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## Research Article

# THE INFLUENCE OF WORK-FAMILY CONFLICT TO THE WORK SATISFACTION OF EMPLOYEES IN PT.JASA RAHARJA (PERSERO)

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### ABSTRACT

The background of this research is based on the problem of employee's role in PT. Jasa Raharja (Persero) in relation with work satisfaction to each individu. The problem of this conflict happened when the employee unable to balance between the role in his family and work. If the person unable to balance his role, then it will effect on the result of their satisfaction, especially work satisfaction. The purpose of this research is to seek the effect or work-family conflict to the work satisfaction of employees in PT. Jasa Raharja (Persero). This research use the method of data collection with psychology scale which arranged based on Likert scale model. The technique used is by give the questionnaire to be answered by the respondent, then the result of score can be obtained. This research is done to 75 subject, that consist of 30 women employees and 45 man employees. The result of this research, there is no significant effect between work family conflict with the work satisfaction to employees of PT. Jasa Raharja using the T-Test. Obtained F in the scale of Work-Family Conflict = 2,468 dan F in the scale of Work Satisfaction= 0,338. P in the scale of family conflict is 0,294 ( $p>0,05$ ) and in the scale of Work Satisfaction is 0,129 ( $p>0,05$ )

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## INTRODUCTION

### Preface

With the high demand of the competition level in productivity, the fact that company need superior, skilled, and highly involved workforce can not be neglected in order to dedicate a high work performance (Prawitasari, 2007). As for several ways that can be done by the company to maintained superior and potential human resources in order to remain within the company and provide a good contribution continuously to the company, namely providing financial compensation in the form of salaries, bonuses, allowances, and non compensation important financial services such as take a leave, vacation, and promotion of the work he has done. Creating a work environment that provides a positive response, giving freedom to develop the potential of each individual, creating a comfortable work environment, and meeting other needs can lead to job satisfaction in every individual within the company.

Work satisfaction is an important matter for organization to the workforce that the company have, according to Johan (2002). When the individu is satisfied with his work, then he will use all his ability to done his job optimally according to Johan (Nimas Ayu,dkk, 2012). The work satisfaction can be identified as a set of feeling and emotion that can beled to

advantages or disadvantages in the terms of how employee seehis job (Newstrom and Davis, 2002: 208).

Another effort that can be done by company to maintain and develop human resources is by promotion. By doing the promotion, an employee feels that the results of his work and self are valued by the company. This statement is supported by the Ghiselli and Brown (As'ad: 2003) who put forward the factors that influence employee job satisfaction are: position, rank / class, financial and social security, and the quality of supervision of work.

According to the research by Apperson etc, inside Prawitasari (2007), inside Giovanni dan Meily (2013), the majority of man and woman nowadays is having double position, as a parents and a full-time employee. According to Dikatakan Prawistasari (2000), inside Giovanni dan Meily (2013), there are many people who play a double position to gain the income and satisfaction. This often leads to conflict and not a few of them are unable to fulfill the demands of the roles both in the family and work.

The research of Apperson etc (2002), inside Giovanni and Meily (2013), obtained that theres is several role level of conflict between a man and women, a woman experience a conflict higher than a man. That is because the role of a woman

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to family, household duties, taking care of the spouse and children that led woman to have higher pressure and double role conflict compare to a man. However, based on an article written by Parasuraman and Simmers (Inside Tri, 2010), the result of research shows that the double role conflict in a man evidently higher than woman. The possibility is because psychologically a man tends to spend more time on his job also an effort to fullfull work role, but those are accompanied by the desire to be together with family. We can conclude that a man and woman feel the conflict between a role in family and their job. According to Howard (2008) the condition above is called Work-Family conflict.

According to Simon (2004), work-family conflict appears because of several factor such as the demand and pressure from family and job, difficult to organize time management between family and work, income and job responsibility that often change family plan. According to Netmeyer, Mc Murrian & Boles (1996), there is opposition between work responsibility and familiy responsibility that led into conflict. Work family conflict has the relationship with negative effect to the work in terms of work satisfaction, work burnout, and turnover (Greenhaus, Parasuraman & Collins, 2001; Howard, Donfrio, & Boles, 2004) that also has relation with work distress, life, and marriage satisfaction (Kinnunen & Mauno 1998).

In relation with work-family conflict, full time employee tend to spend more time and energy in work each day and have less time for family. This reason likely of being a trigger work-family conflict occur. Employees of PT. Jasa Raharja (Persero) at the middle management level, which is based on the provisions of the company, which are 7,6.5 and 4 positions that have the potential to be promoted based on the feasibility and assessment of performance that has been done previously.

With the existece of promotion as a requirements to improve the achievement or career of the employees that's been done periodically to a higher level, also transfer to various regions that bring consequence having a distance relationship with the family, so it's possible for work-family conflict to happen. In this terms company offers a full facility to employee that will be promoted. But, the employee often refuse to be promoted because they do not want to be apart from their family, and unable to play a double role with more time and distance that will pour to their job. On the other hand, an employee who is in a developing career stage and how to develop his career is promoted by the company, leading to conflict when the employee has to leave the child, wife or husband. This is the same as felt by employees and employees of PT. Jasa Raharja (Persero).

#### **Research Purpose**

The purpose of this research is to obtained the effect of Work-Family Conflict to the employees in PT.Jasa Raharja (Persero) to the work satisfaction.

#### **Literature Review**

##### **Work Satisfaction**

Rivai (2004:475, dalam Giovanni, dkk, 2012) explained that work satisfaction basically is an individual matter. Work satisfaction is the attitude that shown by the employees about their work responsibility or the output of their work.

From the explanation above, it can be concluded that the job satisfaction is an individu evaluative attitude that fond of his job or positive judgment about all and every aspect of his job. Job satisfaction can not loose from the affect of factors and the dimension that influence it.

The dimensions in Job Satisfaction which are the reference in this study are dimensions proposed by the concept according to Locke, in Fred Luthans, (2006). This scale refers to 5 dimensions of job satisfaction, namely the work itself, salary, opportunities for promotion, supervision, and coworkers.

##### **Work-Family Conflict (Double Role Conflict)**

Everyone has a role in living their lives. Not infrequently there are those who run two roles or more in their lives. But many people cannot balance their role in one place with another. This is not uncommon to cause conflict, this conflict is commonly referred to as role conflict or Conflict Interrole. One form of Conflict Interrole that is often faced by people who work and have a role in their family is the conflict between work and family, which is commonly called work-family conflict. Definition of work-family conflict according to figures, such as: Conflict of work and family is an interrole conflict (conflict between roles), conflict arises when the roles in work and roles in the family mutually demand to be fulfilled, fulfilling one role will make it difficult to fulfill the other roles ( Greenhaus & Butell in Aycan & Eskin, 2005; Noor, 2002).

Based on the explanation and understanding about Work Family Conflict, it can be conclude that work-family conflict is a form of conflict that occir when one role compound the other role, adn also the demant of one role that results os the fullfillment of other role demand is unfullfilled.

According to Greenhaus dan Beutell, inside Riza (2015) WFC has several aspects that used in the research which listed below:

1. Conflict because of the time (Time based Conflict): The time that spent in one role and can not be use for another role..
2. Conflict because of tensio (Strain-based tension): the existence of tension in one role causes a person to have difficulty fullfilling demands from other roles.
3. Conflict because of behaviour (*Behavior-Based Conflict*): the differences between behaviour that are attached to certain roles give rise to resistance in that person.

##### **Hypohthesis**

“there is a significant role between work family conflict and job satisfaction.”

#### **RESEARCH METHODOLOGY**

The method that will be used in this research is quantitative methods. The subjects in this study were 75 employees and employees of PT. Jasa Raharja (Persero) which consists of 30 women and 45 men, at the level of positions 4,5,6, and 7, are married, and have children. The sampling technique used is sampling quota, that is, determining the sample of a population that has certain characteristics up to the desired quota number.

### Data Collection Method

The method of data collection used in this research is psychology scale arranged based on Likert scale model. Two measuring instruments was made based on the theory of figures with the total of 39 scale item job satisfaction and 24 scale Work-Family Conflict.

### DATA ANALYSIS METHOD

The method used in testing hypotheses and analyzing data is the t test. T-statistic testing aims to test whether or not the influence of each independent variable (X) on the dependent variable (Y). Basically, t test shown "how far the effect of one independent variable individually explained the variation of independent variation." (Ghozali 2011: 84). In this research, t test used to obtained the effect of independent variable towards dependent variable with variation of subject which employees.

To obtained the linear relation between independent variable (X) and dependent variable (Y), researcher use linier aggregation analysis. The formula of linier regression is simply shown below:

$$Y' = a + bX$$

### RESEARCH RESULT

The result of t test between work-family conflict towards work satisfaction obtained F in the scale of Work Family Conflict = 2,468 nad F in the scale of work satisfaction = 0,338. P in the scale of Work-familu conflic as much as 0,295 ( $p > 0,05$ ). Ho stated "Work-family conflict of employees in PT. Jasa Raharja does not influence the work satisfaction" is accepted. However, Ha stated "Work-family conflict of employees in PT. Jasa Raharja does influence the work satisfaction" is rejected.

### DISCUSSION

Based on the results of t-test analysis and simple regression analysis using the SPSS version 15.0 for windows program, the results of the t-test between work-family conflict on job satisfaction obtained F on Work-family scale conflict = 2,468 and F on the Job Satisfaction Scale = 0.338. p on the Work-family conflict scale of 0.129 ( $p > 0.05$ ) and on the Job Satisfaction Scale of 0.295 ( $p > 0.05$ ). Ho stated "There is no effect of work-family conflict on employees and employees of PT. Jasa Raharja for Job Satisfaction "is accepted, while Ha stated" There is an Effect of Work-family conflict on employees and employees of PT. Jasa Raharja for Job Satisfaction "was rejected.

The regression test in this study is used linear regression analysis. This analysis is to determined the direction of relationship between the independent variable and the dependent variable whether positive or negative to predict the value of the dependent variable whether the value of the independent variable has increased or decreased. After the data is processed using SPSS version 15.0 for windows, the value of  $R^2 = 0.12$  is obtained, meaning that the work-family conflict free variable is able to explain or predict the value of the variable dependent on job satisfaction by 12%. The remaining 88% is explained by factors other than work-family conflict. From the output obtained also the value of F count = 0.920 with a level of significance / probability of  $0.341 > 0.05$ , so in

this study Ho was accepted in other words work-family conflict is not a significant explanation of job satisfaction. From processing the data obtained also obtained a regression equation in the form of Job Satisfaction =  $107.105 + 0.291X$ . This equation cannot be used because the results of the model significance test are not significant.

The conclusion of hypthoesist test result with using regretion analysis obtained:

Ho: Work-family conflict of employees in PT. Jasa Raharja does not influence the work satisfaction.

The result research above shows that there is no work-family conflict effect on job satisfaction, this could be because work-family conflict is not the only factor that influences one's job satisfaction. In addition there are also several internal factors such as the age of subjects in the range of 38 - 53 years who are already at a mature age and are able to resolve conflicts that occur between family and work.

Besides the age of respondent, the age of children that relatively teenager, and also adult, become one of the factor that make work-family conflict does not influence to work satisfaction, that is not a problem for the employees to keep a career and achieve work satisfaction.

The distribution of the age of employee's children in PT. Jasa Raharja (Persero) is listed below: the gap of employees in PT. Jasa Raharja (persero) occupied with most number is 21-30 years old which is 37 people with the percentage of 49%. Beside children age, the number of children can be one factor that makes work-family conflict does not influence to work satisfaction of employees in PT. Jasa Raharja. The distribution of total number of children is: the percentage of employees number of children in PT. Jasa Raharja (Persero), the highest percentage which is 40% with the amount of 2 children. Especially for employees.

And especially for employees who experience job promotion are given a policy by the company not to be placed far from the initial place of work. In addition, there are other factors that cause the absence of influence in this study, because employees and employees feel happy to be promoted and do not cause work-family conflict, and they get promotion opportunities with higher positions and the benefits they receive are better than previous position. They also get more benefits if they are promoted, such as they will get some free facilities from the company. Indeed there are many other factors that do not allow for control. One of them is the advancement of information technology that makes everyone easily able to communicate even though they are in a different distance.

The result of normality test in this research is using Shapiro Wilk, because the subject is less than 100. The result of normality test obtained the scale of work family conflict get the p as much as 0,525 ( $p > 0,05$ ) in the scale of work satisfaction get the p value as much as 0,032 ( $p < 0,05$ ). Thus, can be concluded that the data of work-family conflict obtained a normal distribution, however the work satisfaction is not normal distribution.

The result The results of work-family conflict scale data categorization are normally distributed. The work-family conflict scale shows a mean score of 60.68 which is in the high category, namely  $X > 59$ . This shows that overall work-family

conflict in employees and employees of PT. Jasa Raharja (Persero) is in the high category.

The results of data categorization of the scale of job satisfaction are abnormally distributed. Job satisfaction scale shows a mean score of 124.79 which is in the high category, namely  $X > 105.42$ . This shows that overall job satisfaction for employees and employees of PT. Jasa Raharja (Persero) is in the high category.

## CONCLUSION

Based on the result of data analysis, can be concluded that: The Work-Family Conflict of employees in PT. Jasa Raharja (Persero) does not influence the work satisfaction

### Suggestion

After conducting the research, analysis, and concluded the result of research, the writer able to give the suggestion listed below:

#### Theoretical Suggestion

Further researchers able to deepen the result of existing research and developed using different research method and population, also can obtained other factors that can influence job satisfaction.

#### Practical Suggestion

For employee who has a job and family, it is expected to improve the balance between job and family, so that the quality of job and family is maintained.

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