

# The Effect of Work-Family Conflict on Job Satisfaction with Organizational Commitment as the Moderator Variable

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## ABSTRACT

In managing human resources, the company must also consider the attitude of employees towards their role in the family and in work, because this is a problem that can determine a person's work productivity. Many companies are trying to increase the commitment of employees so that the effects of work-family conflicts can be minimized. This study aims to determine the direct effect of Work-Family conflict (X) on job satisfaction (Y), and the moderating effect of organizational commitment (Z) variables on the relationship between Work-Family conflict (X) on job satisfaction (Y) of employees of PT. Bank Rakyat Indonesia Surabaya Regional Office. This study uses primary data, namely data obtained from respondents' answers to questionnaires distributed to employees who work at PT. Bank Rakyat Indonesia (Persero) Tbk. Surabaya Regional Office. The method used in this research is Partial Least Square by using path analysis. The sample taken in this research amounted to 56 employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Surabaya Regional Office. The instrument used in this study was a questionnaire.

**Keywords:** Job satisfaction, Work-family Conflict, Organizational Commitment, Moderating Effect, Quality Job

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## INTRODUCTION

In the business world which is also advancing along with the times and the current economy, companies or organizations are faced with increasingly fierce competition as more competitors emerge. In order to win the competition and achieve the stated goals, the company must provide the best service for consumers, both in the goods and services sector. Improvements and adjustments to the quality of goods or service provision by companies are absolutely necessary so that consumers get more value from the sacrifices they have made to either get goods or services from a company, this is because customer satisfaction and loyalty are the key to success and continuity. corporate life.

To meet the desired quality in order to achieve the stated goals, the company must have advantages not only from a technical point of view but also the competence and quality of human resources in the company. In managing human resources, the company must consider many things, one of which is how the employee's attitude towards their role in the family and in work, because this is a separate problem that can determine the level of one's work productivity.

The life of each individual's adult is a function of two important factors regarding work and family, which involve someone who is burdened with various responsibilities that require high levels of time and energy (Rahman, Ali, Mansor, Jantan, & Adedeji, 2018). As a result, there are demands from work that can interfere with a person's ability to meet the demands of his family or what is meant by Work-Family conflict (Z. E. Zhou, Eatough, & Che, 2020). In summary, employees who experience low psychological detachment may be more likely to devote

time to work, experience work-related stress, and display work-related behavior at home; furthermore, they tended to experience higher rates of time-based, strain-based, and behavior-based WFCs.

A number of survey results illustrate that a number of workers who live with their families or already have their own families experience conflicts between work and family life. This conflict is mostly related to excessive working hours, work schedules and emotional exhaustion caused by work which can lead to reduced levels of job satisfaction. In this study, the focus is on job satisfaction as the dependent variable because job satisfaction reflects people's general attitudes towards their work (Zhang, Zhao, & Korabik, 2019), a very relevant criterion for assessing whether people develop negative attitudes towards their job roles when they consider work as a source of conflict.

Companies can certainly improve their employees' job satisfaction by fulfilling the employee's needs for their work, but companies cannot escape the fact that factors such as Work-Family conflict can affect job satisfaction of their employees. Therefore, many companies are trying to increase the commitment of employees to the company so that the effects of Work-Family conflicts can be minimized. Organizational commitment refers to the affiliation and involvement of employees with their organization so that employees will be committed to their organization, have faith in the organization's vision and values, desire to stay in the company and want to contribute to the company (Asrar-ul-Haq, Kuchinke, & Iqbal, 2017). So that a worker with a high commitment generally has a great need for self-development and likes to participate in the decision-making process in the organization where they work. The

result is that they are rarely late, have low absenteeism, high productivity, and try to show their best performance. So, it is known that a person's organizational commitment can affect and be influenced by individual personal characteristics, including individual backgrounds. Where these personal characteristics will cause two conditions that affect the formation process of organizational commitment, namely the family situation and work situations.

Companies engaged in financial services such as banking certainly demand commitment from their employees to complete the work done by their employees as well as possible. Therefore, companies must pay attention to the conditions of their employees and minimize the risk of decreased productivity. This research was conducted at BRI Surabaya Regional Office because the Bank as a company engaged in the service sector, of course, service and consumer satisfaction are the main things where the determining factor in a service company is the human resources who carry out the work. As one of the largest banks in Indonesia does not rule out problems experienced by employees. Because BRI is one of the largest banks in Indonesia, whose money circulation process involves an extraordinary amount of money every day, the workload faced by BRI employees is also quite large. When viewed from the perspective of the length of employee working hours from 08.00 am to 16.30, time optimization must be carried out but there are times when the available time is not sufficient so that employees have to increase their working hours to complete their workload. This resulted in a cut in the time to gather with family because the time at night was used to rest and, in the morning, had to leave. Companies must pay attention to these things because they can be the cause of conflicts both in terms of work and conflicts that occur at home, this can lead to low job satisfaction of employees if not addressed early. However, companies can also hope that organizational commitment from their employees can minimize the impact of Work-Family conflicts on job satisfaction of their employees.

This research is expected to find out how much influence Work-Family conflict has on job satisfaction. One of the Regional Offices of PT. Bank Rakyat Indonesia (Persero) Tbk. in Surabaya, the Surabaya Regional Office was chosen as the research background because the bank is a company engaged in the service sector that relies on human resources as the spearhead of achieving company goals. This study also includes organizational commitment as a moderator variable to determine whether this variable will strengthen or weaken the effect of Work-Family conflict on job satisfaction. Based on all these aspects. The title of the research proposed is "The Effect of Work-Family Conflict on Job Satisfaction with Organizational Commitment as a Moderator Variable".

## LITERATURE REVIEW

### Theory Basis

#### Work-Family Conflict

The balance between work and family is one of the important things that concern organizations / companies, because each individual expects to have enough time for his work so that that person can achieve success at work without neglecting his personal life. In addition, work-family conflict also occurs when the responsibilities between work and family are considered equally important. Work-family conflict can be a major source of stress in a person's life and affect that person emotionally.

According to [Soomro, Breiteneker, & Shah, \(2018\)](#) work-family conflict is a form of conflict between roles in the form of negative impacts from the work-to-family domain. This actually determines the level of stress for employees when employees spend more time working, which results in less time available for families. Conflict between two roles, work and family, is inevitable because they both pull in opposite directions, which are completely incompatible with each other because the two fields demand different demands, priorities, norms, expectations and requirements. Abbreviated by a statement according to [Al Azzam, Abu Al Rub, & Nazzal, \(2017\)](#), work-family conflict is a form of role conflict that occurs when one role (work / personal life) imposes responsibilities and requirements that are incompatible with other roles or when pressure demands work interferes with the responsibility for running family life.

#### Job Satisfaction

Job satisfaction is defined as a pleasant emotional state and is a major determinant of work environment assessment which generally has a positive effect on employee performance ([Soomro et al., 2018](#)). Since the term job satisfaction affects an employee's emotional bond with his boss, which the employee associates with the job, many intrinsic and extrinsic reward factors influence it. According to [Erdogan, Karakitapoğlu-Aygün, Caughlin, Bauer, & Gumusluoglu, \(2020\)](#) career success in organizations is not only a function of one's skills and abilities. Rather, it plays a key role in shaping the environment in which career success will occur. Likewise, [Soomro, Breiteneker, & Shah, \(2018\)](#) argue that job satisfaction has two constituents: an affective component and a non-affective (cognitive) component. The affective component refers to the emotional state of the employee, and the non-affective (cognitive) component refers to the satisfaction associated with appraising job performance. Job satisfaction is a hot topic because most of the literature on industrial / organizational psychology, organizational behavior, and social psychology includes this factor as the focus of research. On the other hand, according to [Lambert, Liu, Jiang, Kelley, & Zhang, \(2020\)](#) job satisfaction refers to employees' perceptions of overall job satisfaction rather than in terms of a specific job. Job satisfaction is an important work attitude that is reported to be associated with greater support for lower layoffs, increased life satisfaction, higher involvement in organizational citizenship behavior (beyond what is expected in the workplace), lower turnover intentions, reduced absenteeism, increased creativity in the workplace, more willingness to support organizational change and higher job performance.

#### Organizational Commitment

According to [Asrar-ul-Haq, Kuchinke, & Iqbal, \(2017\)](#) organizational commitment refers to the affiliation and involvement of employees with their organization. Allen and Meyer's organizational commitment model identifies three components of organizational commitment: affective commitment, continuous commitment and normative commitment. Affective commitment means positive emotional attachment to the organization, ongoing commitment refers to the high perceived costs associated with leaving the organization, and normative commitment is a feeling of moral obligation to be with the organization. Supported by a statement according to [Lambert, Liu, Jiang, Kelley, & Zhang, \(2020\)](#) organizational commitment refers to the bond between staff members and the employing organization. Bonds for forms of

continuation commitment that investment staff make in the organization, such as salaries, benefits, pensions, non-transferable job skills, promotions and avoiding missed opportunities (e.g. lost employment opportunities with other organizations), which binds the person to the organization to protect investment. It can be concluded that a high organizational commitment will cause employees to always want to be part of the organization.

#### **Hypothesis Development**

##### ***The relationship between Work-Family Conflict and Job Satisfaction***

The adult life of each individual is a function of two important factors such as work and family, which involves a person who is burdened with various responsibilities that demand high levels of time and energy. As a result, there are many tasks in relation to factors related to work family conflict (Rahman *et al.*, 2018). It is known that what can result from work-family conflict is related to conflicts that evolve because family duties obstruct work duties and other things that illustrate the barriers created between work responsibilities and family duties. In the research of Rahman *et al.*, (2018) also states that when work-family conflicts increase, it will affect a decrease in employee job satisfaction because job satisfaction is one of the factors, which helps to ensure a person's emotional stability after job appraisal. This study also shows that work-family conflict has a significant negative effect on job satisfaction. Job satisfaction is always a big problem in organizations and cannot be ignored. Ignoring job satisfaction and work-family conflicts leads to serious and severe complications in the long run, in such a way as to disrupt organizational discipline and result in non-compliance, reduce the sense of responsibility, and ultimately, neglect of work (Dehghan Nayeri, Dibaji Forooshani, & Arabloo, 2018). So that the organization needs to pay attention to the effects of work-family conflict.

Job satisfaction is an emotional state that reflects the construction professionals' internal satisfaction with their work environment, processes, and achievements. Satisfaction relates to the extent to which individuals believe that they are successful in achieving their career goals (Erdogan *et al.*, 2020). According to Cao, Liu, Wu, & Zhao, (2020), an individual has limited time and energy. Work-family conflicts reduce the time construction professionals have to spend with their spouses and children or care for elderly family members, leading to low levels of family well-being and job satisfaction. Doing so will consume their limited time and energy, even leading to their inability to complete tasks on time. Being late in completing tasks can make them anxious, irritated, and even angry. These negative emotions will cause them to feel dissatisfied with work and family, negatively affecting their attitudes and behavior.

The fast pace of life and the various goals of life in today's society make it difficult for people to balance their work and family roles. Meta-analytic studies consistently find that good work-family conflicts are associated with a variety of adverse outcomes (for example, decreased job satisfaction and reduced life satisfaction) (Zhang *et al.*, 2019). Because when people experience work-family conflicts, they psychologically attribute the error to the domain that is the source of the conflict, and thus, have negative attitudes towards work which can lead to decreased job satisfaction. According to AlAzzam, AbuAlRub, & Nazzal, (2017) the disruption between work life and personal life has been classified as one of the top 10 triggers in the workplace. In addition, the constant

pressure from work and family can cause undesirable effects in different domains. Regarding the family domain, work-family conflict can result in decreased satisfaction in family and married life, transferring tension to other family members and feelings of stress and fatigue which correlate with family roles and ineffective parenting. At the health level, some of the detrimental consequences of work-family conflict are emotional exhaustion, fatigue, sleep disturbances, and depression. Whereas in the job domain, there can be a decrease in job satisfaction which is associated with many negative structural results (Rahman *et al.*, 2018), which include high labor turnover rates, decreased performance and low levels of assurance to corporate entities.

##### ***Relationship between Organizational Commitment and Job Satisfaction***

Organizational commitment and job satisfaction are related in many ways, and the first can affect many characteristics related to an employee's performance (Soomro *et al.*, 2018). Ambitious workers must devote more time to work to address the pressing demands of the workplace if they are to be successful. Employees with a high level of organizational commitment will participate in organizational action because they identify and are emotionally attached to the organization. Organizational commitment has become the focus of research in organizational behavior and has been shown to be closely related to individual-related behaviors and organizational outcomes such as job satisfaction (Cao *et al.*, 2020). Cao, Liu, Wu, & Zhao, (2020) found that organizational commitment has a stronger effect on employee behavior and is related to a wider variety of outcomes than those achieved with sustained commitment and normative commitment. An employee with a high level of emotional attachment and emotional identification with their organization is willing to contribute their efforts, as well as their professional knowledge and skills, to a job. Team cohesion and passion for their organization will also be enhanced, thereby contributing to work efficiency, job satisfaction and job performance.

According to Eliyana, Ma'arif, & Muzakki, (2019) organizational commitment is behavior that reflects employee loyalty to the organization and the next stage where organizational members express concern for the organization, success, and further development. This can be demonstrated through a strong willingness to remain as group members, willingness to work hard as organizational aspirations, and a certain willingness to accept organizational values and goals. Meanwhile, according to Lambert, Liu, Jiang, Kelley, & Zhang, (2020) job satisfaction is a positive affective work attitude (i.e. emotional) which is related to workers' perceptions that their work fulfills their wants and needs and someone gets pleasure from their work. So that employees who behave in organizational commitment will feel happy about their work and always work hard so that they can increase job satisfaction.

##### ***Relationship between Work-Family Conflict and Job Satisfaction in Organizational Commitment Moderation***

According to Asrar-ul-Haq, Kuchinke, & Iqbal, (2017) individuals tend to identify and define themselves with the group they are in while working. Their perception of corporate social responsibility produces positive job-related results including organizational commitment and positive work results can be described through job satisfaction. Employees of ethically strong and responsible

organizations tend to assess their relationship with the organization and increase their recognition with the organization. Employees of such organizations are honored to identify themselves with their organization, and as a result, organizational commitment and loyalty to their organization is developed. It can also affect employee job satisfaction because job satisfaction refers to employees' perceptions of overall job satisfaction rather than in terms of a specific job (Lambert *et al.*, 2020). If this happens then it makes sense to state that job satisfaction is influenced by organizational commitment.

Work - Family Conflict has been associated with various negative outcomes, ranging from attitude, behavior, and health-related factors (Choi, Cundiff, Kim, & Akhatib, 2018). This suggests that greater conflict between work and family roles is associated with higher turnover intentions, care-related absences, and lower commitment to organization and career. In addition, it is also known that employees suffering from work-family conflicts will be less satisfied with their work. Over time, it is the stress from work and family that makes employees have too much psychological resources to feel dissatisfied with work and family (Liu, Li, & Chen, 2016).

When work-family conflicts occur with fewer individual resources, then they cannot see more support from their superiors or do not adopt behaviors that reflect organizational commitment, they will be dissatisfied with work and reduce job involvement and organizational commitment itself (Liu, Li, & Chen, 2016). Conversely, if they can see more forms of supervisor support and work hard as organizational aspirations (behavioral organizational commitment), they will be able to reallocate resources. As a result, the negative effect of

work-family conflict on job satisfaction will be reduced and will reduce the negative effect on employee work involvement and organizational commitment. It is proposed that various organizational factors (e.g. Work - Family Conflict) affect the level of organizational commitment. people who in turn affect job satisfaction. Individuals who have a greater organizational commitment to an organization are unlikely to reduce their level of job satisfaction, even under stressful conditions.

Namasivayam & Zhao, (2007) reported the relationship between work-family conflict and employee's job satisfaction; specifically suggests that employee commitment to the organization will moderate the effect of work-family conflict on employee job satisfaction. Likewise, Cao *et al.*, (2020) examined the effect of work-family conflict on job satisfaction and performance, and also examined the mediating role of affective organizational commitment (AOC) in the effects of work-family conflict on work outcomes. In addition, the research of Asrar-ul-Haq *et al.*, (2017) examined the role of organizational commitment and job satisfaction because it is considered a precedent of employee performance, and the relationship between employee performance and organizational performance is also needed. Furthermore, Eliyana *et al.*, (2019) examined the role of transformational leadership, job satisfaction, and organizational commitment in influencing work performance in an organization. Therefore, perceptions of organizational commitment and job satisfaction need to be investigated in this study in knowing the impact of work-family conflict experienced by employees.

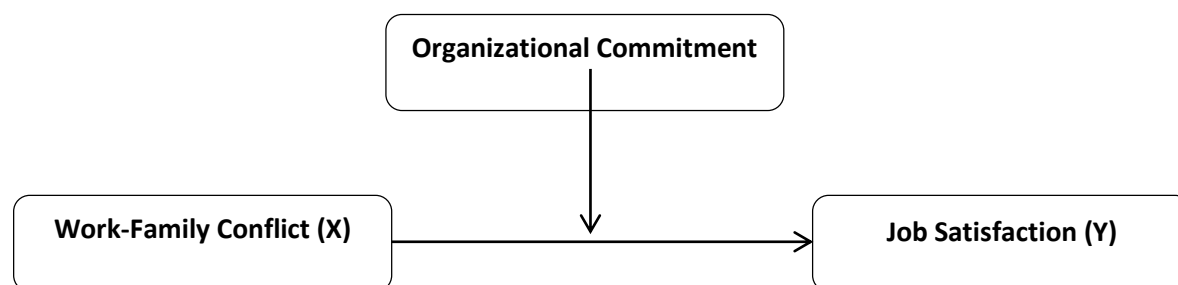


Figure 1. Research Model

## RESEARCH METHODS

### Research Approach

This research uses quantitative methods, where the quantitative approach focuses more on proving the hypothesis empirically. This approach tries to measure a problem concept by using variables so that it is easier to understand statistically. This study entitled "The Effect of Work-Family Conflict on Job Satisfaction with Organizational Commitment as a Moderator Variable on Employees of PT. Bank Rakyat Indonesia (Persero) Tbk. "Surabaya Regional Office" uses a quantitative approach. The attached question uses a 5-point Likert scale from 1 for "strongly disagree" to 5 for "strongly agree". The measurement of the Work-Family Conflict, Job Satisfaction, and Organizational Commitment variables was carried out based on the respondent's answers to the questions in the questionnaire whose values were determined using a Likert scale, the scale ranges in this measurement starting from the numbers 1 to 5. Each item

was given five answer choices. which consists of strongly disagree (STS), disagree (TS), mediocre (BS), agree (S), and strongly agree (S). a. Value 1 = strongly disagree b. Value 2 = disagree c. Value 3 = ordinary d. Value 4 = agree e. Value 5 = strongly agree.

### Measurement

#### Independent Variable

The independent variable in this study is Work-Family conflict. Work-family conflict is a role conflict that occurs because of a clash between responsibilities at work and responsibility for roles in the family so that pressure on work interferes with family activities. In Rode *et al.*, (2001), several indicators can be used to identify work-family conflicts.

#### Bound Variables

The dependent variable in this study is job satisfaction. Job satisfaction is a feeling of pleasure or a positive emotional state which is the result of the quality of one's work and work experience (Huang and Hsiao, 2007). Satisfaction of



permanent employees of PT. Bank Rakyat Indonesia (Persero) Surabaya Regional Office is measured using indicators according to [Moyes et al., \(2006\)](#).

#### Moderator Variables

The moderator variable in this study is organizational commitment. Organizational commitment is a respondent's statement about feelings of attachment to the organization, involvement and a desire to remain part of the organization. The indicators used to measure the organizational commitment of permanent employees of PT. Bank Rakyat Indonesia (Persero) Surabaya Regional Office refers to the Organization Commitment Questionnaire (OCQ) from [Mowday et al. \(1979\)](#) in [Luthans \(1998: 150\)](#).

#### Data Collection and Research Samples

Data collection methods or methods used in this research are literature review and 2. Field research. The population in this study were employees of PT. Bank Rakyat Indonesia

(Persero) Tbk. Surabaya Regional Office. The number of employees used as respondents at PT. Bank Rakyat Indonesia (Persero) Tbk. Surabaya Regional Office. is 56 people. The number of identified populations is used as a research model. This study uses the census method, which is a sampling technique by taking the entire population.

#### Data Analysis Techniques

The analysis technique used in this research is path analysis which is processed using Partial Least Square (PLS) which is part of Structural Equation Modeling (SEM). The analysis is based on the results of a distributed questionnaire and then processed by the PLS method.

#### Data Analysis

The steps taken in finding the results regarding the hypothetical relationship between variables when using PLS-SEM software are the outer model evaluation and inner model evaluation.

Table 1

N=56		Frequency	Percentage	Total%
Gender	Male	37	66.1	66.1
	Female	19	33.9	100
Last education	Senior high school	6	10.7	10.7
	Diploma	1	1.8	12.5
	Bachelor	46	82.1	94.6
	Master	3	5.4	100
Years of Service	< 10 years	38	67.9	67.9
	10-19 years	5	8.9	76.8
	20-29 years	8	14.3	91.1
	30 years or more	5	8.9	100
Position	Micro	9	16.1	16.1
	OJL	4	7.1	23.2
	Credit Analyst	14	25	48.2
	SDM	2	3.6	51.8
	Operations	1	1.8	53.6
	Risk Management	1	1.8	55.4
	RPKN & Account Officer	15	26.8	82.2
	Retail & Program	1	1.8	84
	Consumer Banking	5	8.9	92.9
	Junior Staff	1	1.8	94.7
	General & Logistics	3	5.4	100

Note: Four (4) demographic variables were coded in the data as Gender, Last Education, Years of Service, and Position.

Table 2

Variables	Code	Factor Loading			$\alpha$	$\gamma_s$	CR	(AVE)
Work-Family Conflict	X1	0.881			0.826	0.856	0.880	0.601
	X2	0.816						
	X3	0.888						
	X4	0.659						
	X5	0.580						
Job Satisfaction	Y1		0.870		0.908	0.916	0.929	0.688
	Y2		0.783					
	Y3		0.757					
	Y4		0.808					
	Y5		0.886					
	Y6		0.863					
Organizational Commitment	Z1			0.728	0.804	0.836	0.861	0.556
	Z2			0.768				
	Z3			0.735				
	Z4			0.853				
	Z5			0.628				
Work-Family Conflict * Organizational Commitment					0.943	1.000	1.000	1.000

Note: X (Work-Family Conflict), Y (Job Satisfaction) dan Y (Organizational Commitment).

Based on Table 2, it is known that the results of the Validity Test show that all indicators have met the research requirements. So, it is stated that all indicators have an effect on the latent variables. Because these results have met the validity and reliability requirements for research.

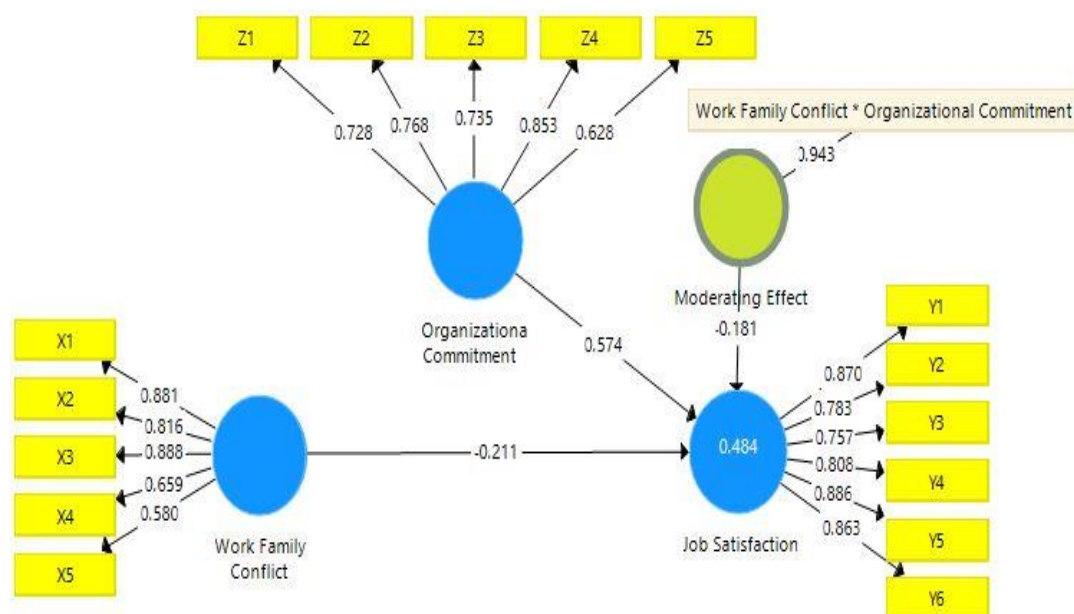


Figure 2. Outer Model

Table 3. Description Analysis Result

Indicator	Mean	Category
<b>Work-Family Conflict</b>		
The work I do makes it difficult for me to find time to be with my family	2.75	Moderate
Job demands disturbed my personal life with my family	2.36	Low
I often feel pressured about balancing work and family responsibilities	2.20	Low
The pressure at work makes it easy for me to get angry when I'm with my family	2.16	Low
My emotions at work are drained from the pressure to balance my responsibilities at work and family	2.25	Low
Mean Total	2.32	Low
<b>Job Satisfaction</b>		
The work I do is quite interesting and not boring	3.98	High
The salaries and allowances provided by the company reflect the recognition of the contributions I have made to the company	3.52	High
The existing promotion is proof of recognition of my work performance	3.48	High
My supervisor is able to make me feel satisfaction at work	3.82	High
My co-workers are people I can work with and I have a good relationship with them	4.12	High
The environment where I work is comfortable	4.16	High
Mean Total	3.85	High
<b>Organizational Commitment</b>		
I've always wanted to be loyal to the company	4.14	High
I want to accept and do all the assignments given to me	4.07	High
I am proud to tell other people that I work in this company	4.18	High
I always agree and agree with company policy which concerns all employees	3.41	High
The decision to work for this company was the best decision I made in my life	4.20	High
Mean Total	4.00	High

Note: Shows a description of the respondent's answer to the Work-Family conflict variable, a description of the respondent's answer on the job satisfaction variable, and a description of the respondent's answer on the organizational commitment variable

Table 4. Results of R-Square Value

Variable	Original Sample – R-Square
Job Satisfaction	0.484

Note: It is known that Attitude and Job Satisfaction have an R-Square value of > 0.25 which means they are considered moderate models.

**Table 5.** Results of the F-Square Value

Variable Job Satisfaction	R-Square	F-Square
Included	0.484	0.000
Exclude Work-Family Conflict	0.000	0.078
Exclude Organizational Commitment		0.597
Exclude Moderating Effect		0.055

Note: It is known that if the Work-Family Conflict variable is removed, the effect on the Job Satisfaction variable is  $> 0.02$  or has a moderate effect. Meanwhile, if the Organizational Commitment variable is removed, the effect on the Job Satisfaction variable is  $> 0.35$  or it also has a big influence. If the Moderating Effect variable, then the effect on the Job Satisfaction variable is  $> 0.02$  or it also has a moderate effect.

**Table 6.** Results of the Q-Square Value

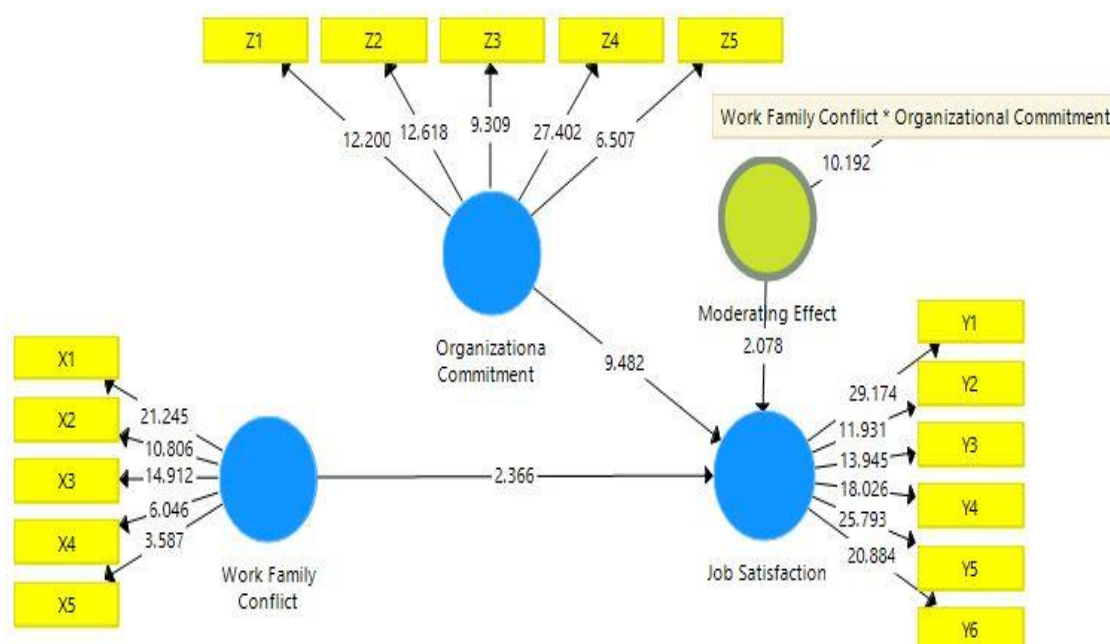
Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Satisfaction	336.000	231.809	0.310

Note: It is known that the Job Satisfaction variable has a Q-Square value of  $> 0.310$  which indicates that the Q-Square value is  $> 0$ . So, it shows that the dependent variable has predictive relevance.

**Table 7.** Path Coefficient Results

Hypothesis	Variable	Original Sample (O)	T statistic	P Values	Note
H1	Work-Family Conflict $\rightarrow$ Job Satisfaction	-0.211	2.366	0.018	Significant
H2	Moderating Effect $\rightarrow$ Job Satisfaction	-0.181	2.078	0.038	Significant

Note: If the original sample value shows a positive value then the variables have a positive relationship (and vice versa). If based on the value of T-statistics, the terms of T-statistics  $> 1.65$  (significance level of 5%) and the value of a P-value must be less than 0.05 to conclude that the relationship between the variables being tested is declared to have a significant effect.



**Figure 2.** Inner Model

## RESULTS AND DISCUSSION

### Discussion

#### Effect of Work-Family Conflict on Job Satisfaction

Based on the results of hypothesis testing using partial least square (PLS), it is found that Work-Family Conflict has a negative and significant effect on Job Satisfaction. So that hypothesis 1 is accepted, which means the work-family conflict of employees of PT. Bank Rakyat Indonesia Surabaya Regional Office was proven to be related to a number of work attitudes and negative consequences including low overall job satisfaction.

In accordance with the statement according to Liu, Li, & Chen, (2016) the role conflict between work and family demands is called work-family conflict. Job satisfaction is the degree to which individuals like their jobs. Over time, the stress from work and family makes employees too much psychological resource, therefore they are dissatisfied with work and family. When employees of PT. Bank Rakyat Indonesia, Surabaya Regional Office experienced similar things, such as experiencing conflicts caused by demands from work and family, they will indirectly experience a decrease in their job satisfaction in doing work. Employees are often unable to balance their

work life and personal life with their family, many factors can be the cause of this. One of the demands to meet the primary and secondary needs of the family is that the high cost of education is currently a quite complicated problem, especially since it is also influenced by the higher cost of living, this often affects the job satisfaction of employees, they feel less satisfied with their work. because they think that what they get from the company is not able to meet their needs. Employees of the BRI Surabaya Regional Office work from 08.00 - 16.30 and that is sometimes added to overtime when there is work that demands to be completed quickly. These things often cause unpleasant feelings for employees because the time they are supposed to spend with their families is reduced. Even though Bank Rakyat Indonesia has implemented a work and compensation system in accordance with the work pressure imposed on employees, there are things that cannot be reached by these policies, especially when it comes to the personal lives of these employees.

#### **Organizational Commitment Moderates the Effect of Work-Family Conflict on Job Satisfaction**

Based on the results of hypothesis testing using partial least square (PLS), it was found that Organizational Commitment Moderates the Effect of Work-Family Conflict on Job Satisfaction negatively and significantly. So that hypothesis 2 is accepted. This shows that in this study the organizational commitment of the employees of PT. Bank Rakyat Indonesia Surabaya Regional Office is negative, so the more work-family conflicts occur, causing job satisfaction to decrease.

According to Lambert, Liu, Jiang, Kelley, & Zhang, (2020) regarding organizational commitment, that employees who are treated positively by the organization and have positive overall work experience will develop a favorable organizational view and are more likely to trust the organization and psychological ties. . So that it is possible that the organizational commitment of the employees of PT. Bank Rakyat Indonesia Surabaya Regional Office is negative when it does not receive positive treatment from the organization or lacks work experience. In addition, according to Zhou, Li, & Gao, (2020) social support at work can provide employees with instrumental support to reduce their work-family conflicts. So that when work-family conflicts between employees of PT. Bank Rakyat Indonesia Surabaya Regional Office decreases, so their job satisfaction will not decrease. Vice versa, like the research results, if employees have a negative organizational commitment, it will affect work-family conflict which increases, resulting in a decrease in job satisfaction.

#### **CONCLUSIONS AND SUGGESTIONS**

##### **Conclusion**

Based on the results of the analysis and discussion that has been done previously, it can be concluded that Work-family conflict (X) has a significant direct effect on job satisfaction (Y) and organizational commitment (Z) is able to moderate the effect of Work-family conflict (X) on Job Satisfaction. (Y) significantly for the employees of PT. Bank Rakyat Indonesia (Persero) Tbk. In accordance with the statements of Asrar-ul-Haq, Kuchinke, & Iqbal, (2017) employees with a high level of organizational commitment will have a strong sense of ownership and perceive organizational interests as their own. When a problem arises, instead of giving up, the employee is more likely to share ideas, warn, or encourage constructive change. So that if employees have high and positive organizational commitment it will not affect performance even though

they experience work-family conflicts which can affect their job satisfaction and vice versa if organizational commitment is negative.

#### **Suggestions**

Based on the research that has been done, the suggestions that can be given are employees of PT. Bank Rakyat Indonesia (Persero) Tbk., Surabaya Regional Office should maintain a balance between work and family life so that family-work conflicts do not interfere with his concentration at work. Some things that employees may be able to do with regard to maintaining a balance between work life and their families are to determine priority scales, better family life management, and separation between work interests and family interests so that they do not mix with one another. Then, employees of PT. Bank Rakyat Indonesia (Persero) Tbk., Surabaya Regional Office should maintain its commitment to the organization so that its performance can continue to increase so that it can achieve targets according to the vision and mission of Bank Rakyat Indonesia. There are several ways that can be taken, including the management helping employees learn why a policy is important, and identifying employees' perceptions of the policy through discussions, meetings and interviews. The opportunities provided by the management can increase a feeling of ownership, which is a component of commitment formation. Finally, PT. Bank Rakyat Indonesia (Persero) Tbk., Should also pay attention to the needs of its employees, especially the psychological needs to gather with family and create programs to assist employees in dealing with work-family conflicts so as to increase job satisfaction of their employees.

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