

The Role of Work Satisfaction Mediates the Effect of Work-Family Conflict on the Organizational Commitment of Contract Teachers Vocational School of Duta Bangsa Denpasar

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Abstract: Organizational commitment is one of the factors that influence organizational success in dealing with complex organizational environments. The purpose of this study was to analyze the effect of work-family conflict on job satisfaction, to analyze the effect of work-family conflict on organizational commitment, to analyze the effect of job satisfaction on organizational commitment, and to analyze the role of job satisfaction in mediating the effect of work-family conflict on organizational commitment. The data collection method in this study used a questionnaire and through interviews. This research uses path analysis technique. The results of this study indicate that work-family conflict has a significant negative effect on organizational commitment, work-family conflict has a significant negative effect on job satisfaction, job satisfaction has a significant positive effect on organizational commitment, and job satisfaction is able to partially mediate the effect of work-family conflict on organization commitment of contract teacher vocational school of Duta Bangsa Denpasar.

Keywords: Organizational Commitment, Work-Family Conflict, Job Satisfaction.

I. INTRODUCTION

Organizational commitment is the strong desire of an individual to continue to participate as a member of the organization, the desire to strive according to the wishes of the organization and acceptance of the values and goals of the organization (Luthans, 2006: 224). Kaur (2010) states that the point of view in seeing a condition of organizational commitment is: 1) affective commitment; 2) continuance commitment; 3) normative commitment. Astuti (2013) states that organizational commitment is one of the factors that influence organizational success in dealing with complex organizational environments. When an individual shows commitment to the organization, the individual tends to stay in the organization, they give their best in supporting the organization and they will work hard for the success or prosperity of themselves and the organization (Rehman & Waheed, 2012).

One of the factors that can affect the organizational commitment of members in the organization is work-family conflict. Malik *et al.*, (2015) defines work-family conflict as a form of conflict in which the role pressure associated with membership in an organization conflicts with the pressure that comes from membership in the family. Utama *et al.*, (2015) further explain that work-family conflict occurs because a person tries to balance the demands and pressures that arise, both from family and from work. In his research on the teaching profession, it was explained that the number of children, the amount of time spent taking care of the household and work and the absence of support from spouses and families are triggers for work-family conflicts. For this reason, a balance is needed between the demands of work roles and family roles so as to minimize conflicts.

Another factor that can affect organizational commitment is job satisfaction. According to Sutrisno (2014: 75) job satisfaction is a pleasant or unpleasant emotional state for employees in seeing the work they are doing. Job satisfaction is important for the company as well as important for employees, because job satisfaction plays a role in creating a positive work environment that can support the growth of the company (Isnaini, 2018). Low job satisfaction can result in increased employee interest in finding other jobs, increased employee absenteeism, and decreased employee commitment to the organization (Zain & Setiawati, 2017).

The results of interviews with 6 contract teachers at Duta Bangsa Vocational High School stated that the reason for the indication of low organizational commitment was due to additional jobs such as additional teaching hours which were increasingly congested, the duties of contract teachers who became homeroom teachers and other administrative work made it difficult for teachers. a contract to share time for work and family. However, with the increase in jobs and demands for contract teachers, schools pay less attention to contract teachers in terms of wage suitability and promotion opportunities as well as a lack of comfort between co-workers at school.

II. REVIEW OF LITERATURE

Jutikarini (2018) states that if the work-family conflict level of employees is high, then the employee's organizational commitment will be low. This is because employees tend to be faced with two roles between work and roles in the family.

Zain & Setiawati (2017) state that the decrease in the influence of work-family conflict on organizational commitment can occur because organizations provide job satisfaction to employees so that problems in work can be reduced and employees will remain committed to the organization.

Saranya (2018) states that work-family conflict has a significant negative effect on job satisfaction, especially for employees who are married, causing employees to have multiple roles so that it is difficult to fulfill roles in the family and in their work.

Farah (2017) states that the effect of work-family conflict can decrease on job satisfaction because employees feel a match between the expectations that arise and the benefits that the job provides.

III. RESEARCH METHODOLOGY

3.1 Research GAP

Employee organizational commitment is very important to research, because it can help the success of an organization in the long run. Therefore, companies must be able to maintain existing human resources by meeting the needs of members or employees in order to create high organizational commitment to the company. Based on these reasons, researchers are interested in conducting research on the role of job satisfaction in mediating the effect of work-family conflict on the organizational commitment of contract teachers at vocational high school of Duta Bangsa Denpasar..

3.2 OBJECTIVES

- To analyze the effect of work-family conflict on the organizational commitment of contract teachers at vocational high school of Duta Bangsa Denpasar
- To analyze the effect of work-family conflict on job satisfaction of contract teachers at vocational high school of Duta Bangsa Denpasar.
- To analyze the effect of job satisfaction on the organizational commitment of contract teachers at vocational high school of Duta Bangsa Denpasar.
- To analyze the role of job satisfaction in mediating the effect of work-family conflict on the organizational commitment of contract teachers at vocational high school of Duta Bangsa Denpasar

3.3 RESEARCH METHODOLOGY

This research is classified in the Associative Causality research. This research was conducted at vocational high school of Duta Bangsa Denpasar, which is located at Jalan Tari Kecak No. 12 Denpasar, Bali - Indonesia. This location was chosen as the research location because there were problems related to the low organizational commitment of contract teachers at SMK Duta Bangsa Denpasar. The object of research in this research is Organizational Commitment, Work-Family Conflict and Job Satisfaction.

PRIMARY DATA: contract teachers at vocational high school of Duta Bangsa Denpasar as respondents.

SECONDARY DATA: the management of the Duta Bangsa Vocational High School Denpasar, the Civil Service Administration and the Denpasar Duta Bangsa Vocational School Committee

3.4 DATA COLLECTION:

We In this study the data were obtained through questionnaires and conducting interviews with respondents

SAMPLE TECHNIQUE:

The sample in this study was a saturated sample with a purposive sampling technique. According to Sugiyono (2017: 85) purposive sampling is a sampling technique with certain considerations, where the sample used in this study is considered with a married contract teacher.

DATA ANALYSIS TECHNIQUE:

In this study, the analysis was carried out using descriptive analysis methods and inferential analysis. With this descriptive analysis, a description of the respondents' perceptions of the indicators that reflect the research variables will be obtained. The inferential analysis technique is a statistical calculation that helps researchers to draw conclusions about the population based on information obtained from observations (samples) drawn from the population (Rahyuda, 2016: 255).

IV. RESULT & ANALYSIS

4.1 CHARACTERISTICS OF RESPONDENTS

Based on the results of research conducted on contract teachers of Vocational High School Duta Bangsa Denpasar. There are four characteristics of respondents, namely gender, age, latest education, length of work and status. This study was dominated by female respondents with an overall percentage of 55 percent or 24 people and the remaining 45 percent or 22 men. This is because most of the contract teachers teach in culinary vocations. Most of the respondents in this study were aged 31-40 years with a percentage of 55 percent or as many as 24 people who were in the productive age group, which means they already have sufficient experience in work so that they are able to work well.

The most recent education of respondents is mostly Bachelor's graduates with a percentage of 48 percent or 21 people where someone who has studied up to the bachelor's level is assumed to have a fairly good understanding and ability to complete work. Most of the respondents have a long work span ranging from 4 to 6 years with a percentage of 82 percent or 36 people. Respondents in this study were dominated by respondents who were married or already had families with a 100 percent percentage of 44 people.

4.2 RESULTS OF DATA ANALYSIS

CLASSIC ASSUMPTION TEST

The Kolmogorov-Smirnov (K-S) value on structure 1 is 0.278 with an Asymp value. Sig (2-tailed) of 0.063. In structure 2, it is 0.256 with an Asymp value. Sig (2-tailed) of 0.059. These results indicate that the regression equation models for Structures 1 and 2 are normally distributed because of the Asymp value. Sig (2-tailed) is greater than an alpha value of 0.05. Based on the multicollinearity test, the tolerance and VIF values of the work-family conflict and job satisfaction variables were greater than 10 percent or 0.10 and the VIF value was less than 10, which means that the regression equation model is free of multicollinearity. From the heteroscedasticity test, the alpha value of the work-family conflict variable was 0.164. This value is greater than 0.05, which means that there is no influence between the independent variables on absolute residuals. Thus, the model does not contain heteroscedasticity symptoms. Likewise in structure 2, the alpha value of the work-family conflict variable is 0.991 and the alpha value of the job satisfaction variable is 0.072. This value is greater than 0.05, which means that there is no influence between the independent variables on absolute residuals. Thus, the model does not contain heteroscedasticity symptoms.

PATH ANALYSIS RESULTS

Based on the results of the path analysis test, it is concluded that the direct effect of work-family conflict on organizational commitment is -0.665, while the indirect effect mediated by job satisfaction shows a beta coefficient value of -0.106. These results prove that job satisfaction is able to mediate the effect of work-family conflict on organizational

commitment, this can be seen from the beta coefficient of the direct effect of work-family conflict on organizational commitment decreasing after controlling for job satisfaction variables with a total effect obtained of -0.771.

SOBEL TEST RESULTS

The Based on the sobel test, the calculated Z value of $2.969 > 1.96$ with a significance level of 5 percent means that job satisfaction is a variable that partially mediates the effect of the work-family conflict variable on organizational commitment to contract teachers at Duta Bangsa Vocational High School Denpasar.

4.3 DISCUSSION OF RESEARCH RESULTS

The Effect of Work-Family Conflict on Organizational Commitment

Based on the results of the analysis of the effect of work-family conflict on organizational commitment, the results show that work-family conflict has a significant negative effect on the organizational commitment of contract teachers at Duta Bangsa Vocational High School Denpasar because the higher the level of work-family conflict experienced, the lower the organizational commitment will be.

The results of this study mean that the work-family conflict experienced by contract teachers at SMK Duta Bangsa Denpasar will affect the level of organizational commitment to the school. The results of this study are in accordance with research by Sihaloho & Handayani (2018), Divara & Rahyuda (2016), Utama et al., (2015), Hidayati et al., (2019) and Rehman & Waheed (2012) which state that work-family conflict significant negative effect on organizational commitment. The lower the conflict, the higher the commitment to the company, on the contrary, the higher the conflict, the lower the commitment to the company.

The Effect of Work-Family Conflict on Job Satisfaction

Based on the results of the analysis of the effect of work-family conflict on job satisfaction, it is found that work-family conflict has a significant negative effect on job satisfaction of contract teachers at Duta Bangsa Vocational High School Denpasar because the higher the level of work-family conflict experienced, the lower the job satisfaction will be.

The results of this study mean that the work-family conflict experienced by contract teachers at Duta Bangsa Vocational High School in Denpasar can affect how they feel, both regarding their work and the results they receive at school. The results of this study are in accordance with the research of Ahmed et al., (2012), Soeharto (2010), Afrilia & Utami (2018), and Lestari (2019), which state that there is a negative relationship between work-family conflict with job satisfaction. This means that the higher the work-family conflict, the lower the level of employee job satisfaction, and conversely, the lower the work-family conflict, the higher the level of job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment

Based on the results of the analysis of the effect of job satisfaction on organizational commitment, it is found that job satisfaction has a significant positive effect on the organizational commitment of contract teachers at Duta Bangsa Vocational High School Denpasar because the higher the level of job satisfaction experienced, the higher the organizational commitment will be.

The results of this study mean that employees who are satisfied with their work will usually have high organizational commitment to the company. The results of this study are in accordance with the research of Ariawan & Sriathi (2018), Ida et al., (2016), Mirah & Netra (2018) and Eliyana & Ma'arif (2019) which state that job satisfaction positive and significant effect on organizational commitment. This means that the higher the job satisfaction felt by employees, the higher the organizational commitment and vice versa, the lower the job satisfaction felt by employees, the lower the level of organizational commitment.

The Role of Job Satisfaction Mediates the Effect of Work-Family Conflict on Organizational Commitment

The results showed that a decrease in the beta coefficient had a direct effect on work-family conflict on organizational commitment when it was indirectly influenced by job satisfaction. These results mean that job satisfaction is able to mediate the effect of work-family conflict on the organizational commitment of contract teachers at Duta Bangsa Vocational High School in Denpasar. The sobel test results show that Z count is 2.969 which means significant indicating that job satisfaction partially mediates the effect of work-family conflict on the organizational commitment of contract teachers at Duta Bangsa Vocational High School Denpasar, where there is a decrease in the effect of work-family conflict on organizational commitment after being mediated by job satisfaction significantly. The results of this study are in

accordance with the research of Widyawan (2015), Srimulyani & Prasetyan (2014), Asih & Sunata (2018) and Jutikarini (2018) which state that the high level of employee organizational commitment is related to a decrease in work-family conflict accompanied by increased job satisfaction.

4.4 RESEARCH IMPLICATIONS.

The practical implication of this research is expected that the management at Duta Bangsa Vocational High School in Denpasar can pay more attention to work-family conflicts and job satisfaction which affect organizational commitment indicated by a total determination value of 0.715 which means that 71.5 percent of the variation in organizational commitment is influenced by work-family conflict and job satisfaction while the remaining 28.5 percent is influenced by other factors that are not included in this model.

The results of this study support the theory used as the basis for making the hypothesis that work-family conflict affects organizational commitment, besides that the role of job satisfaction is able to mediate work-family conflict on organizational commitment. When an employee has a high work-family conflict and is accompanied by low job satisfaction that the employee feels, it will reduce the level of organizational commitment to the company. This shows that the results of the study strengthen the theory used, namely the theory of social exchange.

4.5 RESEARCH LIMITATIONS

1. This research was conducted within the scope of Duta Bangsa Vocational High School in Denpasar so that the results of this study cannot be generalized to other companies' environments
2. Factors affecting organizational commitment in this study are work-family conflict and job satisfaction, while there are many other factors that can affect organizational commitment.
3. Given that this research was carried out in a certain point in time while the environment could change at any time, this is why it is important to re-do this research.
4. The limited time available from the Duta Bangsa Vocational High School in Denpasar for researchers in distributing questionnaires to respondents caused researchers to frequently follow up to the research location and return of questionnaires from the school took quite a long time.

V. CONCLUSION

Based on the discussion in the previous chapter, the conclusions of this study are as follows: Work-family conflict has a significant negative effect on organizational commitment. This shows that the higher the level of work-family conflict experienced, the lower the organizational commitment of contract teachers of Duta Bangsa Vocational High School in Denpasar. Work-family conflict has a significant negative effect on job satisfaction. This shows that the higher the level of work-family conflict experienced, the job satisfaction of contract teachers at Duta Bangsa Vocational High School in Denpasar will be lower. Job satisfaction has a significant positive effect on organizational commitment. This shows that the higher the level of job satisfaction is felt, the higher the organizational commitment of contract teachers of SMK Duta Bangsa Denpasar. Job satisfaction partially mediates the effect of work-family conflict on organizational commitment. This shows that the low level of organizational commitment of contract teachers at Duta Bangsa Vocational High School in Denpasar is related to high work-family conflicts and low job satisfaction felt by contract teachers at Duta Bangsa Vocational High School in Denpasar.

VI. SUGGESTION

1. The organizational commitment of contract teachers at Duta Bangsa Vocational High School Denpasar should be improved where more and more teachers have a high organizational commitment to school making them have emotional bonds and a sense of pride with the school so that school goals will be achieved.
2. Efforts to reduce work-family conflict for contract teachers of Vocational High School Duta Bangsa Denpasar should allow school management to tolerate contract teachers in operational activities, provide alternative work schedules in accordance with their main duties, family permit policies and so that later there will be no disputes in family relationships where holidays should be meant for families.
3. In increasing job satisfaction for contract teachers at Duta Bangsa Vocational High School, school management should be able to pay attention to the needs of contract teachers by treating employees fairly, such as paying attention to promotion opportunities and providing feedback in accordance with the work carried out.

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