with the tasks assigned to him. Employee performance is a factor that can influence the level of organizational success because employee performance is the level of achievement of work results based on quantity and quality that employees have been able to achieve in carrying out their duties based on their responsibilities. Every organization certainly expects employees to work, have adequate achievements and abilities. Therefore, performance is something that can be

used as material for organizational evaluation, because it is important for every organization to carry out evaluations related to employee performance.

The demands and tasks imposed on employees cause employee performance to decline. High and low employee performance can be influenced by internal factors and also external factors that exist within the employee. One of the external factors that influence employee performance is job satisfaction. Job satisfaction felt by employees is able to motivate individuals to always work optimally in achieving their goals in the organization.

Satisfaction at work will produce pleasant feelings in a person because they feel they are getting something of value in their work which will ultimately improve the employee's performance Royhul et al (2016). On the other hand, Church in Puspawati (2016) said that job satisfaction is all the attitudes and actions possessed by an employee. Every person who works hopes to get job satisfaction at their workplace, because job satisfaction will make employees feel happy about their work. Employee job satisfaction is the most important part of the success of an organization or company because job satisfaction has quite a large influence on company productivity. The level of employee satisfaction can be seen from the performance achieved by the employee who is able to show good or bad performance because whether the performance achieved by the employee is good or bad will influence employee satisfaction. Each individual has different satisfaction according to the value system that applies to him. Employees who feel satisfied at work will feel happy and comfortable with the environment where they work, and feel appreciated for the hard work they have contributed to the organization. According to Sutrisno (2011) job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, matters involving physical and psychological factors. Job satisfaction can be influenced by several factors, including WFC played by employees.

WFC can be defined as a conflict where there is an imbalance between work and family. Meanwhile, employees themselves have to fulfill the demands of one role which will then put pressure on other roles, making it difficult for employees to divide their time and make it difficult to carry out a role because there are demands from other roles. According to Nabila (2019), WFC is a form of conflict between roles where the role has work and family pressure, due to an imbalance and incompatibility in carrying out its role. As Apperson (2012) argues, basically WFC can occur in both men and women. However, women are more likely to experience this conflict than men, because women have greater responsibilities, namely taking care of the household and being working women.

Employees who work as medical personnel are required to be able to work professionally in carrying out their main duties, namely serving and caring for all patients. On the other hand, employees have an important role in their families which requires them to be able to carry out their obligations towards all the needs of their family members. Conditions that show various WFC in employees who work as medical personnel above, if not managed well, will have a negative impact on individuals, families, organizations and the environment. If WFC is not managed well, it will lead to satisfaction at work because it forces a person to carry out behavior that is in conflict with different authorities, such as spending long hours with family and working for long hours (Failasuffudien, 2003: 144).

Based on the background of the problem above, the aim of this research is to analyze and test directly the influence of work family conflict and job satisfaction on employee performance, and to determine the role of job satisfaction in mediating the influence of work family conflict on performance in a research model.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Performance

Employee performance is the quantitative and quantitative results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mathis and Jackson, 2006: 378).

Work Family Conflict

The term conflict etymologically comes from the Latin "con" which means together, and "fligere" which means clash or collision. Greenhaus and Beutell in Anafarta (2011: 168) define work family conflict as a form of role conflict where the mutual demands of work and family roles cannot be aligned in several ways.

Job satisfaction

In essence, job satisfaction is an individual thing. Each employee will have a different level of satisfaction according to each individual's perception regarding the value system that applies to him or her. According to Afandi (2018; 73) job satisfaction is an effectiveness or emotional response to various aspects of work.

Hypothesis

1. *Work family conflict* does not have a significant effect on employee performance
2. *Work family conflict* has a positive and significant effect on employee job satisfaction
3. Job satisfaction has a positive and significant effect on employee performance
4. Job satisfaction is unable to mediate work family conflict on employee performance.

3. RESEARCH METHODS

To obtain data and information in this research, researchers used data collection techniques using questionnaires. This type of research is a quantitative approach using SPSS 29. The population in this research was 99 employees. Using a non-probability sampling technique with a purposive sampling method, where in this research the sample determination technique is based on criteria determined by the researcher, namely 74 permanent employees. The data analysis technique used is path analysis.

4. RESULTS AND DISCUSSION

Validity and Reliability Test

Instrument item	Corrected Item Total Correlation	Cronbach's alpha	Note.
X.1	0.718	0.841	Valid & Reliable
X.2	0.732		
X.3	0.748		
X.4	0.781		
X.5	0.706		
X.6	0.788		
M.1	0.666	0.902	Valid & Reliable
M.2	0.747		
M.3	0.683		
M.4	0.696		
M.5	0.685		
M.6	0.778		
M.7	0.777		
M.8	0.776		
M.9	0.783		
M.10	0.732		
Y.1	0.703	0.864	Valid & Reliable
Y.2	0.762		
Y.3	0.737		
Y.4	0.804		
Y.5	0.703		

Y.6	0.693		
Y.7	0.727		
Y.8	0.671		
Y.9	0.298		
Y.10	0.654		

Source: Data processed 2023

Based on the table above, it shows that 6 question items for the work family conflict variable, 10 job satisfaction question items, and 10 performance question items, the Corrected Item Total Correlation value is greater than r table (0.227), which means that the items are declared valid, and can be used as a research instrument. Apart from that, the table shows that the Cronbach's alpha coefficient is greater than 0.600. This can be stated that all the statement items for each variable have been tested for reliability so that they can be declared to be acceptable reliability.

T Test Equation I

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,547	4,221		6,289	0,000
	Work Family Conflict	0.422	0.187	0.257	2,255	0.027

Dependent Variable: Job Satisfaction

Source: Data processed 2023

Based on table 4.11 explained in equation I for the work family conflict variable, the t-count value is 2.255 with a significance level of 0.027, so the hypothesis is accepted. So it can be concluded that the work family conflict variable has a positive and significant influence on job satisfaction.

T Test Equation II

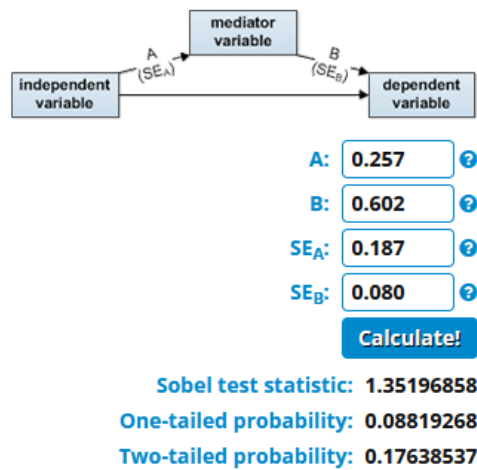
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,234	3,574		4,262	0,000
	Work Family Conflict	0.166	0.132	0.119	1,264	0.210
	Job satisfaction	0.513	0.080	0.602	6,393	0,000

Dependent Variable: Employee Performance

Source: Data processed 2023

Based on table 4.12 explained in equation II for the work family conflict variable, the t-count value is 1.264 with a significance level of 0.210, so the hypothesis is rejected. So it can be concluded that the work family conflict variable does not have a significant influence on performance. For the job satisfaction variable, the t-count value was 6.393 with a significance level of 0.000, so the hypothesis was accepted. So it can be concluded that job satisfaction has a positive and significant influence on performance.

Testing to the mediating influence between the work family conflict variable (X) on performance (Y) is mediated by job satisfaction (M) carried out using Sobel calculations, with the following results:



The results of the indirect influence were obtained through the Sobel test with the help of the Sobel Test Online calculator and produced a Sobel Test Statistics value of 1.351. Therefore, the value obtained is smaller than 1.96 (with a significance level of 5%), thus proving that job satisfaction (M) is not *capable* mediates the relationship between the influence of work family conflict (X) on employee performance (Y)

The Effect of Work Family Conflict on Employee Performance

Based on the results of research that has been carried out, it is known that the work family conflict variable is not *influential* significant impact on employee performance at Prima Hospital, Ternate City, this shows that the level of work family conflict cannot affect employee performance. Workers are often faced with dual roles and tend to find it difficult to manage their time and have limited time between work and family. When this conflict occurs, employees are generally unable to focus on one job so that work is neglected, but employees must balance work and family so that employee performance is not disrupted.

The Effect of Work Family Conflict on Job Satisfaction

Based on research that has been conducted, it is known that work family conflict has an influence *positive* and significant to job satisfaction at Prima Hospital Ternate City, this indicates that there is good time management for work by dividing time with family so as not to cause conflict over one role. *Work family conflict* what happens to employees is a conflict that can cause employees to not be able to work optimally both at work and within the family. Job satisfaction is a very important factor in getting optimal results. When someone feels satisfaction at work, of course he will try as hard as possible with all his abilities to achieve his work assignments.

The Effect of Job Satisfaction on Employee Performance

Based on research that has been carried out, it is known that job satisfaction has a positive and significant effect on the performance of employees at Prima Hospital, Ternate City. This indicates that employees have a high level of satisfaction which can improve employee performance *increase*. Even though it is only one factor among many other influential factors, job satisfaction also influences employee performance levels. With the job satisfaction obtained, it is hoped that high employee performance can be achieved by employees. Without job satisfaction, employees will not work as expected by the company, so as a result employee performance will be low, so that the company's maximum goals will not be achieved. So it can be seen that not only employee abilities are carried out at work but also motivation at work also greatly influences employees to perform better.

The Effect of Work Family Conflict on Employee Performance is mediated by Job Satisfaction

Based on the results of the mediation test via the Sobel test, it is known that Job satisfaction is not able to mediate work family conflict on employee performance at Prima Hospital, Ternate City. This explains that low job satisfaction and high conflict will cause employee performance to decline. Work family conflict is defined as a type of conflict between roles under pressure

from work and family due to imbalance and incompatibility in carrying out roles. In essence, job satisfaction is an individual thing. Each employee will have a different level of satisfaction according to each individual's perception regarding the value system that applies to him or her. This is in line with research conducted by Ibrahim et al (2021) which states that work family conflict and job satisfaction do not have a significant effect on performance.

5. CONCLUSION

From the results of the research and analysis that has been carried out, it can be concluded that:

1. The research results show that work family conflict does not have a significant effect on the performance of employees at Prima Hospital, Ternate City. This shows that the level of work family conflict cannot affect employee performance.
2. The research results show that work family conflict has a positive and significant effect on the job satisfaction of employees at Prima Hospital, Ternate City. This indicates that there is good time management for work by dividing time with the family so as not to cause conflict over one role.
3. The research results show that job satisfaction has a positive and significant effect on the performance of employees at Prima Hospital, Ternate City. This indicates that employees have a high level of satisfaction so that it can improve employee performance.
4. The research results show that job satisfaction is unable to mediate work family conflict on employee performance. This explains that low job satisfaction and high conflict will reduce employee performance.

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