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The Impact of Work Family Conflict on Employee Performance by Job Satisfaction as an Intervening Variable (a case study on PT Binor Karya Mandiri Paiton Probolinggo)

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Abstract

The purpose of this research was to determine the influence of work family conflict on employees performance and the role of job satisfaction as an intervening variable in PT Binor Karya Mandiri Paiton Probolinggo. The populations of this research are all married employees in PT Binor Karya Mandiri Paiton Probolinggo, amounting to 53 people. The type of this research is explanatory research. Path Analysis has been treated as the data analysis in research. The result of this study shows that work family conflict has a negative and significant influence toward job satisfaction and employees performance, job satisfaction has a positive and significant influence toward employees performance, work family conflict has a negative influence toward employees performance through the job satisfaction of the employees in PT Binor Karya Mandiri Paiton Probolinggo.

Keywords: *Work Family Conflict ; Job Satisfaction ; Employee Performance*

1. Introduction

Work family conflict is a conflict that arises because of the high workload in the company so that married employees find it difficult to achieve balance. This is because marriage is not a single life event, but it

is a set of stages in which couples try to achieve a balance between dependence and autonomy as they negotiate issues of control, power and authority (Kovacs in Kurdek, 1999). Based on this statement we can see that in marriage there must be a balance and good negotiation on problems that occur in the family. This demand for balance is what usually raises conflicts for employees at work. According to Greenhaus and Beutell (1985) Work Family Conflict (WFC) is one of the forms of interrole conflict, namely pressure or role imbalance between roles in work with roles in the family. This imbalance is what ultimately triggers conflict. PT. Binor Karya Mandiri Paiton Probolinggo is one of the companies engaged in the field of Supply Labor Services, building construction, Electrical, Mechanical, Cleaning Service, IT, Computers, Car Rental and Procurement of goods and services, which in the future must compete with other companies in the same business field. Therefore, to face increasingly fierce competition PT. Binor Karya Mandiri Paiton Probolinggo strives to show the quality of the company by preparing everything related to its business fields, including human resources who are professional and experts in their fields, good management, supporting equipment and sufficient capital to support all existing business activities (www.ptbkmbinor.com). In order to achieve its objectives, the workload at PT BINor Karya Mandiri Paiton is very high, so that married employees find it difficult to balance roles in the office and in the family. Work family conflicts that are not immediately addressed will negatively affect job satisfaction in accordance with research conducted by Weerasinghe and Batagoda (2015) which shows that work family conflict has a negative effect on job satisfaction. This means that the higher the work family conflict, the job satisfaction will decrease. Conversely the lower the work family conflict, the performance will increase. High family conflict work will also negatively affect performance. This is because employees who experience conflict in the family will find it difficult to focus on work, causing performance to decline. This is consistent with the research conducted by Ha and An (2015), Retnaningrum and Almusadieq (2016) and Asfahyadin et al (2017) which state that work family conflict has a negative and significant effect on employee performance, meaning that the higher work family conflict performance will be lower, on the contrary the lower the work family conflict, the higher the performance will be.

2 Literature Review

2.1.1 Work Family Conflict

According to Greenhaus and Beutell (1985) Work-Family Conflict (WFC) is one of the forms of interrole conflict, namely pressure or role imbalance between roles in employment with roles in the family. This usually happens when someone tries to fulfill the demands of a role in work and business that is influenced by the ability of the person concerned to meet the demands of his family or vice versa. Bellavia & Frone (2005: 123) divide the factors that influence work-family conflict into three factors :

1. General intra individual predictors
2. Family role predictors
3. Work role predictors

According to Greenhaus and Beutell (1985) the indicators of work family conflict are :

1. Time based conflict
2. Strain based conflict
3. Behavior based conflict

2.3 Job Satisfaction

According to Robbins (2012: 30) job satisfaction is an attitude shown by an employee to his job. The attitude is the result of the difference between the amount of remuneration that an employee has received and the amount of remuneration they believe they should receive from the results of completing their work. The indicators of job satisfaction according to Celluci, Anthony J and David L, Devries (1974) in Mas'ud (2004) are:

1. Satisfaction with pay
2. Satisfaction with promotion
3. Satisfaction with co-workers
4. Satisfaction with supervisor
5. satisfaction with work itself

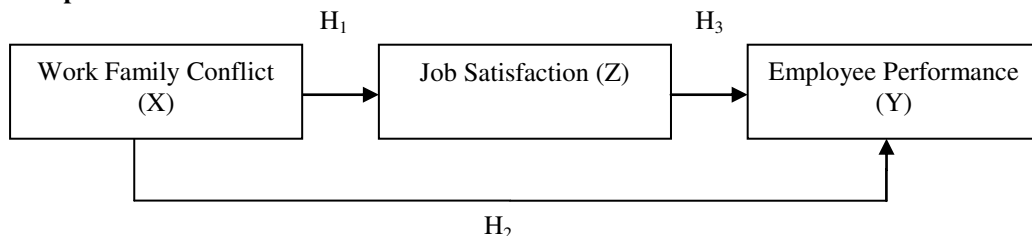
2.4 Employee Performance

Mangkunegara (2008: 103) states that performance is a result of work achieved by an employee both in quality and quantity in completing the work in accordance with the burden and responsibility given to these employees.

The indicators of employee performance according to Mangkunegara (2008:67) are:

1. Quality of work
2. Quantity of work
3. Responsibility
4. Cooperation
5. Initiative

2.5 Conceptual framework



Conceptual framework of research

2.6 Hipotesis

H_0 = work family conflict does not affect the employees job satisfaction in PT Binor Karya Mandiri Paiton Probolinggo

H_1 = work family conflict affects the employees job satisfaction in PT Binor Karya Mandiri Paiton Probolinggo

H_0 = work family conflict does not affect the employees performance in PT Binor Karya Mandiri Paiton Probolinggo

H_2 = work family conflict affect the employees performance in PT Binor Karya Mandiri Paiton Probolinggo

H_0 = Job satisfaction does not affect the performance in PT Binor Karya Mandiri Paiton Probolinggo

H_3 = Job satisfaction affect the employees performance in PT Binor Karya Mandiri Paiton Probolinggo

3 Methodology

3.1 Research Design

The type of this explanatory research that tries to explain a problem and there is a hypothesis test of data obtained (Sumarni dan Wahyuni, 2006:52).

3.2 Population and Sample

The population of this study were all married employees of PT Binor Karya Mandiri, amounting to 53 people. Employee's total of PT Binor Karya Mandiri Paiton Probolinggo is less than 100, so the population in this research acts as a sample or this research can be said to use census methods.

3.3 Data Analysis Methods

This study uses path analysis to analyze casual relationships between variables where independent variables influence dependent variables, both directly and indirectly, through one or more intermediaries (Sarwono, 2006: 147), so that the effect of work family conflict and job stress can be known on employee performance at PT Binor Karya Mandiri Paiton with job satisfaction as an intervening variable.

4. Result and Findings

4.1 Path Analysis

Path analysis is used to analyze casual relationships between variables where independent variables affect the dependent variable, either directly or indirectly, through one or more intermediate variables. Each path is tested to show whether or not there is a direct and indirect influence of the existing research variables, namely self esteem (X1) and job stress (X2) on employee performance (Y) through job satisfaction (Z). The results of path analysis calculations can be seen in the following table:

Independent Variable	Dependent Variable	Beta	t Count	P Value	Conclusion
Work family conflict (X)	Job satisfaction (Z)	-0.253	-2.645	0.007	Significant
Work family conflict (X)	Employee performance (Y)	-0.278	-3.122	0.001	Significant
Job satisfaction (Z)	Employee performance (Y)	0.286	3.327	0.002	Significant

Table 4.1 The result of path analysis

The Influence of Work Family Conflict on Job Satisfaction

Based on Table 4.1 it can be seen that the testing of work family conflict variable (X) on job satisfaction (Z) has a beta value (β) of -0.253, it means that if X is raised by 1 unit it will decrease Z by 0.253 meaning that the variable X has a negative and significant influence significant to Z variable with t-count value of -2.645 (regardless of negative sign) is greater than t-table (2.008) with p value $0.007 < 0.050$ so H_1 is accepted.

The Influence of Work Family Conflict on Employee Performance

Based on Table 4.1 it can be seen that the testing of the job stress variable (X) on job satisfaction (Y) has a beta value (β) of -0.278, it means that if X is raised by 1 unit then it will decrease Y by 0.2718 meaning that the variable X has a negative effect significant to variable Y with t-count value of -3.122 (regardless of negative sign) greater than t-table (2.008) with p value $0.001 < 0.050$ so that H_2 is accepted.

The Influence of Job Satisfaction on Employee Performance

Based on Table 4.1 it can be seen that the testing of the job satisfaction variable (Z) on employees performance (Y) has a beta value (β) of 0.286, it means that if Z is raised by 1 unit it will increase Y by 0.286 meaning that variable Z has a significant positive effect on variable Y with t-count value of 3.327 is greater than t-table (2.008) with p value $0.002 < 0.050$ so that H_3 is accepted.

4.2 Calculation of Path Analysis

After the hypothesis test is carried out and all independent variables have a significant effect on the dependent variable, the next step is to examine whether there is a direct or indirect influence. Based on the existing path coefficient, the direct, indirect and total influence can be calculated as follows:

a. Calculating the influence of variabel X on Z

Direct : $X \rightarrow Z = -0.253$

Indirect : None

Total Effect : -0.253 or -25.3%

b. Calculating the influence of variabel Z on Y

Direct : $Z \rightarrow Y = 0.286$

Indirect : None

Total Effect : 0.286 or 28.6 %

d. Calculating the influence of variabel X on Y

Direct : $X \rightarrow Y = 0.278$

Indirect : $X \rightarrow Z \rightarrow Y = (0.253)(0.286) = 0.072$ atau 7,2 %

Total Effect : $0.278 + 0.072 = 0.350$ or 35 %

Based on the calculation of the path coefficient above we can know that the total effect of work family conflict (X) on employee performance (Y) is equal to 0.350 or 35% with details of direct effect of 0.278 or 27.8% and indirect effect of 0.072 or 7.2% . Based on the calculations that have been done and from the results obtained it can be concluded that work family conflict (X) affect employee performance (Y) through job satisfaction (Z).

5. Conclusion

Work family conflict has a negative and significant effect on the employees job satisfaction of PT Binor Karya Mandiri Paiton Probolinggo, Job satisfaction has a positive and significant effect on the employee performance of PT Binor Karya Mandiri Paiton Probolinggo, work family conflict has a negative and significant effect on the employees performance of PT Binor Karya Mandiri Paiton Probolinggo through job satisfaction.

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