

## THE EFFECT OF WORK-FAMILY CONFLICT AND WORK STRESS ON JOB SATISFACTION IN EMPLOYEES

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### ABSTRACT

This study has the purpose of analyzing employee job satisfaction at PT. X is affected by work-family conflict and work stress. The quantitative survey method is the method in this study. The population of this study is 289 employees and the sample is 168 employees. The data collected used a questionnaire distribution with 5 Likert scales. Data management and analysis using the help of the SPSS 21 program application for validity, realism, normality, multicollinearity, heterokedasticity, multiple linear regression analysis, F, T test, and determination coefficient. The results showed that there was a direct influence of work-family conflict and work stress on job satisfaction among employees of PT. X.

**Keyword:** Job Satisfaction, Work-Family Conflict, Job Stress

### ABSTRAK

Penelitian ini memiliki tujuan yaitu menganalisis kepuasan kerja karyawan di PT.X yang dipengaruhi oleh work-family conflict dan stres kerja. Survey method kuantitatif adalah metode pada penelitian ini. Populasi penelitian ini sebanyak 289 karyawan dan sampel sebanyak 168 karyawan. Data yang terkumpul menggunakan penyebaran kuesioner dengan 5 skala likert. Pengelolaan dan menganalisis data menggunakan bantuan aplikasi program SPSS 21 untuk Uji validitas, realibilitas, normalitas, multikolinearitas, heterokedastisitas, analisis regresi linear berganda, uji F, T, dan koefisien determinasi. Hasil menunjukkan bahwa terdapat pengaruh langsung secara bersama-sama work-family conflict dan stres kerja terhadap kepuasan kerja pada karyawan PT. X.

**Kata kunci:** Kepuasan Kerja, *Work-Family Conflict*, Stres Kerja

## INTRODUCTION

A company that is successfully influenced by its resources. Among all these resources, human resources are considered The most valuable asset should be properly nurtured and maintained. Organizations that realize the importance of human resources will understand that effective management of these resources is key to the survival and growth of the company. One of the crucial issues often faced by employees in various countries, including in Indonesia and the ASEAN region, is job stress. Studies show that high levels of job stress can result in decreased job satisfaction, which in turn affects employee productivity and well-being.

In Indonesia, a survey conducted by Mercer Marsh Benefits, a global worker welfare consultant, to more than 17,500 employees in 16 countries around the world, that in 2023 there were 26% of employees in Indonesia experiencing stress. so it can be seen based on the level of stress in Indonesia from 2022 to 2023 has increased by 5%. This happens because of the growing trend of hybrid working in Indonesia, although previously it was believed to use a combination of Working From Home (WFH) and Working From Office (WFO), it turns out that not everyone is suitable for this hybrid working. As a result, the conflict between work demands and family responsibilities is often a major factor that exacerbates stress conditions, causing a work-family life imbalance that can negatively impact employees' mental and physical health (Nariswari, 2023).

Job satisfaction in Indonesia, as in many other ASEAN countries, is often a complex and multifaceted topic. One of the challenges is the high levels of job stress due to excessive workloads, long hours, and often a lack of advocates from management. This work stress not

only impacts the mental and physical health of employees, but also affects productivity and overall company performance. This reflects a similar trend in the ASEAN region, where work-life balance and employee wellbeing policies are becoming increasingly important in efforts to increase job satisfaction and reduce job stress.

In this researchers will evaluate how work-family conflict impacts employee job satisfaction. Work-family conflict occurs when the demands of work and family conflict with each other, so that employees have difficulty in meeting both demands in a balanced manner. This study will also examine how job stress levels affect job satisfaction. Through this study, the researcher hopes to make a meaningful contribution to PT.X in understanding the factors that affect employee job satisfaction. It is anticipated that the research can help companies to design effective strategies that can reduce work-family conflicts and work stress, as well as increase member of staff job satisfaction.

## LITERATURE REVIEW

### Job Satisfaction

According to Stefhany & Sibarani (2022) Worker job satisfaction is a set of employee like how they feel job is pleasant or not. Meanwhile, referring to the opinion of Rivaldo, Sulaksono, Pratama, & Supriadi (2021) Job satisfaction as an alone general attitude to his work. employees can assess how satisfied or dissatisfied they are with their jobs. According to Cicilia (2021) job satisfaction is a condition or description in which an individual feels an attitude or assessment about their job and the fulfillment of expectations for their job. Someone will feel satisfied if there is no difference between what they want and the reality. Meanwhile, with the opinion of Farisi & Pane (2020), a job that is pleasant to do can be said that the job gives satisfaction to the holder. Conversely, dissatisfaction will be obtained if a job is not fun to do.

Referring to the Job Descriptive Index in Udriyah, Riyadi, & Utaminingsiyas (2020) indicators of job satisfaction are: (1) work on present job which consists of responsibility, growth and interest. (2) supervision such as social support and technical assistance. (3) co-workers such as social harmony and respect. (4) Promotion consists of opportunities for further progress. (5) wages in the form of adequate wages and feelings of fairness towards others. Meanwhile, according to Bruck, Allen, & Spector (2002) indicators of job satisfaction are as shadows: (1) Salary is the reward received by employees. (2) Promotion, namely the opportunity to move up (promotion). (3) Superiors, namely measuring as employees are satisfied with the leadership style of their superiors. (4) Additional Benefits, namely income outside of salary. (5) Awards, namely rewards given by the company as a sign of appreciation for something that employees have given to the company. (6) Work Procedures and Regulations, namely the Company's bureaucratic system. (7) Coworkers, namely people who are in one work environment with the employee concerned. (8) Nature of Work, which includes the definition of work, variety of tasks, roles at work, work schedules. (9) Communication is a movement of information flow between employees.

### Work-Family Conflict

According to Nurfauziah, Nuraina, & Styaningrum (2021) work-family conflict is a gap caused by a person's inability to harmonize his role as a family member and as an employee where he works. Meanwhile, opinion to Lineuwih, Sariwulan, & Fidhyallah (2022) work family conflict or like called Dual role is that conflicts occur because a person's helplessness to balance the roles and responsibilities of family and work. The definition of Work-To-Family Conflict opinion by Greenhaus & Beutell (1985) that it's a form of conflict between roles where the role compressions of workers and family domains are communally compatible in around way. Meanwhile, according to Netemeyer, Boles, & McMurrian (1996) Work-Family Conflict

that it's a form of conflict between roles in there are universal demands on while spent and the tensions by work restrict with activities on family responsibilities.

Based on Greenhaus & Beutell (1985) theory, are indicators of work-family conflict, explicitly: (1) Time-based conflict is a demand for time when carrying out demands that which comes from family or work which can be a reduction in time for carry out other strains. (2) Strain-based conflict happens when the compression of one role interferes with the act of another. (3) Behavior-based conflicts linked to the incompatibility among behavior outlines and those anticipated by the two roles. Meanwhile, according to the theory of Carlson, Kacmar, & Williams (2000) work family conflict as an interrole conflict which has two indicators, namely: (1) Work Interference with Family. This condition can be described as having a lot of work so that it can take up time to carry out roles in the family. (2) Family Interference with Work. This condition can be described as having problems in the family so that it can take time to carry out the role of a worker.

### Job Stress

According to Rivaldo, Sulaksono, Pratama, & Supriadi (2021) job Stress is a state when a individual experiences pressure due to the condition he or she is affected. If self-adjustment fails or is wrong, it will result in stress in the workplace. when acquired from within a person or from an environment outside a person This condition is obtained. Meanwhile, Saputra & Adnyani (2019) state that the problem of employees who experience job stress is role ambiguity, where employees carry out work that is not in accordance with their fields. The definition said by Bhastary (2020) of job stress is a situation that presses Self and one's soul when the limit is exceeded, then if it continues without a solution, his health will be affected. Meanwhile, according to Fatimah (2020) Work stress can occur due to an imbalance, be it the personality characteristics of the employee with the characteristics of his work aspect, all conditions of this can occur.

According to Julvia (2016) job stress indicators are: (1) Workload. The number of tasks or responsibilities must be allowed within a certain period of time. (2) Authority and Responsibility. A person has the authority and responsibility to make decisions and has responsibility for their duties. (3) Physical Condition or Health. A person's physical or mental condition that can affect their ability to complete tasks at work. (4) Discomfort. In the form of an uncomfortable work environment, inadequate facilities, or equipment that does not meet the needs of the job. (5) Work Pressure. Refers to bosses who demand high expectations, tight deadlines, or targets that are difficult to achieve.

## Hypothesis

The subjects of this research are job satisfaction, work-family conflict, and job stress in PT X.

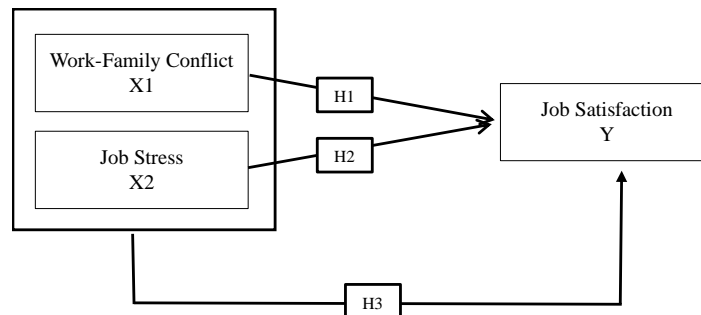


Figure 1. Theoretical Framework

Then the hypothesis in this study, as follows:

H1 : There is a negative direct effect of work family conflict (X1) on job satisfaction (Y) in employees.

H2 : There is a negative direct effect of job stress (X2) on job satisfaction (Y) in employees

H3: There is a direct influence together work family conflict (X1) and job stress (X2) on job satisfaction (Y) in employees.

## METHOD

A survey method with a quantitative approach was used in this study. The population is all employees of PT. X totaling 289 employees and a sample of 168 employees. The techniques in data collection is by distributing questionnaires or Likert scale questionnaires with several questions as a tool in collecting data from respondents. Managing and analyzing the data The ones used in this study are using the help of the SPSS 21 (Statistical Product and Service Solution) program application.

## RESULTS AND DISCUSSION

### Respondent Profile

The respondent profile used in this study is PT.X employees with a research sample of 168 employees. Researchers describe data related to research respondents by categorizing respondents based on gender, age, length of service, and marriage status. The following is a percentage of the respondent profile obtained by the researcher.

Table 1. Respondents Based on Gender

Category	Frequency	Percentage
Male	149	89%
Female	19	11%
Total	168	100%

Based on Table 1 above, respondents based on gender at PT X are dominated by male respondents, namely 89% or as many as 149 employees. As for female respondents, namely 11% or as many as 19 employees out of a total of 168 respondents.

Table 2. Respondents Based on Age

Category	Frequency	Percentage
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< 25 years	1	1%
25 – 35 years	71	42%
36 – 40 years	35	21%
41 – 55 years	61	36%
Total	168	100%

Based on Table 2 above, respondents based on age at PT X are 1% or 1 employee who is less than 25 years old, 42% or 71 employees are at the age of 25 - 35 years, there are 35 employees, namely 21% at the age of 36 - 40 years, and 36% of employees totaling 61 people are at the age of 41 - 55 years.

Table 3. Respondents Based on Length of Service

Category	Frequency	Percentage
< 2 years	3	2%
2 -5 years	33	20%
6 – 10 years	37	22%
> 10 years	95	57%
Total	168	100%

The data listed in table 3, there are 2% of respondents or as many as 3 employees who have less than a year of service. Then, 20% or 33 employees have gone through a working period in the range of 2-5 years. For a tenure in the range of 6-10 years, there are 37 employees at 22%. And a tenure of more than 10 years, there are 57% or 95 employees recorded in the data collected.

Table 4. Respondents Based on Marriage Status

Category	Frequency	Percentage
Married	152	90%
Not Married	16	10%
Total	168	100%

In Table 4, there are research data results based on marriage status of the majority of respondents with married status, namely 90% of respondents or equivalent to 152 employees. Meanwhile, unmarried employees amounted to 16 out of 168 respondents, which is 10%.

## Normality Test

Table 5. Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		168
Normal Parameters	Mean	.0000000
	Std. Deviation	783.959.184
Most Extreme Differences	Absolute	.057
	Positive	.048
	Negative	-.057
Kolmogorov-Smirnov Z		.733
Asymp. Sig. (2-tailed)		.656

The findings for the normality test indicated that there was no discernible difference between the normal distribution and the residual distribution of the study's data. The overall significance threshold of 0.05 is less than the significance value (Asympt. Sig. (2-tailed)) of 0.656. In summary, there is no discernible difference between the residue distribution and the normal distribution.

### Multicollinearity Test

Table 6. Multicollinearity Test  
Coefficients<sup>a</sup>

Model	Collinearity Statistics	
	Tolerance	VIF
1 work family conflict	.738	1.354
Job Stress	.738	1.354

The outcome of the computations displayed in the above table demonstrate that the study data does not exhibit any signs of multicollinearity. The VIF value is less than 10 and the acceptance value is greater than 0.1.

### Heteroscedasticity Test

Table 7. Heteroscedasticity Test  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.029	1.546		4.546	.000
1 work family conflict	-.014	.037	-.033	-.369	.713
Job Stress	-.011	.044	-.023	-.254	.800

The work-family conflict variable has a significance value of 0.713, and the work stress variable has a significance value of 0.800, both of which are greater than 0.05, opinion computation outcome be shown in the above table. Therefore, can state that neither the research data nor the assumption of the heteroscedasticity test utilizing the Glejser method exhibit any heteroscedasticity symptoms.

### Multiple Linear Regression

Table 8. Multiple Linear Regression Test



Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	103.467	2.463		42.001	.000
1 work family conflict	-.316	.059	-.335	-5.332	.000
Job Stress	-.547	.070	-.490	-7.817	.000

The constant 103.467 in Table 8 above indicates that Job Satisfaction is 103.467 if all of the independent variables Work-Family Conflict and job Stress are equal to zero. The Work-Family Conflict coefficient is 0.316, like every unit rise in Work-Family Conflict would outcome in a 0.316 downturn in job satisfaction. Similarly, the Work Stress coefficient is 0.547, like each unit will increase job Stress will outcome in a 0.547 downturn in job satisfaction.

### T-Test

The work-family conflict has a significance value of 0.000 below 0.05, according to the computation above, suggesting that work-family conflict has a somewhat substantial effect on job satisfaction. Additionally, the job stress variable had a significance value of 0.000 below 0.05, indicating that job satisfaction was significantly impacted by some work stress.

### F-Test

Table 9. F-Test  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.133.147	2	5.566.573	89.489	.000 <sup>b</sup>
Residual	10.263.686	165	62.204		
Total	21.396.833	167			

The F test results are displayed Table 9 and reveal a significant value of 0.000, which is less than 0.05. This demonstrates work-family conflict and work-related stress can affect job satisfaction separately or in tandem.

### Determination Coefficient ( $R^2$ )

Table 10. Determination Coefficient ( $R^2$ )  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 <sup>a</sup>	.520	.515	7.887

The findings indicated that work-family conflict and job stress can have a 52% effect on job satisfaction, with a  $R^2$  value of 0.520, or 52%. On the other hand, 48% of job satisfaction was impacted by characteristics not included in the study model.

### Discussion

In a negative coefficient value of 0.316 and a significance value of 0.000 (below the 0.05 threshold), the connection among work-family conflict and employee job satisfaction was shown to be significant. This suggests that the more work-family conflicts there are, the lower

the equal of job satisfaction. Thus, it can be said that one of the elements that adversely and significantly impacts employees' degree of job satisfaction is work-family conflict. Nurfauziah, Nuraina, & Styaningrum (2021), Patricia & Sawitri (2024), Asbari et al. (2020), and Hong, Liu, & Zhang (2021) had consistent results.

The work stress coefficient, which indicates that every unit increase in work stress would result in a 0.547 fall in job satisfaction, indicates that staffs with complex levels of work stress typically have minor levels of job satisfaction. A significance score of 0.000, or less than 0.05, indicated that job stress had a statistically significant impact on job satisfaction. Therefore, it can be said that worker satisfaction points are negatively and significantly impacted by workplace stress. The results are consistent with of Bhastary (2020), Adinata & Turangan (2023), Farisi & Pane (2020), and Fardah & Ayuningtias (2020).

If all independent factors, such as work-family conflict and job stress, are equal to zero, job satisfaction is expected to be 103.467. The constant value of 103.467 indicates this. Work-family conflict and work stress have a considerable synchronized influence on employee job satisfaction, according to Test F. The outcomes presented a significance value of 0.000, which is a lesser amount of 0.05. Furthermore, an  $R^2$  value of 0.520, or 52%, indicated that the independent variable could account for 52% of the variation in job satisfaction. Forty-eight percent of the variability was impacted by other aspects not comprised in the study model. The findings of this investigation align with those of Stefhany & Sibarani (2022), Mujahidin & Irmawati (2024), and Nisa (2023).

## CONCLUSION AND RECOMMENDATION

### Conclusion

The study's findings are as follows: (1) With a significance value of 0.000, or less than 0.05, the analysis's findings demonstrate that work-family conflicts have a direct, detrimental, and significant impact on PT. X employees' job satisfaction. This indicates that PT. X employees' job satisfaction declines as a result of work-family conflicts. (2) With a significance value of 0.000, the findings demonstrate that work stress has a direct, detrimental, and significant impact on PT. X employees' job satisfaction. This implies that people are less satisfied with their jobs the more stressed they are at work. (3) The findings demonstrated that work-family conflict and work stress had a simultaneous direct impact on PT. X employees' job satisfaction, with a significant value of 0.000. This indicates that PT. X employees' job happiness is influenced by both independent variables at the same time, accounting for 52% of the variation in their satisfaction levels.

### Recommendation

Future researchers are advised to conduct a more in-depth study with a longitudinal approach in order to observe changes in employee job satisfaction over time and identify clearer causal factors. (2) Expanding the scope of the sample, the results of the study will be more representative of a wider population and can provide more comprehensive insight into the factors that influence job satisfaction in various work contexts. (3) Exploring other variables such as social support, organizational culture, and management policies may provide a more comprehensive understanding of employee job satisfaction and the factors that influence it.

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