

WORK–FAMILY CONFLICT AND JOB SATISFACTION: THE MEDIATING ROLE OF PERSON–ORGANIZATION FIT STUDY ON EMPLOYEES OF THE BRI ACEH REGION

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The objective of this research is to analyze the influence of person–organization fit (P-O fit) on work–family conflict (WFC) and job satisfaction (JS) relationships at Bank Rakyat Indonesia, Aceh Regional in Banda Aceh. The sample includes 127 employees, those who have worked more than two years. The data are collected via questionnaire. The equipment of data analysis is structural equation modeling (SEM), which proceeds using analysis of moment structure (AMOS). The results of the study show the variable P-O fit role as a mediator variable in the relationship of WFC and job satisfaction. WFC does not have a direct effect on job satisfaction.

Keywords: Work–family conflict, job satisfaction, person–organization fit.

Penelitian ini bertujuan untuk menganalisis pengaruh person-organization fit (P-Ofit) terhadap hubungan work-family conflict (WFC) dan job satisfaction (JS) pada karyawan kantor Bank Rakyat Indonesia wilayah Aceh, di Banda Aceh. Sampel berjumlah 127 orang karyawan yang telah bekerja paling sedikit 2 tahun dan paling lama 5 tahun. Data dikoleksi menggunakan kuisisioner. Data dianalisis menggunakan Structural Equation Modeling (SEM) yang diproses dengan bantuan program Analysis of Moment Structure (AMOS). Hasil penelitian menunjukkan bahwa variabel P-O fit berperan sebagai variabel mediator pada hubungan WFC dan Job satisfaction (JS). WFC tidak berpengaruh langsung terhadap job satisfaction.

Kata Kunci: Work–family conflict, job satisfaction, person–organization fit.

Human resources in an organization play a crucial role in promoting talent, knowledge, and ability to enhance professionalism. The effective functionality of any organization does

not rely on available resources available but also on employee excellences and competences needed by the organization to fulfil the necessary human resources in the future (Hassan, Zakariya & Naz, 2012).

Abstract

Abstrak

When one has defined work as a role model in the workplace, then a work–family conflict (WFC) is prone to occur. This is because WFC normally comes up when one’s role, where the pressure exists from work and family, which is contradictory in some terms, is made more complicated based on participation in family roles. WFC is social phenomena that frequently affects a worker’s family. Even though some researchers have been studying this issue on female workers only (Dziak, Janzen, & Muhajarine, 2010; Begall & Mills, 2011; Annink, Dulk, & Steijn, 2015; Susanto, 2009; Lohana & Harsono, 2009; Ratna, 2006; Christine, Megawati, & Indah, 2010), there is a possibility that the WFC will be found in male workers as well. Do the workers experiencing WFC affect their job satisfaction level? Lin, Chen, and Sun, (2015) indicated that job satisfaction is not affected by WFC. Ergeneli, Ilsev, and Karapmar (2010) found the negative correlation between WFC and job satisfaction. Yet it is corresponded upon unless mediated by P-O fit. Therefore, this study is a full mediation (Baron & Kenny, 1986).

Job satisfaction basically applies to individual feelings. Every individual has a different level of satisfaction in accordance with the prevailing value system in itself. The higher the valuation of the perceived activities fit to individual wishes, the higher the satisfaction with these activities will become. Thus, the satisfaction is an evaluation, which describes one’s attitude as being happy or not happy, satisfied or not satisfied at work (Rivai & Sagala, 2010). This study aims to review how much WFC influences one’s job satisfaction and the role of person–organization (P-O fit) factor as mediating variables.

P-O fit is a congruence in an organization’s culture and value with the value espoused by the workers. Based on previous empirical study and theory, an individual is most effective in an organization when his or her value, necessity, and importance are consistent. The manifestation of this alignment, which is often called P-O fit, includes employee commitment, satisfaction, and retention. (Farooquia & Nagendra, 2014; Sheridan, 1992; Chatman, 1991; O’Reilly, Chatman, & Caldwell, 1991; Meglino, Ravlin, & Adkins, 1989), organization’s performance (Govindarajan, 1989; Meglino et al, 1989), and individual health (Moos, 1987).

LITERATURE REVIEW

Work–Family Conflict (WFC), Job Satisfaction, and Person–Organization Fit (P-O Fit)

Work–family conflict (WFC), based on Kahn, cited by Greenhaus dan Beutel (1985), is where pressure exist from work and family, which is contradictory in some terms, in that participation in work role (family) is made more complicated based on participation in the family role (work).

Stone (2005) corroborates that work–family conflict occurred because of the demands of certain roles in an individual’s life, that is the demands in work and family. Frone, Yardley, and Markel (1997) elaborated upon the factors that influence WFC by stating its two factors: (1) proximal, which consists of (a) role-related time commitment, (b) role-related dissatisfaction or distress, and (c) role overload; and (2) distal, which consists of (a) within role predictor and (b) bidirectional nature of work family conflict.

Furthermore, Greenhaus and Beutel considered three forms of WFC: (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict. This study will adapt those views as indicators to measure WFC. By those perspectives, the conflicts will surely obstruct a company's work progress, to the working women particularly because it may lead to dysfunctional and unbalanced relationships (Manfield, Koch, Henderson, Vicary, Cohen, & Young, 1991). In this case, researchers consider that job satisfaction factors also will be affected, which will degrade the organizational performances respectively. Job satisfaction is an attitude of an individual's feeling about his or her work, i.e., being happy or unhappy. McShane and Von Glinow (2008) stated that job satisfaction is an individual evaluation about tasks and context of one's job. It is related to the assessment of its characteristics, environments, and emotional experiences in the work place.

Employees satisfied with their job based on their experiences and observations have a favourable assessment. Job satisfaction is truly a set of attitudes about various aspects from the job task and context. Some of the previous studies about the relationship between WFC and job satisfaction were revealed by Turliuca and Buliga (2014) who found that WFC significantly influences the working family. Then, Calvo-Salguerol, Carrasco-Gonzalea, and Salimas-Martimez deLecea (2010) also detected the relationship between WFC and job satisfaction. However, Ergeneli, Ilsev, and Karapmar (2010) revealed that there is no relationship between these two. Furthermore, Lin, Chen, and Sun (2015) discovered that, when the job is done without

disturbing family life, it does not affect job satisfaction.

Person–organization fit (P-O fit), according to Chatman (1989), is the compatibility between norms and values of an organization and the worker. The author found that the shifting of P-O fit interprets the number of variants in employee's job satisfaction (1991). Kristof (1996) however, noted that compatibility can be conceptualized in a variety of ways, resulting in two different perspectives on P-O fit. The first perspective on P-O fit concerns a distinction between supplementary and complementary fit. However, some experts agree that P-O fit refers to employee needs, which are reflected in their preferences for certain culture and the organization's ability to supply conditions through policies and practices that meet those needs (Deniza, Noyanb, & Ertosunc, 2015; Meyer, Hecht, Gill, & Toplonysky, 2010; Kristof-Brown, Zimmerman, & Johnson, 2005).

Based on those perspectives, Edward (1991) and Valentine, Godkin, and Lucero (2002) identified five P-O fit indicators: (1) compliance of personal value, (2) compliance of needed, (3) compliance against each other, (4) comfortability, and (5) compliance of work. These five indicators are used as standards in this research. This research places P-O fit as the mediating variable between WFC and job satisfaction.

Hypothesis

- H1: Work–family conflict significantly affect on person–organization fit
- H2: Person–organization fit significantly affect job satisfaction
- H3: Work–family conflict does not significantly affect job satisfaction

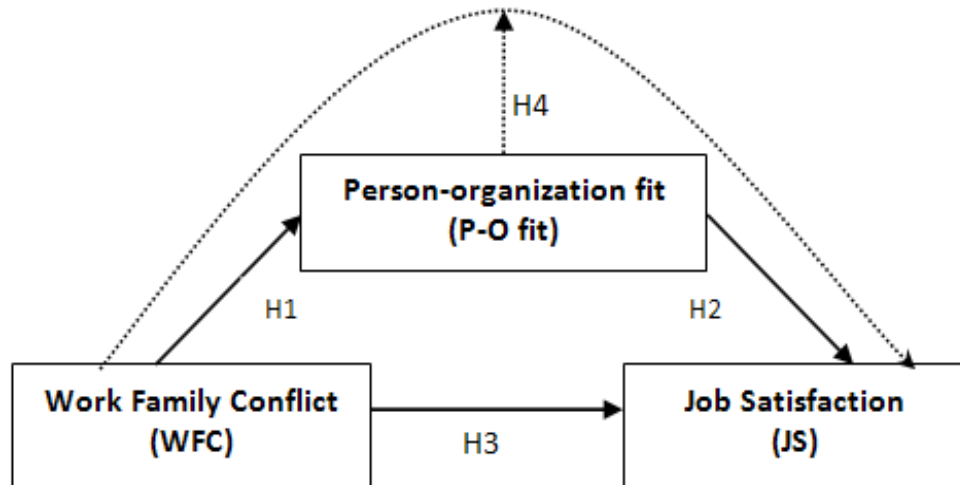


Figure 1. Initial Research Model

H4: Work–family conflict significantly affect job satisfaction through person organization fit (P-O fit as mediating influence WFC to JS)

working conditions, opportunity for advancement, workload and stress level, respect from co-workers, relationship with supervisors, and financial rewards.

RESEARCH METHODS

Sample

This study took a sample of 127 employees of BRI’s Aceh region in Banda Aceh; the employees consist of 78% male and 22%female; some are at the supervision level and some are regular staff from different work functions; 50% have been working under 30 years, while the others are above 30.

Measurement

The work–family conflict (WFC) variable is adopted from Greenhaus and Beutel (1985); it consists of three indicators (time-based conflict, strain-based conflict, and behaviour-based conflict), adapted to five questions. The job satisfaction measurement in the opinion of Hill (2014) consists of

Furthermore, measurement of person–organization fit variable (P-O fit) according to Edward (1991) and Valentine, Godkin, and Lucero (2002), consists of (1) compliance of personal values; (2) compliance of need; (3) compliance against each other; (4) comfortability; and (5) compliance of work, which was then worded into five questions. Every question and statement is based on respondent’s conditions and situations in the workplace; then every question is scored based on a Likert scale, that is 1 for strongly disagree and 5 for strongly agree. Respondents selected the most suitable answer according to perceptions.

Data Analysis

The collected data from the questionnaire are analyzed using

Table 1. Test results influence between latent variables

| | | | Estimate | S.E. | C.R. | P | Label |
|----|------|-----|----------|------|-------|-----|-------|
| PO | <--- | WFC | ,49 | ,12 | 4,07 | *** | |
| JS | <--- | PO | ,27 | ,10 | 2,82 | ,00 | |
| JS | <--- | WFC | -,13 | ,09 | -1,39 | ,16 | |

the method of structural equation modeling (SEM), which proceed using the program of analysis of moment structure (AMOS). SEM is a statistics model that gives an estimation of hypothesis relationship strenght between variables in the theoritic model (Maruyama, 1998). SEM enables us to examine a set of relationships, which are relatively complicated (Valentine, 1982).

RESULT AND DISCUSSION

Effect of work–family conflict on person–organization fit

Based on the results of hypothesis testing (H1), the work–family conflict affects the person–organization fit. Table 1 shows the estimation number 0.49, which indicates that, when WFC rose by 1 point, PO increased by 0.49. The estimation has a standard error by 0.12. Dividing the regression weight estimate by the estimate of its standard error gives $z = ,49/,12 = 4,07$. In other words, the regression weight estimate is 4,07 standard error above zero. The probability of getting a critical ratio as large as 4,07 in absolute value is less than 0,001. In other words, the regression weight for WFC in

the prediction of PO is significantly different from zero at the 0,001 level (two-tailed).

Effect of person–organization fit on job satisfaction

Results of hypothesis testing (H2) in Table 1 shows the estimation number 0,27, meaning that PO rising up by 1 at standard deviation will affect the increment of JS by 0.27, with standard error by 0.10. Dividing the regression weight estimate by the estimate of its standard error gives $z = ,27/,10 = 2,82$. In other words, the regression weight estimate is 2,82 standard errors above zero. The probability of getting a critical ratio as large as 2,82 in absolute value is ,00. In other words, the regression weight for PO in the prediction of JS is significantly different from zero at the 0,001 level (two-tailed).

Effect of work–family conflict on job satisfaction

Based on the results of hypothesis testing (H3), that is work–family conflict does not significantly affect job satisfaction. Table 1 shows that when WFC increased by 1, JS dropped down by -0.13, and the regression weight

Table 2. Regression results of the construct to indicator variables

| Manifest Variables | Construct | Estimate |
|--------------------|-----------|----------|
| po1 | <--- PO | ,67 |
| po2 | <--- PO | ,83 |
| po3 | <--- PO | ,70 |
| po4 | <--- PO | ,69 |
| po5 | <--- PO | ,69 |
| js1 | <--- JS | ,60 |
| js2 | <--- JS | ,65 |
| js3 | <--- JS | ,73 |
| js4 | <--- JS | ,75 |
| js5 | <--- JS | ,63 |
| wfc5 | <--- WFC | ,69 |
| wfc4 | <--- WFC | ,84 |
| wfc3 | <--- WFC | ,81 |
| wfc2 | <--- WFC | ,81 |
| wfc1 | <--- WFC | ,73 |

estimate, -.13, has a standard error of about 0.09. Dividing the regression weight estimate by the estimate of its standard error gives $z = -.13/.09 = -1.39$. In other words, the regression weight estimate is 1.39 standard errors below zero. The probability of getting a critical ratio as large as 1.39 in absolute value is .16. In other words, the regression weight for WFC in the prediction of JS is not significantly different from zero at the 0.05 level (two-tailed) (Baron & Kenny, 1986).

Table 2 shows the results of validations of indicator variables with construct, where the WFC, PO, and JS construct have five indicator variables each, and all the indicator variables can be described by each construct. Some experts use the criteria number of convergent validity (loading factor) by 0.70, which is considered an ideal validity for established studies. However, convergent validity 0.50 – 0.60 is still being accepted for studies in the early stage (Ghozali, 2011:135). This study is using convergent validity 0.60. The results of convergent validity

testing shows the lowest number of loading factor by 0.63 and the highest by 0.83. Based on this, all the constructs can be defined by all the indicator variables. In other words, the regression results of indicator variables to latent variables are all significant.

Role of P-O fit as mediator influence WFC on JS

Table 3 shows results of hypothesis testing (H4) where work–family conflict affects job satisfaction when being mediated by person–organization fit. The standardized indirect (mediated) effect of WFC on JS is 0.18. That is, due to the indirect (mediated) effect of WFC on JS, when WFC goes up by 1 standard deviation, JS goes up by 0.18 standard deviations. This is in addition to any direct (unmediated) effect that WFC may have on JS.

Figure 2 shows the results of a complex structural equation modeling analysis, which can be considered fit because it has met the fit model criteria. The chi square = 71, 790, with the probability

Table 3. Results of testing the effect of PO as a mediator effect WFJ against JS

| | WFC | PO | JS |
|----|-----|-----|-----|
| PO | ,00 | ,00 | ,00 |
| JS | ,18 | ,00 | ,00 |

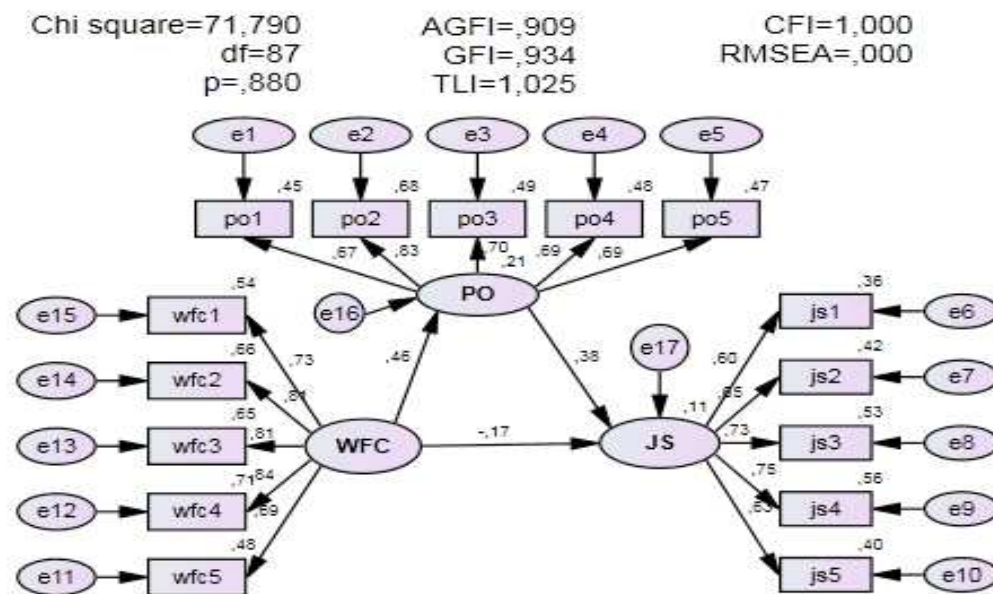


Figure 2. Full Model Structure

p=0,880, so does the other criteria such as GFI=0,934; AGFI=0,909; TLI=1,025 whose value above 0,90, RMSEA=0,000 while the requirement is less than 0,08 only.

CONCLUSION

It can be concluded from all of the SEM results using AMOS that work-

family conflict (WFC) considerably affects person-oraganization fit (P-O fit) and so does P-O fit to job satisfaction (JS). While WFC has no direct effect on JS (less significant effect), WFC influences JS when being mediated by P-O fit variable; thus, it is called the mediator variable, and these findings indicate full mediation (Baron & Kenny, 1986).

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