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## **The Effect of Work-Family Conflict on Job Satisfaction and Family Satisfaction: A Study on Wood Processing Industry Employees in CV. Decorus**

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### **Abstract:**

*This research aimed to examine and to find out the effect of work-family conflict on job satisfaction and family satisfaction. The population of research was all wood processing industry employees in CV. Decorus. The sample of research consisted of 100 respondents. Sampling technique employed was Non-probability sampling method with Convenience Sampling technique. Data was tested using regression analysis. The result of hypothesis testing showed that work-family conflict affected job satisfaction and family satisfaction negatively and significantly.*

**Keywords:** *Work-family conflict, job satisfaction, family satisfaction*

### **1. Introduction**

The increasing participation of women as workers is indicated due to the household's higher economic demand. Such condition makes many women deciding to work. This condition change old paradigm, so that women currently serve as breadwinner and stand adjacently and equally to men earning living and fund the family economy. This phenomenon results in main problem constituting the dilemma the working women faces who should divided their time and attention to solve work and family burdens. This problem should be responded to immediately by the management of organization as this condition is considered as potentially generating work-family conflict that in turn can lead to the decreased job satisfaction and family satisfaction the workers feel.

The roles demanded in work and family will affect each other, firstly work-family conflict (WIF) is that the fulfillment of role at work can generate difficulty in fulfilling the role in family, and secondly, family-work conflict (FIW) is that the fulfillment of role in family can generate difficulty in fulfilling the role at work. Some studies on work-family conflict have been conducted in many organizations, culture, and states. The result of those studies revealed that work-family conflict can exert negative effect on individual and organization.

Aminah (1996) stated that work-family conflict evidently makes job satisfaction and family satisfaction lower significantly. Rathi & Barath (2013) revealed that work-family conflict relates negatively and significantly to job satisfaction, but has negative low relation to family satisfaction. Considering the elaboration above, the objective of research is to examine and to analyze the effect of work-family conflict on job satisfaction and family satisfaction. This research was conducted on wood processing industry employees of CV. DECORUS in Temanggung Regency, Central Java, Indonesia.

### **2. Literature Review and Hypothesis Development**

#### **2.1. Work-Family Conflict**

Work-family conflict may occur when an employee should synchronize two roles he/she should undertake: the role of doing job and the role of managing family or household. The condition occurring is that corresponding employee should prioritize one role, while another intervenes into it thereby distracting his/her focus of attention and generating conflict.

Robbins and Timothy in Paramita and Subudi (2013) defined work-family conflict as the one occurring due to two contradictory interests in household and organization environment. The excessive demand for family often impacts on the role in job realm. Work-family conflict is an inter-role conflict type, in which the demand in a role can affect or be affected by corresponding individual's attempt of meeting the demand in other role. The main source of work-family conflict encountered by workers is generally their attempt of meeting job and family demands.

## 2.2. Job Satisfaction

Job satisfaction is a pleasant feeling constituting the result of individual's perception in the attempt of completing task or meeting his/her need to obtain important job values to him/herself. Employees' perception that can be obtained from the result of individual or group's evaluation in their organizational environment makes them feeling satisfied or dissatisfied with their job. Handoko (2009) stated that job satisfaction as a pleasant emotional or unpleasant emotional condition by which employees view their job. Job satisfaction reflects on an individual's attitude to their job. It can be seen from the workers' positive attitude to job and everything encountered in their work environment.

Job satisfaction, according to Agus (2008), is a positive emotional condition of evaluating an individual's job experience. Job dissatisfaction arises when these expectations are not fulfilled. Individual's job satisfaction is the discrepancy between expectation and what has been achieved in work according to his/her perception. When individual feels no difference between expectation and his/her job gain or that what he/she has gained from her job exceeds his/her expectation, he/she will feel job satisfaction. Otherwise, when individual feels that what he/she does not obtain what she expects from her job, he/she will feel job dissatisfaction.

## 2.3. Family Satisfaction

Rathi & Barath (2013) defined family satisfaction as the extent to which an individual feels satisfied with his/her family life and situation. Kim & Ling (2001) stated that family satisfaction is the satisfaction referring to the quality of relation within family, the relation with partner and with children. In addition, Kim and Ling also stated that family satisfaction means marriage satisfaction. It, of course, refers to the quality of relation in family, the relation with partner and with children. Tang, Huang, & Wang (2017) stated that family or marriage satisfaction is an individual's evaluation on her marriage quality. So marriage quality is a measure of or the extent to which an individual is satisfied with his/her partner and other family members.

## 2.4. The Relationship between Work-Family Conflict and Job and Family Satisfaction

Job satisfaction is obtained when an individual considers that actual outcome or benefit he/she receives is equal to or more than his/her expectation. Such the assessment is also related to the size of sacrifice he/she should make over his/her family for doing the work burden (Dhamayanti, 2006; Lee et al., 2013). When a corresponding individual begins to feel conflict of imbalanced portion of work and family and considers that the sacrifice of family time is not equivalent to the outcome he/she gains from her job, job dissatisfaction will result.

Afrilia and Utami's (2018) study on the effect of work-family conflict on job satisfaction found t statistic value of -2.435 and significance level of 0.019 <0.05, meaning that work-family conflict affects job satisfaction negatively and significantly. Work-family conflicts relates negatively to job satisfaction (Anafarta, 2011; Beutel, 2010; Karatepe & Kilic, 2007; Rathi & Barath, 2013), and family satisfaction (Beutel, 2010; Lu et al, 2010; O'Driscoll, 2004). Aminah's (1996) study found that work-family conflict relates negatively and significantly to job and family satisfactions. Considering the elaboration above, the following hypothesis are formulated:

- H1: Work family conflict affects job satisfaction negatively.
- H2: Work family conflict affects family satisfaction negatively.

## 3. Methodology

The population of research was all wood processing industry employees in CV. DECORUS. The sampling technique used was Non-probability Sampling method with Convenience Sampling technique. The sample consisted of 100 employees. Method of collecting data used was questionnaire. Method of analyzing data used in this research was regression analysis with F and T-tests. All constructs in this study were measured using 1-5 point-Likert scale.

## 4. Result and Discussion

### 4.1. Result

Description of respondents' characteristics is obtained from respondents' identity. It includes the categorization of sex, age, status, education, and tenure. The characteristics of respondents can be seen in table below.

No	Characteristics	Sum	Total
1	Sex		100
	Male	53	
	Female	47	
2	Age		100
	18-23	7	
	24-29	35	
	30-35	27	
	36-40	26	
	>41	5	
3	Status		100
	Married	100	
	Not Married		
4	Education		100
	SMP (Junior High School)	54	
	SMA (Senior High School)	46	
5	Tenure		100
	1-5	39	
	6-10	46	
	11-15	13	
	16-20	2	

Table 1: Characteristics of Respondents  
Source: Processed Primary Data, 2018

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,745
Bartlett's Test of Sphericity	Approx. Chi-Square	5258,850
	df	780
	Sig.	0,000

Table 2: Result of KMO and Bartlett's Tests  
Source: Processed Primary Data, 2018

From table 2, it can be seen that Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO MSA) is 0.865 or more than 0.50. It indicates the existing data is feasible to analyze, while the result of Bartlett's Test of Sphericity obtains significance level of 0.000, meaning that there is correlation between variables (significance level of < 0.05); thus, it can be concluded that all variables have met the criteria and can be analyzed further.

	Component		
	1	2	3
WFC1	0.591		
WFC2	0.649		
WFC3	0.597		
WFC4	0.663		
WFC5	0.551		
WFC6	0.595		
WFC7	0.615		
WFC8	0.551		
WFC9	0.660		
WFC10	0.716		
WFC11	0.769		
WFC12	0.661		
WFC13	0.666		
KK1		0.576	
KK2		0.570	
KK3		0.629	
KK4		0.705	
KK5		0.596	

	Component		
	1	2	3
KK6		0.620	
KK7		0.595	
KK8		0.581	
KK9		0.629	
KK10		0.694	
KK11		0.598	
KK12		0.631	
KeK1			0.571
KeK2			0.613
KeK3			0.741
KeK4			0.654
KeK5			0.601
KeK6			0.628

Table 3: Result of Confirmatory Factor Analysis (CFA) Test

Source: Processed Primary Data, 2018

Table 3 showing the result of validity test on rotated component matrix indicates that all items are stated as valid because all items of respective variable are put together into a column.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	185,437	1	185,437	6,574	0,012 <sup>b</sup>
	Residual	2764,523	98	28,209		
	Total	2949,960	99			

Table 4: Result of F-Test on the Effect of Work Family

Conflict (X) on Job Satisfaction (Y1)

Source: Processed Primary Data, 2018

From table 4, it can be seen that the result of calculation obtains  $F_{\text{statistic}}$  value of 6.574 and significance level of  $0.012 < 0.05$ , meaning that Work-Family Conflict variable (X) affects Job Satisfaction variable (Y1).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	61,650	4,567		13,499	0,000
	Work Family Conflict (X)	-0,218	0,085	-0,251	-2,564	0,012

Table 5: Result of T-Test on the Effect of Work Family Conflict (X) on Job Satisfaction (Y1)

Source: Processed Primary Data, 2018

The result of calculation for  $t_{\text{statistic}}$  can be seen in table 5, indicating that  $t_{\text{statistic}}$  is -2.564 for work family conflict (X) with significance level of  $0.012 < 0.05$ , meaning that Work Family Conflict variable (X) affects Job Satisfaction (Y1) variable negatively and significantly.

Model		Sum of Squares	df	Mean Square		Sig.
1	Regression	46,512	1	46,512	5,734	0,019 <sup>b</sup>
	Residual	794,928	98	8,112		
	Total	841,440	99			

Table 6: Result of F-Test on Work Family Conflict (X)

Variable on Family Satisfaction (Y1)

Source: Processed Primary Data, 2018

From table 6, it can be seen that  $F_{\text{statistic}}$  value is 5.734 with significance level of  $0.019 < 0.05$ , meaning that work family conflict variable (X) variable and job satisfaction variable (Y2).

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,984	2,449		11,836	0,000
	Work Family Conflict (X)	-0,109	0,046	-0,235	-2,395	0,019

Table 7: Result of T-Test on Work Family Conflict (X) on Family Satisfaction (Y2)

Source: Processed Primary Data, 2018

The result of  $t_{\text{statistic}}$  calculation can be seen in table 7 above, indicating that  $t_{\text{statistic}}$  value of work family conflict variable (X) is -2.395 and significance level is  $0.019 < 0.05$ , meaning that work family conflict variable (X) affects family satisfaction variable (Y2) negatively and significantly.

#### 4.2. Discussion

Considering the result of first hypothesis testing conducted, it can be found that  $t_{\text{statistic}}$  value of work family conflict variable is -2.564 with significance level of  $0.012 < 0.05$ . Therefore  $H_0$  is not supported and  $H_a$  is supported, so it can be concluded that work family conflict affects job satisfaction negatively and significantly. Work family conflict is the one occurring due to imbalanced role encountered by employees between responsibility in residence and that in workplace. Work family conflict occurs when job and family demands cannot be balanced so that disharmony occurs with the demand of both roles.

Considering the result of second hypothesis testing conducted, it can be found that  $t_{\text{statistic}}$  value of work family conflict variable is -2.395 with significance level of  $0.019 < 0.05$ . Therefore  $H_0$  is not supported and  $H_a$  is supported, so it can be concluded that work family conflict affects family satisfaction negatively and significantly. Job and family are two important fields in social life of adult. Without working, an individual will not be able to fulfill her family's need and necessity, so that dissatisfaction occurs in family life. Without family, an individual will feel lonely and no place to devote love. Job and family are equally important, thereby needing much attention. Such attention can be time, effort, and thinking devoted to both job and family. An individual can have two roles all at once. Firstly, he/she can serve as an employee (worker) who does his/her job and responsibility at workplace. Secondly, he/she plays role in family as father, mother, or child.

#### 5. Conclusion

Work family conflict affects job satisfaction and family satisfaction negatively and significantly. To deal with and or to mitigate work-family conflict incidence, firstly the employees should attempt to do time management, family management, work management, and self-management, and to maintain social support. Secondly, the company should apply friendly family policies and family-friendly organizational culture to improve the employees' productivity and to give social support to employees.

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