

The Role of Social Support as a Moderating Variable on the Effect of Work Family Conflict and Work Stress on Job Satisfaction Among Married Employees at BBPPMPV BOE Malang

Reva Puspa Yana^{1*}, Fauzan Almanshur²

Faculty of Economics, Universitas Islam Negeri Maulana Malik Ibrahim, Malang
revapuspayana@gmail.com^{1*}

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* Correspondence Writer

Abstract

Job satisfaction is one of the important things for companies, especially BBPPMPV BOE Malang, because if the level of job satisfaction in a company is high, it can provide significant long-term benefits for the growth and success of the company. This study aims to determine the effect of work-family conflict and work stress on job satisfaction with social support as a moderating variable. The type of research conducted in this study is quantitative research with an Explanatory Research approach. The population in this study were married employees at BBPPMPV BOE Malang City, totaling 190 people from different divisions. The sampling technique in this study is using quota sampling technique with a total of 100 samples from the total population. The analytical tool used for data processing in this study is SmartPLS version 4.0. The findings of this study show that the work-family conflict variable does not affect job satisfaction. The work stress variable has a significant negative impact on job satisfaction. Social support does not moderate the relationship between work-family conflict and job satisfaction. However, social support significantly positively moderates the impact of work stress on job satisfaction.

Keywords: Work Family Conflict; Work Stress; Job Satisfaction; Social Support

INTRODUCTION

Economic growth, technological advancement, information exchange, competition and changes in the business environment, which occur so rapidly in modern times like today, affect various aspects of people's lives. Today, many married couples both work to earn a living. In fact, now women have equal employment opportunities with men (Finthariasari et al., 2020). Employees who work certainly have families, such as parents, spouses, or children. On the one hand, employees must devote their attention, thoughts, and energy to the company where they work, while on the other hand, they must also give the same attention to their families. This has the potential to cause conflict, which is commonly called work family conflict due to differences in interests. When an employee experiences work family conflict, one of the impacts can be a decrease in job satisfaction.

Job satisfaction is one of the important aspects that needs to be considered by company leaders to improve the quality of work of employees, because when job satisfaction is maintained, employees will be more motivated to carry out their duties with high enthusiasm (Damrus & Donra Sihaloho, 2018). A person is said to be satisfied if there is no difference between his expectations and reality, because the minimum limit he wants has been met (Bhastary, 2020). One reason for the decreased job satisfaction among married employees is the experience of work-family conflict, as they struggle to balance their work roles with their family responsibilities. This conflict can affect not only the organization but also the employees and their families. One of the impacts is increasing work stress (Made et al., 2018).

Work stress is a situation where employees' skills, knowledge and abilities do not match the needs of the organization (T & Gupta, 2018). If work stress is left unchecked, it will have an increasingly bad impact on employees and the company itself, thus work stress must be minimized one of them is with social support. Social support is intended to help individuals cope with situations by providing comfort both physically and psychologically (Wiradyatmika, 2022).

Balai Besar Pengembangan Penjaminan Mutu Pendidikan Vokasi Bidang Otomotif dan Elektronika (BBPPMPV BOE) is a Technical Implementation Unit within the Directorate General of

Vocational Education, Ministry of Education and Culture. The main mission of BBPPMPV BOE Malang is to realize high quality education that is equitable and sustainable and supported by infrastructure and technology. BBPPMPV BOE also has the task of carrying out the development of quality assurance of education in the field of Automotive and Electronics. The phenomenon that occurred at BBPPMPV BOE Malang is estimated to be a decrease in employee job satisfaction seen from the decrease in attendance every month as shown in the employee attendance table for the last 3 months from July to September 2023.

Table 1. Recap Data of Employee Attendance BBPPMPV BOE Malang

| Months | Total Employees (people) | Late (people) | Percentage Late |
|----------------|-----------------------------|------------------|--------------------|
| Juli 2023 | 193 | 31 | 16% |
| August 2023 | 193 | 38 | 19,6% |
| September 2023 | 192 | 33 | 17,1% |

Source: BBPPMPV BOE Malang, 2023

This makes the performance of the organization a little hampered because the tasks of the employees are delayed due to the absenteeism. According to Luthans (2005), low job satisfaction can lead to high absenteeism. Many previous studies that discuss these four aspects still produce different research results. Research conducted by Suartana & Dewi (2020), states that work-family conflict has a significant negative effect on job satisfaction. Meanwhile, other research conducted by Salinas & Giantari (2020) states that work-family conflict has a negative and insignificant effect on job satisfaction. It is also different from the results of research conducted by Sutardi et al (2020), showing that work-family conflict has a significant positive effect on job satisfaction.

Research on work stress conducted by (Sulaiman & Mawati, 2019), (Yasa & Dewi, 2019), (Bhastary, 2020), (Suartana & Dewi, 2020), (Andika & Irmayanti, 2021), (Sanjaya, 2021), (Muhaimin, 2022), (Wiradyatmika, 2022) stated the results that work stress has a significant negative effect on job satisfaction. In contrast to the results of research conducted (Almaida & Purnomo, 2021), which states that job stress has no effect on job satisfaction. Previous research conducted by (Sulaiman & Mawati, 2019), (Salinas & Giantari, 2020) and (Sulaimiyah et al., 2020), show that job satisfaction is significantly positively impacted by social support. Therefore, it is possible that social support will be able reduce the negative impacts of work-family conflict and work stress on job satisfaction in further studies.

The purpose of this research is to examine how work-family conflict and work stress affect job satisfaction, with the moderating effect of social support. In besides the problems with job satisfaction, there is a research gap because earlier research' conclusions were inconsistent.

Literature Review

Work Family Conflict

WFC is a conflict that occurs because a person does not succeed in harmonizing his role as a family member and as a worker at work. family member and as a worker at work. This conflict arises due to the incompatibility in carrying out these two roles (Nurfauziah et al., 2021). Indicators of WFC according to Greenhaus & Beutell (1985), are as follows: Time Based Conflict, Strain Based Conflict, and Behavior Based Conflict.

Work Stress

Work stress according to Moorhead & Griffin (2013), is a person's adaptive response to a stimulus that puts them under unnecessary physical or psychological stress. Work stress refers to the sense of pressure or tension experienced by employees when confronted with their job tasks (Mangkunegara, 2008). According to Robbins & Judge (2008), there are three indicators of work stress are as follows: Psychological Symptoms, Behavioral Symptoms, and Physiological Symptoms.

Social Support

Social support is involvement in interpersonal relationships that involve providing assistance in the form of information, attention, emotional support, judgment, and instrumental assistance. This

assistance is obtained by individuals through interactions with the surrounding environment, and has beneficial emotional benefits for the recipient, which helps them overcome various problems faced (Wiradyatmika, 2022). According to Armstrong et al (2015), there are 3 indicators to measure social support variables, namely as follows: Supervisor Support, Peer Support, and Family Support.

Job Satisfaction

According to Luthans (2005), is the outcome of employees' evaluation of how much they put into can achieve important goals, reflecting the alignment between their expectations of work and the benefits they get in the company. Luthans (2005) suggests that there are 5 indicators to measure job satisfaction variables, namely as follows to measure job satisfaction variables, which are as follows: The work it self, Salary, Promotion, Supervision, and Work Group

METHODS

This study used an explanatory research technique and employed a quantitative research design. Quantitative research is research that measures and analyzes the cause-and-effect relationship between different variables (Hardani et al., 2020). The location used as the object of research is BBPPMPV BOE. Which is located on Jl. Teluk Mandar, Arjosari, Kec. Blimbing, Malang City, East Java 65102. The population in this study were married employees at BBPPMPV BOE Malang City, totaling 190 people from different divisions. The sampling technique in this research is using quota sampling technique with a total of 100 samples from the total population. The data collection technique used in this study is by distributing questionnaires. The analytical tool used for data processing in this study is SmartPLS version 4.0.

The variables used in this study are as follows: Independent Variable (X): Work-Family Conflict and Work Stress, Dependent Variable (Y): Job Satisfaction, Moderating Variable (Z): Social Support.

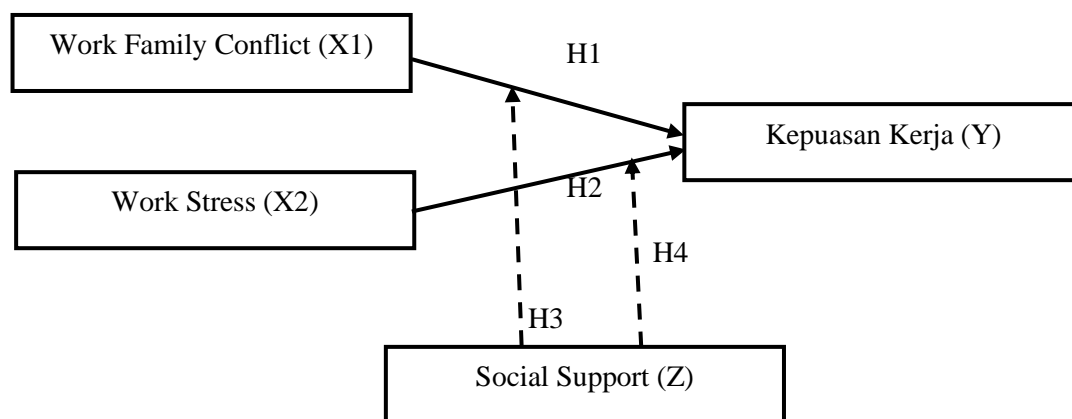


Figure 1. Conceptual Framework

The hypotheses proposed in the study are:

H1: Work-family conflict negatively affects job satisfaction

H2: Work stress negatively affects job satisfaction

H3: Social support moderates the effect of work-family conflict on job satisfaction

H4: Social support moderates the effect of work stress on job satisfaction

RESULTS & DISCUSSION

a. Validity Test

The indicator will increase the score if the loading factor is more than 0.5 and will fall into a good category if it is more than 0.7. In this study, the convergence validity is assessed using the loading factor threshold. The loading factor for each individual item in the variable used in this study is as follows:

Table 2. Convergent Validity Test Results (Loading Factor)

| Variable | Indicator | Item | Loading Factor | Description |
|----------------------|--------------------------|------|----------------|-------------|
| Work Family Conflict | Time Based Conflict | X1.1 | 0.821 | Valid |
| | | X1.2 | 0.894 | Valid |
| | Strain Based Conflict | X1.3 | 0.865 | Valid |
| | | X1.4 | 0.901 | Valid |
| | Behaviour Based Conflict | X1.5 | 0.339 | Invalid |
| | | X1.6 | 0.817 | Valid |
| Work Stress | Psychological Symptoms | X2.1 | 0.907 | Valid |
| | | X2.2 | 0.834 | Valid |
| | Behavioral Symptoms | X2.3 | 0.925 | Valid |
| | | X2.4 | 0.874 | Valid |
| | Physiological Symptoms | X2.5 | 0.819 | Valid |
| | | X2.6 | 0.930 | Valid |
| Job Satisfaction | Work it Self | Y1 | 0.827 | Valid |
| | | Y2 | 0.780 | Valid |
| | Salary | Y3 | 0.864 | Valid |
| | | Y4 | 0.801 | Valid |
| | Promotion | Y5 | 0.887 | Valid |
| | | Y6 | 0.813 | Valid |
| | Supervision | Y7 | 0.729 | Valid |
| | | Y8 | 0.838 | Valid |
| | Work Group | Y9 | 0.783 | Valid |
| | | Y10 | 0.782 | Valid |
| Social Support | Supervisor Support | Z1 | 0.814 | Valid |
| | | Z2 | 0.803 | Valid |
| | Peer Support | Z3 | 0.762 | Valid |
| | | Z4 | 0.855 | Valid |
| | Family Support | Z5 | 0.792 | Valid |
| | | Z6 | 0.877 | Valid |

Source: SmartPLS, processed by researchers, 2024

Each indicator from the research variable has an outer loading of generally higher than 0.07, as can be seen from the data in the above table. This suggests that the indicator in question can be applied for additional analysis and is valid or reliable for use in research. However, there is one indicator that has an outside loading of less than 0.7, meaning that the indicator is decreasing.

b. Reliability Test

The composite reliability measure is a technique used to adjust the indicator-indicator reliabilities for a given variable. A variable qualifies to have composite reliability if its composite reliability value is higher than 0.6. The following is a list of the composite reliability values for each of the study's variables:

Table 3. Construct Reliability Value

| Variable | Composite Reliability | Cronbach's Alpha | Description |
|----------------------|-----------------------|------------------|-------------|
| Work Family Conflict | 0.982 | 0.919 | Reliable |
| Work Stress | 0.967 | 0.944 | Reliable |
| Job Satisfaction | 0.949 | 0.942 | Reliable |
| Social Support | 0.940 | 0.906 | Reliable |

Source: SmartPLS, processed by researchers, 2024

It is evident from the data results in the above table that all research variables have composite reliability values > 0.7. It is possible to conclude that the overall variable has a high level of reliability based on these results, which show that each variable has satisfied the composite reliability.

c. R-Square

Table 4. R-Square Value

| Variable | R-Square | Adjusted R-Square |
|------------------|----------|-------------------|
| Job Satisfaction | 0.679 | 0.662 |

Source: SmartPLS, processed by researchers, 2024

The R-Square value for the work satisfaction variable is 0.679, as can be seen in the accompanying table. This accomplishment explains why all possible combinations of exogenous factors, such as work-family conflict (X1) and work-stress (X2) variables, simultaneously affect the endogenous variable (Y), or job satisfaction variable, by 67.9%, with other variables influencing the remaining 32.1%.

d. Path Coefficient

In hypothesis testing, the degree of significance is indicated by the route or inner model coefficient value. The path or inner model coefficient score, represented by the T-statistic value, must be above 1.96 for a two-tailed hypothesis and above 1.64 for a one-tailed hypothesis in order to be approved for hypothesis testing at 5% alpha and 80% power (Hair et al., 2008 in Abdillah & Jogiyanto (2015). If the p-value is less than 0.05, the hypothesis is accepted.

Table 5. Path Coefficient Value

| | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values | Significance |
|--|-----------------|-------------|--------------------|--------------|----------|---------------|
| Work Family Conflict → Job Satisfaction | 0.141 | 0.137 | 0.083 | 1.707 | 0.088 | Insignificant |
| Work Stress → Job Satisfaction | -0.191 | -0.196 | 0.065 | 2.945 | 0.003 | Significant |
| Social Support * Work Family Conflict → Job Satisfaction | -0.188 | -0.176 | 0.129 | 1.454 | 0.146 | Insignificant |
| Social Support * Work Stress → Job Satisfaction | 0.217 | 0.206 | 0.08 | 2.730 | 0.006 | Significant |

Source: SmartPLS, processed by researchers, 2024

Discussion of Research Results

The Effect of Work-Family Conflict on Job Satisfaction

The results of the data analysis using SmartPLS version 4.0 indicate that there is no significant effect of work-family conflict on the job satisfaction of the BBPPMPV BOE Malang employees'. This is explained by the calculated coefficient of determination of 0.141 and the p-value of 0.088 > 0.05. Thus, H1 in this investigation is disproved. This indicates that BBPPMPV BOE Malang employees' job satisfaction will not be impacted by changes in the work-family conflict variable. The study's findings are consistent with those of Yuwono et al (2020), who found no discernible impact of work-family conflict on job satisfaction. In order to ensure that work-family conflict is not the root cause of the job satisfaction issue at BBPPMPV BOE Malang, namely the fluctuations in employee absenteeism. Work family conflict will not have an impact on BBPPMPV BOE Malang employees' job satisfaction, whether it occurs or not.

The Effect of Work Stress on Job Satisfaction

The results of the data collection using SmartPLS version 4.0 show that there are significant negative effects between work stress on job satisfaction of BBPPMPV BOE Malang employees. This is explained by the obtained koefisien coefficient of -0.191 and the p-value of $0,003 < 0.05$. So that H2 in this study is accepted. This means that any change in the work stress variable will affect the job satisfaction of BBPPMPV BOE Malang employees. The higher the level of work stress experienced by employees, the lower the level of job satisfaction. Vice versa, the lower the level of work stress, the higher the level of job satisfaction. This is in line with research conducted by (Sulaiman & Mawati, 2019), (Yasa & Dewi, 2019), (Bhastary, 2020), (Suartana & Dewi, 2020), these research showing that there is a significant negative effect connection between job stress and job satisfaction. These outcomes also correlate with the findings of the research carried out by (Andika & Irmayanti, 2021), (Sanjaya, 2021), (Muhaimin, 2022), (Wiradyatmika, 2022).

The Effect of Work-Family Conflict on Job Satisfaction moderated by Social Support

The data analysis conducted using SmartPLS version 4.0 indicates that there is no significant impact of work-family conflict on job satisfaction when moderated by social support. This is evident from the coefficient value of -0.188 and a p-value of $0.146 > 0.05$. Therefore, H3 (social support moderates the effect of work-family conflict on job satisfaction) is rejected in this study. This demonstrates that the presence or absence of social support does not influence the effect of work-family conflict on the job satisfaction of BBPPMPV BOE Malang employees. This is in line with the results of research conducted by (Ningrum, 2012), It shows the correlation between work-family conflict and job satisfaction is not moderated by perceived supervisor support. This could be as a result of the ability of BBPPMPV BOE Malang employees to manage their work and family responsibilities. When these roles are balanced, conflict is minimized. In contrast, social support tends to become more significant when conflict is present.

The effect of Work Stress on Job Satisfaction moderated by Social Support

The data analysis conducted using SmartPLS version 4.0 reveals a significant positive impact of work stress on job satisfaction, moderated by social support. This is demonstrated by a coefficient value of 0.217 and a p-value of $0.006 < 0.05$. Therefore, H4 (social support moderates the effect of work stress on job satisfaction) is accepted in this study. This indicates that the presence of social support affects the relationship between work stress and job satisfaction among BBPPMPV BOE Malang employees. This aligns with the findings of Fadhillah (2010), which indicate that work stress, when moderated by social support, positively affects job satisfaction, thereby reducing high work stress through social support. This suggests that social support enhances the impact of work stress on job satisfaction, confirming that social support serves as a moderating variable in this context. As happened to BBPPMPV BOE Malang employees, when they feel stress due to work demands but can finally be passed because of the high social support around them, because employees provide support to each other. This can certainly reduce the job stress experienced by employees, so that it also affects the increasing job satisfaction of BBPPMPV BOE Malang employees.

CONCLUSION

The following conclusions can be made in light of the information gathered from the questionnaire and the outcomes of the analysis performed with the use of the SmartPLS 4.0 tool: (1) Work-family conflict has no discernible impact on BBPPMPV BOE Malang employees' job satisfaction. This suggests that these employees' job satisfaction is not impacted by changes in the work-family conflict variable. (2) The job satisfaction of BBPPMPV BOE Malang employees is significantly impacted negatively by work stress. More specifically, there is a correlation between higher work stress levels and lower job satisfaction, and it is also vice versa, indicating that changes in the work stress variable will affect job satisfaction. (3) There is no significant influence of WFC on job satisfaction when moderated by social support. It indicates that among BBPPMPV BOE Malang employees, a connection between work-family conflict and job satisfaction is unaffected by the presence or absence of social support. (4) There is a significant positive influence of work stress on job satisfaction when moderated by social support. This suggests that social support has an effect on the link between job satisfaction and work stress, which in turn improves job satisfaction among employees at BBPPMPV BOE Malang.



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