



Moderating Social Support on the Influence of Work-Family Conflict on Job Satisfaction



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Abstract

Human resources (HR) is one of the main elements that occupy a very strategic position in an organization or company. For this reason, every company must be able to maintain its employees and strive to increase job satisfaction. This study aims to analyze the effect of work-family conflict and social support on job satisfaction. This study also examines the moderating role of social support on the effect of work-family conflict on job satisfaction. This research was conducted at the State Savings Bank (BTN) located in Denpasar City, Bali. The sample in this study were permanent employees of BTN in Denpasar, Bali, totalling 103 people. The data analysis technique used is Moderated Regression Analysis (MRA). The results showed that work-family conflict had no significant effect on job satisfaction, while social support had a positive and significant effect on job satisfaction. Social support is a moderating variable of the relationship between work-family conflict and job satisfaction. The type of moderating role of the social support variable is the quasi moderator. Specifically, social support weakens the effect of work-family conflict on job satisfaction.

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1 Introduction

Employee job satisfaction is strongly influenced by the socio-cultural orientation of employers and collectivism (Ahmed et al., 2012). An increase in job satisfaction among employees leads to an immediate increase in organizational productivity mainly because satisfied employees will work harder and be more dedicated (Imran et al., 2015). The greater the job satisfaction of employees, the greater their contribution to productivity (Garmendia et al., 2021). To create job satisfaction, of course, the management must determine the supporting factors that can create employee job satisfaction (Yasyifa & Raharso, 2018). A person is said to be satisfied when there is no difference between expectations and the accepted reality perception because the desired minimum threshold has been met (Nurmayanti et al., 2018).

Job satisfaction describes the working conditions that occur in all institutions or companies that involve human resources, including the banking industry. Research by Diana et al. (2020), found that employees in the banking sector have very high workloads and often make employees increase their daily working hours. The high outpouring of time employees spend on work also has an impact on the lack of time spent with family. Time imbalance between work and family can cause conflict, one of which is work-family conflict. This is an important issue that can reduce employee job satisfaction. A work-family conflict is a form of conflict that occurs internally (inter role conflict) when the pressure of work demands interferes with responsibilities in family life or there is an imbalance in roles between roles at work and roles in the family (AlAzzam et al., 2017). Research conducted by Nurmayanti et al. (2018); Yasyifa & Raharso (2018); Choi et al. (2018); Asbari et al. (2020), stated that work-family conflict has a negative effect on job satisfaction. This means that the higher the work-family conflict felt by the employee, the lower the level of job satisfaction, and vice versa. The lower the work-family conflict felt by the employee, the higher the level of job satisfaction. Apart from this, there are still inconsistencies in the research results. The results of the research by Sutardi et al. (2020); Ibrahim et al. (2021), show that work-family conflict has a positive and significant effect on job satisfaction.

In addition to work-family conflict, social support is an organizational variable that greatly influences job satisfaction (Orgambidez-Ramos & Almeida, 2017). Professional social support is obtained from superiors, mentors, co-workers, and other people in the work domain, while personal social support is obtained from the family environment such as spouse (husband/wife), children, parents/in-laws, and friends. (Dhamayantie, 2014). Research conducted by Ibrahim et al. (2019); O'Driscoll et al. (2004), showed that social support has a positive effect on job satisfaction. This shows that the higher the social support received by employees, the more job satisfaction will increase. Conversely, when the support received is low, then employee job satisfaction will also decrease.

Social support also has a moderating effect that weakens the effects of work-family conflict and job satisfaction (Kim & Jang, 2014; Boz et al., 2009). This means that the higher the social support from superiors, the negative relationship between work-family conflict and job satisfaction will be weaker. In this case, job satisfaction will increase when high work-family conflict can be combined with high social support, while job satisfaction will decrease when high work-family conflict is combined with low social support. The inconsistency of research results related to social support as a moderator of the effect of work-family conflict on job satisfaction was found in the results of the research of Ibrahim et al. (2019); Rathi & Barath (2013). The results of the study found that social support did not moderate the relationship between work-family conflict and job satisfaction. The results of various empirical studies regarding the moderation of social support on the effect of work-family conflict on employee job satisfaction make this research interesting to do again.

Literature Review

Job satisfaction

Job satisfaction refers to a person's positive feelings towards his work obtained through the results of an evaluation of the characteristics of his work (Robbins & Judge, 2015). Employees who have a high level of job satisfaction usually have positive feelings about their work, while employees who have a low level of satisfaction tend to have negative feelings about their work. Individual job satisfaction is the difference between his expectations and what has been achieved in the job according to the individual's perception (Mora et al., 2017). This shows that if the individual as an employee feels that the expectations and results obtained from his work are the same or even the results obtained from his work exceed what he expected, then the employee is said to be satisfied with his work. Conversely, if the employee feels what he expects is not by the results obtained, then the employee is said to be dissatisfied with his work.

Makayasa et al. (2020), suggest that there are two correlated factors in measuring job satisfaction. These factors fall into the categories of external and internal. External factors include aspects of work outside of employees such as salary, working conditions, supervision, and recognition. Internal factors consist of traits that depend on the individual, including genetics and all cognitive and emotional aspects of an employee's personality. Delobelle et al. (2011), stated that six indicators can be used to measure job satisfaction, namely supervision, work nature, work conditions, training, coworker relationships and pay.

Work-family conflict

The concepts of role and role conflict have been developed by researchers in several disciplines. The role is the view that an individual behaves concerning the expectations of others about the way he should behave (Rahim, 2001). Robbins & Judge (2015), explain that conflict describes the incompatibility of interactions between parties. Work-family conflict arises due to an imbalance in roles between individual roles as family members and employees (Afrilia & Utami, 2018). Carlson et al. (2000), stated that there are two forms of work-family conflict, the first is a conflict that arises because work interferes with the family (work interference with family / WIF) and the second form is a conflict that arises because the family interferes with work (family interference with work / FIW). This reflects that not only work affects family problems, but family-work conflict also explains that family affairs can also affect the realm of work. (Soomro et al., 2018). Multiple role conflict occurs when an employee faces uncertainty about his or her role or job, or when a person has two or more roles being performed at the same time (Rahayu & Hidayat, 2020; Asbari et al., 2020; Yasa, 2017).

Barling et al. (2004), divide the factors that influence work-family conflict into three factors, namely; general intra-individual predictors, family role environment predictors, and work role environment predictors. Greenhaus & Beutell (1985); Armstrong et al. (2015), describe three indicators of work-family conflict, namely time-based conflict, strain-based conflict, dan behaviour-based conflict. Carlson et al. (2000), develop indicators of work-family conflict into six different sections, among others time-based work interference with family, time-based family interference with work, strain-based work interference with family, strain-based family interference with work, behavioural based work interference with family, dan behavioural based family interference with work.

Social support

Social support refers to the support perceived by recipients as help or their perception of how they are loved, valued and respected by others (Jamaludin et al., 2018). There are two sources of social support, namely work-based sources of support (such as support from colleagues and supervisors) and home-based sources of support (such as support from spouses). These different forms of social support each serve as a buffer against resource depletion (energy) and its abundance, both of which can be targets for intervention (Pluut et al., 2018). Rathi & Barath (2013), argue that social support received in the workplace can help in integrating work-family roles, can reduce inter-role conflict, and can lead to higher job satisfaction. Meanwhile, O'Driscoll et al. (2004), states that social support from both coworkers and family members can fulfil various functions, including as a stress buffer effect. Four indicators can be used to measure social support, namely informational support, emotional support, feedback support, and practical support (Rathi & Barath, 2013). Armstrong et al. (2015), state that social support consists of three indicators, namely supervisory support, peer support, and family support.

Work-family conflict, social support, and job satisfaction

Work-family conflict arises when an employee is unable to harmonize his two roles, namely the role in his work in the office and the role in his family or household activities (Mora et al., 2017). Work-family conflict experienced by an employee not only has an impact on the organization but also on the employee himself and his family. High working hours and heavy workloads are direct signs of this conflict, as time and energy are expended on overwork. Role conflict is also considered responsible for increasing incidents of adverse events and negative emotions in the workplace (Belias et al., 2015). This is also reinforced by the results of research by Deng et al. (2018); Freire & Bettencourt (2020) AlAzzam et al. (2017); Afrilia & Utami (2018); Nurmayanti et al. (2018); Yasyifa & Raharso (2018); Choi et al. (2018); Hsu (2011), show that work-family conflict has a statistically significant negative impact on job satisfaction. Based on this, the hypothesis is formulated as follows:

H1: Work-family conflict has a significant negative effect on job satisfaction.

Social support refers to the support perceived by recipients as help or their perception of how they are loved, valued and respected by others (Jamaludin et al., 2018). Social support is needed for employees as a function of social ties to reduce the burden or problems faced by employees in the work and family domains to produce quality work which ultimately leads to job satisfaction (Dhamayantie, 2014). In particular, social support is a useful asset for enhancing the proper functioning of employees in organizational life (Ng & Sorensen, 2008). This is also reinforced by the results of research by Ibrahim et al. (2019); Hsu (2011); O'Driscoll et al. (2004). Based on this, the hypothesis is formulated as follows:

H2: Social support has a significant positive effect on job satisfaction.

Social support describes an individual's relationship with his social environment and this relationship involves various aspects of the support that an individual or social community receives from other people and the wider social environment (Dhamayantie, 2014). Social support can also function as a moderator of the effects of work-family conflict and job satisfaction. This is associated with the function of social support as a buffer that can reduce the negative effects of work-family conflict (Rathi & Barath, 2013). Reducing work-family conflict will be able to increase employee job satisfaction. This is also reinforced by the results of research by Kim & Jang (2014); Hsu (2011); Boz et al. (2009), which state that social support has a significant moderating effect between work-family conflict and job satisfaction. Based on this, the hypothesis is formulated as follows:

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

2 Materials and Methods

Population and research sample

This study uses a quantitative approach that examines the relationship between work-family conflict variables, social support, and job satisfaction. This research was conducted at BTN in Denpasar City, Bali. The population in this study were all permanent employees of the State Savings Bank (BTN) in Denpasar City, Bali, amounting to 103 people. The sample of this study is a saturated sample, which uses the entire population as a sample.

Identification and definition of operational variables

The variables in this study were identified as endogenous variables, namely job satisfaction (Y), exogenous variables, namely work-family conflict (X), and moderating variables, namely social support (M). Job satisfaction is defined as the employee's perception of his work obtained through the evaluation of the characteristics of his job. Job satisfaction is measured based on six indicators, namely: supervision, work nature, work conditions, training, coworker relationship and pay (Delobelle et al., 2011). The job satisfaction indicator consists of 18 questions. Work-family conflict is defined as the employee's perception of the perceived role imbalance that affects the quality and job satisfaction. Work-family conflict is measured based on six indicators, namely: time-based work interference with family, time-based family interference with work, strain-based work interference with family, strain-based family interference with work, behavioural based work interference with family, and behavioral based family interference with work (Carlson et al., 2000). The work-family conflict indicator consists of 12 questions. Social support in this study is defined as employees' perceptions of how they are loved, valued and respected by their superiors, co-workers, and their families. Social support is measured based on three indicators, namely: supervisory support, peer support, and family support (Armstrong et al., 2015). The social support indicator consists of 9 questions.

Data collection method

In collecting research data, a combination of interview and questionnaire techniques was used. The questionnaire as a research instrument was first tested for validity and reliability. In testing the validity of the instrument used product-moment correlation. From the results of testing the validity of the instrument, it is proven that the instrument

is valid, which is indicated by the correlation coefficient value greater than 0.3 ($r > 0.3$). In testing the reliability of the instrument, the Cronbach Alpha (α) statistic test was carried out. The results of the instrument reliability test also proved that the instrument was reliable because the Cronbach Alpha value was greater than 0.70 ($\alpha > 0.70$).

Data analysis technique

This study uses a quantitative approach. The analysis technique used is Moderated Regression Analysis (MRA). Before the MRA testing, confirmatory factor analysis and classical assumption testing were performed. Based on the research conceptual framework and variable measurement, the research model can be described as shown in Figure 1 below.

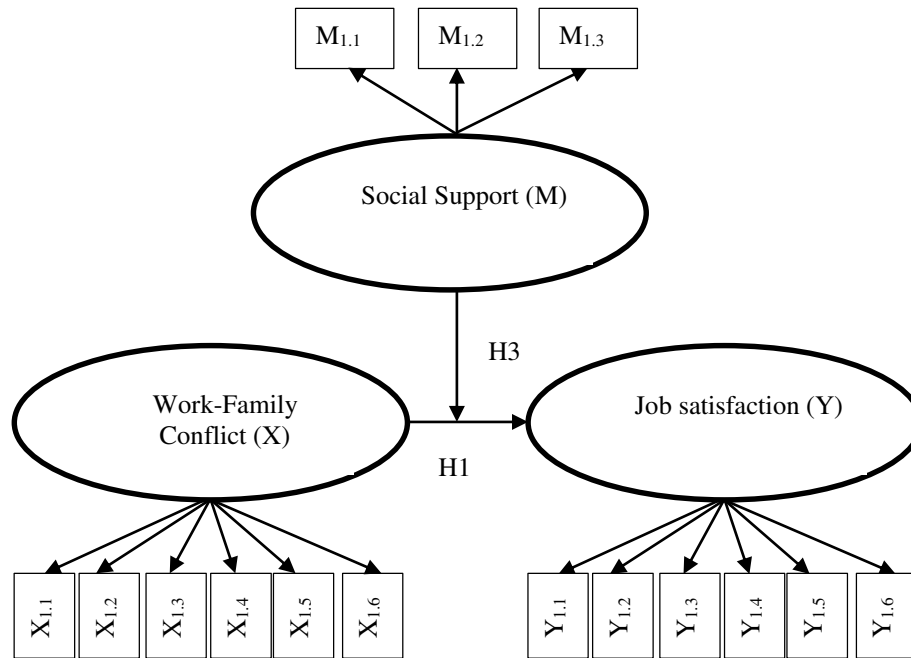


Figure 1: Empirical model

3 Results and Discussions

Characteristics of respondents

Respondents in this study were permanent employees of the State Savings Bank (BTN) in Denpasar City, totalling 103 people. In the following section, the demographic characteristics of the respondents are described based on gender, age, education level, marital status, number of children, length of work, and field of work.

Table 1
Characteristics of research respondents

No.	Characteristic	Classification	Total	Percentage
1	Gender	Male	50	48.54
		Female	53	51.46
		Total	103	100.00
2	Age	< 30 years old	48	46.60
		31-40 years old	33	32.04
		41-50 years old	17	16.51

		> 50 years old	5	4.85
		Total	103	100.00
3	Education level	Diploma	10	9.71
		Bachelor	79	76.70
		Master	14	13.59
		Total	103	100.00
4	Marital status	Marry	67	65.05
		Single	36	34.95
		Total	103	100.00
5	Number of children	0	42	40.78
		1	17	16.50
		2	21	20.39
		3	14	13.59
		>3	9	8.74
		Total	103	100.00
6	Length of work	< 5 years	11	10.68
		5-9 years	56	54.37
		10-14 years	24	23.30
		15-19 years	7	6.80
		20-24 years	5	4.85
		Total	103	100.00
7	Position	Staff	78	75.73
		Assistant Manager	8	7.77
		Manager	12	11.65
		Senior Manager	5	4.85
		Total	103	100.00

Source: Primary Data, processed (2022)

From the information in Table 1, it is known that the number of female employees is more than the number of male employees, which is 51.46 percent. Judging from the age characteristics, the majority of respondents are under 40 years old. This shows that most of the BTN employees in Denpasar City are of productive age. In terms of educational characteristics, the majority of respondents received undergraduate education, namely 76.70 percent. Higher education owned by employees is certainly expected to support the completion of their work duties and responsibilities (Ayman & Antani 2008; Indahyati & Sintaasih, 2019; Burhanudin & Tambun, 2021). Based on their marital status, the majority of respondents are married, which is 65.05 percent. Judging from the characteristics of the number of children, most of the respondents already have children, namely 59.22 percent. Based on the characteristics of the tenure, the majority of respondents have a working period of 5-9 years, which is 54.37 percent. The high number of employees who have a working period of more than 5 years can also mean that employees feel comfortable working at BTN Denpasar. In terms of job characteristics, the majority of respondents are at the staff level, which is 75.73 percent.

Description of research variables

Research variables are described based on the score of respondents' answers for each question item on the research instrument. The interpretation of the mean score for each variable is presented in Table 2.

Table 2
Interpretation of research variable scores

Skor	Job Satisfaction, Work-Family Conflict, and Social Support
1,00 - 1,80	Very low
1,81 - 2,60	Low
2,61 - 3,40	Medium
3,41 - 4,20	High
4,21 - 5,00	Very high

Based on the results of descriptive statistical analysis, the following section describes the description of each variable.

Description of job satisfaction variables (Y)

Job satisfaction is measured based on six indicators, namely supervision, work nature, work conditions, training, coworker relationship, and pay. Each indicator is measured by several items described in the questions of the questionnaire. Based on the data presented in Table 3, it appears that the job satisfaction of BTN employees in Denpasar City belongs to the high criteria. This condition is indicated by the overall average value of job satisfaction of 4.17. Employee job satisfaction is high because they receive praise from superiors when they can complete a job well. Employees also love their work so much that it gives them a sense of personal achievement and creates a sense of pride in their work (Carlson & Perrewé, 1999; Van Daalen, et al., 2006; Nohe & Sonntag, 2014). The high job satisfaction is also because they can work together with co-workers and can establish good relationships with co-workers. In addition, the workspace provided by the bank is considered very adequate so that it also increases employee job satisfaction. Table 3 also shows that several BTN employees in Denpasar City are still not satisfied. This can be seen from the average value of four of the six job satisfaction indicators which are still below the average value of job satisfaction, namely the supervision indicators (4.12), work conditions (4.13), training (4.03), and pay (4.04).

Table 3
Description of job satisfaction variables (Y)

No.	Variable Indicator	Mean	Remark
<i>Supervision</i>		4.12	High
1	Compliments from superiors when completing work.	4.34	Very high
2	Satisfied with guidance from superiors.	3.98	High
3	Superiors are fair to their subordinates.	4.01	High
4	Satisfied with the performance evaluation conducted by superiors.	4.15	High
<i>Work Nature</i>		4.22	Very high
5	Loved the work at this bank.	4.25	Very high
6	Work provides a sense of personal accomplishment.	4.33	Very high
7	Proud of work done.	4.23	Very high
8	Opportunity to use your skills	4.08	High
<i>Work Condition</i>		4.13	High
9	Adequate workspace.	4.33	Very high
10	Placement of employees is done properly.	4.14	High
11	Work equipment is very adequate.	3.91	High
<i>Training</i>		4.03	High
12	Opportunity to participate in job-related training.	4.13	High
13	Opportunity to participate in training related to new skills	3.99	High
14	Selection for training is done openly.	3.98	High
<i>Coworker Relationship</i>		4.54	Very high
15	Collaborate with co-workers	4.53	Very high
16	Ability to build relationships with co-workers.	4.55	Very high
<i>Pay</i>		4.04	High
17	The salary received is by the workload.	4.06	High
18	Satisfied with the payroll system	4.01	High
Job satisfaction		4.17	High

Source: Primary Data, processed (2022)

Description of work-family conflict variables (X)

Work-family conflict is measured based on six indicators, namely time-based work interference with family, time-based family interference with work, strain-based work interference with family, strain-based family interference with

work, behavioural-based work interference with family, dan behavioural based family interference with work. Each indicator is measured by several items described in the questions of the questionnaire. Based on the data presented in Table 4, it appears that the work-family conflict felt by BTN employees in Denpasar City belongs to the high criteria. This condition is indicated by the average value of the overall work-family conflict of 3.64. The high level of work-family conflict that employees feel is influenced by, among other things, the time for work that interferes with time to be with family, besides that time for work is felt to make time with family to be limited (Bruck et al., 2002; Namasivayam & Zhao, 2007; Lapierre, et al., 2008). Employees also feel tired to do household chores when they come home from work, feel unable to carry out hobbies due to work pressure, and tend to be unfocused in carrying out work because they feel there is interference from the family. Table 4 also shows that there are still some employees who think that work-family conflict is not a significant problem that hinders their activities. This can be seen from the average value of the three indicators which are below the average value of a work-family conflict, namely the indicators time-based family interference with work (3,52), behavioural based work interference with family (3,29), behavioural based family interference with work (3,29).

Table 4
Description of work-family conflict variables (X)

No.	Variable Indicator	Mean	Remark
<i>Time-Based Work Interference with Family</i>		4.05	High
1	Time for work interferes with time with family.	3.92	High
2	Time for work makes time with family limited.	4.17	High
<i>Time-Based Family Interference with Work</i>		3.52	High
3	Time for family interferes with time for work.	3.54	High
4	Time for family hinders participation in work.	3.49	High
<i>Strain Based Work Interference with Family</i>		4.09	High
5	Feeling tired of doing household chores when coming home from work.	4.19	High
6	Unable to carry out hobbies due to work pressure.	3.98	High
<i>Strain Based Family Interference with Work</i>		3.65	High
7	Stress in the family interferes with the performance of work.	3.59	High
8	Not focusing on work because of distractions from family.	3.70	High
<i>Behavioral Based Work Interference with Family</i>		3.29	Medium
9	Problem-solving methods at work are not effective in solving family problems.	3.41	High
10	Effective behaviour in the workplace is not effectively applied in the family.	3.17	Medium
<i>Behavioural Based Family Interference with Work</i>		3.29	Medium
11	The way of solving problems in the family is not effective in solving work problems.	3.41	High
12	Effective behaviour at home doesn't work at work.	3.16	Medium
Work-Family Conflict		3.64	High

Source: Primary Data, processed (2022)

Description of social support variables (M)

Social support is measured based on three indicators, namely supervisory support, peer support, and family support. Each indicator is measured by several items described in the questions of the questionnaire. The results of the descriptive statistics of social support variables are shown in Table 5.

Table 5
Description of social support variables (M)

No.	Variable Indicator	Mean	Remark
<i>Supervisory Support</i>		4.01	High
1	Motivation from superiors to do a good job.	4.26	Very High
2	Appreciation from superiors for a job well done	3.80	High
3	Bosses rarely blame each other when things go wrong.	3.97	High
<i>Peer Support</i>		4.46	Very High

4	Get compliments from coworkers for doing a good job.	4.45	Very High
5	Help each other with co-workers to get the job done.	4.47	Very High
6	Coworkers rarely blame each other when something goes wrong.	4.47	Very High
<i>Family Support</i>		4.64	Very High
7	The family understands the difficulties at work.	4.64	Very High
8	Family provides support when feeling hopeless.	4.64	Very High
9	Families help solve work problems through discussion.	4.63	Very High
<i>Social Support</i>		4.37	Very High

Source: Primary Data, processed (2022)

Based on the data presented in Table 5, it appears that the social support felt by BTN employees in Denpasar City is classified as very high. This condition is indicated by the overall average value of social support of 4.37. The social support felt by employees is very high because they feel that they get praise from co-workers, can help each other with co-workers, and the attitude of co-workers who do not blame each other. High social support is also influenced by the role of families who understand their difficulties at work, provide support when they feel hopeless, and help in problem-solving discussions. Table 5 also shows that there are still some employees who feel that the social support they receive is low (Zhao & Namasivayam, 2012; Qu & Zhao, 2012; Devi, & Rani, 2016). This is also indicated by the average value of supervisory support (4.01) which is lower than the average value of social support.

Confirmatory factor analysis (CFA)

The results of the confirmatory factor analysis are presented in Tables 6, 7, and 8 below.

Table 6
KMO value, chi-square, and significance

No.	Variable	KMO (Kaiser-Meyer-Olkin)	Nilai Chi-Square	Significance
1	Job satisfaction	0,835	554,273	0,000
2	Work-Family Conflict	0,736	378,340	0,000
3	Social Support	0,619	108,990	0,000

Source: Primary Data, processed (2022)

Table 7
Eigenvalues, variance, and cumulative, values

No.	Variable	Eigenvalues	Variance (%)	Cumulative (%)
1	Job satisfaction	4,351	72,521	72,521
2	Work-Family Conflict	3,945	65,745	65,745
3	Social Support	2,137	71,217	71,217

Source: Primary Data, processed (2022)

Table 8
MSA value and loading factor

Variable	Instrument	Anti-Image Correlation	Loading Factor
<i>Job Satisfaction</i>	<i>Y.1.1</i>	<i>0,880</i>	<i>0,889</i>
	<i>Y.1.2</i>	<i>0,825</i>	<i>0,894</i>
	<i>Y.1.3</i>	<i>0,838</i>	<i>0,946</i>
	<i>Y.1.4</i>	<i>0,758</i>	<i>0,841</i>
	<i>Y.1.5</i>	<i>0,887</i>	<i>0,616</i>
	<i>Y.1.6</i>	<i>0,852</i>	<i>0,883</i>
<i>Work-Family Conflict</i>	<i>X.1.1</i>	<i>0,817</i>	<i>0,812</i>

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	X.1.2	0,851	0,812
	X.1.3	0,772	0,801
	X.1.4	0,817	0,810
	X.1.5	0,657	0,827
	X.1.6	0,647	0,801
<i>Social Support</i>	M.1.1	0,635	0,824
	M.1.2	0,577	0,916
	M.1.3	0,677	0,786

Source: Primary Data, processed (2022)

Confirmatory factor analysis is used to ensure that valid items reflect indicators and valid indicators reflect variables. The validity of the confirmatory factor analysis is based on several things, namely: KMO (Kaiser-Meyer-Olkin) value, Chi-Square value, Significance Probability value, Eigen Value, Cumulative Variance value, Anti-Image (MSA) value, and loading factor value.

Based on Tables 6, 7, and 8, it is known that the KMO value of the variables of job satisfaction, work-family conflict, and social support was greater than 0.50. The Chi-squares values for the variables of job satisfaction, work-family conflict, and social support showed a significance of 0.000 less than 0.05 as required. The eigenvalues for the variables of job satisfaction, work-family conflict, and social support were greater than 1.00. The variance and cumulative values for the variables of job satisfaction, work-family conflict, and social support also show values greater than 60 percent. All indicators have an MSA value greater than 0.50 and a loading factor value greater than 0.60 so it can be concluded that these indicators are indeed proxies for the variables of job satisfaction, work-family conflict, and social support.

Classical assumption test

In this study, the classical assumption test includes a normality test, multicollinearity test, and heteroscedasticity test. The residual normality test in this study was carried out using the Kolmogorov-Smirnov test with the Monte Carlo approach. From the results of the normality test, it is known that the significance value of Monte Carlo (2-tailed) is 0.362. The value of Monte Carlo Significance (2-tailed) 0.362 is greater than the level of significance ($\alpha = 0.05$) so it can be concluded that the residuals are normally distributed.

The multicollinearity test can be seen from the value of the variance inflation factor (VIF). The VIF value for the work-family conflict variable (X) is 2.645, the VIF value for the social support variable (M) is 1.087, and the VIF value for the moderating variable (XM) is 2.677. The VIF value of all variables shows a value of less than 10 so it can be concluded that there are no symptoms of multicollinearity in the regression model.

The heteroscedasticity test was carried out by Spearman's Rank Correlation Test. The calculation results show the value of Sig. (2-tailed) for the work-family conflict variable (X) was 0.954, the social support variable (M) was 0.710, and the moderating variable (XM) was 0.625. All of them show the value of Sig. (2-tailed) is greater than the level of significance used ($\alpha = 0.05$) so that it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

Moderated regression analysis (MRA)

Model accuracy test/ simultaneous test

The results of calculations using the SPSS program as shown in Table 9 show that the calculated F value is 119.084 with a significance of 0.000, lower than the level of significance used ($\alpha=0.05$). So it can be concluded that work-family conflict, social support, and moderation together affect job satisfaction or the model used is fit. The coefficient of determination also shows the model test. The coefficient of determination is indicated by the value of R^2 which is 0.783. This means that 78.3 percent of the variation in job satisfaction can be explained by variations in work-family conflict variables, social support, and moderation, while the remaining 21.7 percent is explained by other factors outside the model.

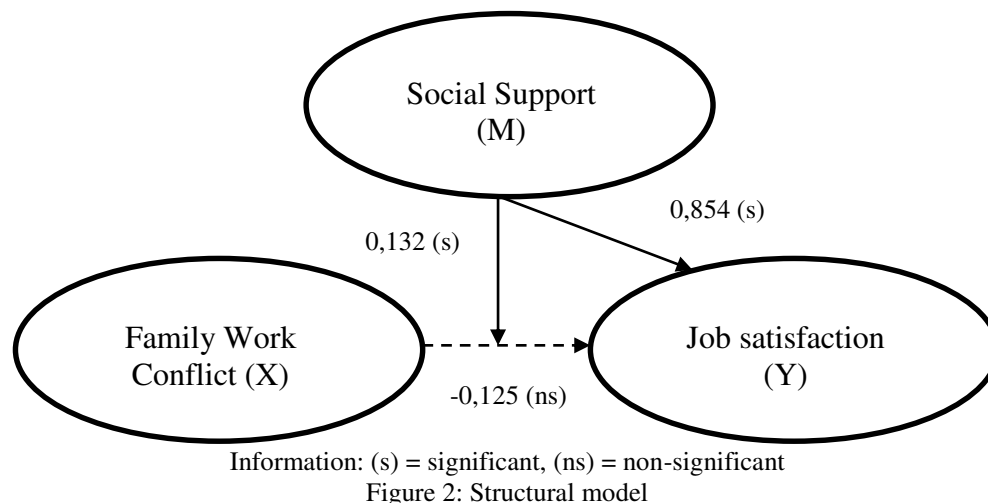
Table 9
Moderated regression analysis (MRA) result

Variable	Unstandardized Coefficients		t	Sig.	VIF
	B	Std. Error			
(Constant)	0.008	0.047	0.177	0.860	
X	-0.125	0.076	-1.637	0.105	2.645
M	0.854	0.049	17.489	0.000	1.087
XM	0.132	0.068	1.934	0.056	2.677
R ²	= 0.783				
F	= 119.084				
Sig. F	= 0.000				
df	= 99				

Source: Primary Data, processed (2022)

Hypothesis test

The results of hypothesis testing are shown in Table 9. The t value for the work-family conflict variable is (-1.637) with a significance of 0.105. The significance value of 0.105 is higher than the level of significance used ($\alpha = 0.05$) so it can be concluded that the work-family conflict variable partially has no significant effect on job satisfaction. This shows that H1 is rejected. The calculated t value for the social support variable is 17.489 with a significance of 0.000. The significance value of 0.000 is lower than the level of significance used ($\alpha = 0.05$), so it can be concluded that the social support variable partially has a positive and significant effect on job satisfaction. This shows that H2 is accepted. The calculated t value for the moderating variable is 1.934 with a significance of 0.056. Because the significance value is close to the level of significance used ($\alpha=0.05$), it is necessary to find the t-table value at degrees of freedom (df) 99, which is 1.660. The t-count value of the moderating variable is 1.934 which is greater than the t-table value of 1.660, so it can be concluded that social support moderates the effect of work-family conflict on job satisfaction. This shows that H3 is accepted. The results of the moderated regression analysis (MRA) can also be seen in Figure 2 below.



Moderation analysis

The moderating variable which is the interaction between work-family conflict and social support shows a significant effect. This is evidenced by the t-count value which is 1.934 which is greater than the t-table value of 1.660. So, it can be concluded that the social support variable is a moderating variable of the relationship between work-family conflict and job satisfaction. The social support variable has a significance value of 0.000 and the interaction between work-family conflict and social support shows a significance value of 0.056. Because both of them show a significant value,

the social support variable is a quasi-moderator. This type of moderation indicates that the social support variable moderates the relationship between work-family conflict and job satisfaction, as well as being an exogenous variable that directly affects job satisfaction. The work-family conflict variable has a negative coefficient (β_1) that is (-0.125) and the interaction variable between the work-family conflict variable and the social support variable has a positive (β_3) coefficient that is 0.132 and significant, then the social support variable is a moderating variable that weakens the influence work-family conflict on job satisfaction.

Discussion of research results

The effect of work-family conflict on job satisfaction

The results showed that work-family conflict had no significant effect on job satisfaction. This explains that the effect of work-family conflict felt by BTN employees in Denpasar City does not significantly reduce job satisfaction. The insignificant relationship between work-family conflict on job satisfaction can also be caused by the high job satisfaction felt by employees. The results of this study are in line with research conducted by [Ardita et al. \(2018\)](#); [Astari & Sudibya \(2018\)](#), which state that work-family conflict has no significant effect on job satisfaction. However, the results of this study are not in line with the research conducted by [Deng et al. \(2018\)](#); [Freire & Bettencourt \(2020\)](#); [AlAzzam et al. \(2017\)](#); [Afrilia & Utami \(2018\)](#); [Nurmayanti et al. \(2018\)](#); [Yasyifa & Raharso \(2018\)](#); [Choi et al. \(2018\)](#); [Hsu \(2011\)](#), which state that work-family conflict has a negative and significant effect on job satisfaction.

The effect of social support on job satisfaction

The results showed that social support had a positive and significant effect on job satisfaction. This is in line with the research hypothesis which also states that social support has a positive and significant effect on job satisfaction. The positive and significant effect of social support on job satisfaction is caused by the high level of social support felt by BTN employees in Denpasar City. Social support is a complex relationship, considering that the form of support studied is not only limited to the support given by superiors but also combined with the support of colleagues and family. The results of this study are in line with previous research conducted by [Ibrahim et al. \(2019\)](#); [O'Driscoll et al. \(2004\)](#); [Hsu \(2011\)](#), which show that social support has a positive and significant effect on job satisfaction.

Moderation of social support on the effect of work-family conflict on job satisfaction

The results showed that social support was a moderating variable that weakened the effect of work-family conflict on job satisfaction. This is based on the positive interaction between the variables of social support and work-family conflict on job satisfaction. Although employees experience work-family conflict, this does not affect job satisfaction because they receive very high social support. This very high social support is obtained from superiors, coworkers, and family. When work-family conflict increases, combined with high social support, employee job satisfaction will increase. Conversely, when the work-family conflict felt by employees is high, but the social support received is low, this will reduce the job satisfaction of BTN employees in Denpasar City. The results of this study are in line with previous research conducted by [Kim & Jang \(2014\)](#); [Hsu \(2011\)](#); [Boz et al. \(2009\)](#), which states that social support not only has a direct effect on job satisfaction but also has a moderating variable that weakens the relationship between work-family conflict and job satisfaction.

4 Conclusion

Based on the results of hypothesis testing as described above, it can be concluded that work-family conflict has no significant effect on job satisfaction. This shows that the work-family conflict experienced by BTN employees in Denpasar City does not significantly reduce their job satisfaction. Social support has a positive and significant effect on job satisfaction. When the social support felt by BTN employees in Denpasar City increases, it will increase their job satisfaction. Social support weakens the effect of work-family conflict on job satisfaction. When work-family conflict increases, it can be combined with high social support, then employee job satisfaction will increase. Conversely, when the work-family conflict felt by employees is high, but the social support received is low, this will reduce the job satisfaction of BTN employees in Denpasar City. Further research can be conducted in different areas

or in different companies to add empirical evidence regarding the relationship between work-family conflict on job satisfaction with social support as a moderating variable. Future research can use several other variables such as mentoring, spirit at work, or internal locus of control as a moderator of the effect of work-family conflict on job satisfaction. It is recommended that BTN management in Denpasar City pay attention to indicators that shape job satisfaction, work-family conflict, and social support to maintain and further increase employee job satisfaction in the future.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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