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Work-Family conflict on work engagement: Mediated by job satisfaction

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Abstract---This research aims to analyze the influence of work-family conflict on work engagement, the influence of work-family conflict on job satisfaction, the influence of job satisfaction on work engagement, and the role of job satisfaction in mediating the influence of work-family conflict on work engagement. The population of this study were female inpatient installation nurses at Wangaya Regional Hospital. The sampling technique in this research was non-probability sampling, the sample was 79 nurses with non-ASN employment status. The data analysis technique in this research is descriptive statistical analysis and inferential analysis using the SEM PLS method assisted by the SmartPLS application version 4.1.0.2. The results of this study prove that work-family conflict has a negative and significant effect on work engagement, the work-family conflict has a negative and significant effect on job satisfaction, job satisfaction has a positive and significant effect on work engagement, and job satisfaction has a complementary role that can mediate effectively. partial influence of work-family conflict on work engagement. Increased work engagement can be achieved when job satisfaction is higher. This research also contributes to confirming the Job Demands Resource Theory (JD-R Theory) and can be used practically as material in formulating policies by Wangaya Regional Hospital management, especially in Wangaya Regional Hospital's human resources policy.

Keywords---work-family conflict, job satisfaction, work engagement.

Introduction

Nurses are one of the health workers who have a fairly dominant number in hospitals, namely 50% to 60% of the number of existing health workers (Rika & Sumarwanto, 2022). Health workers are required to be able to act quickly and precisely because they are often in a situation where someone is saved and saved (Dewinda et al., 2020). Employees who have a high level of work engagement will show the best performance at work (Ramdhani & Sawitri, 2017). Research (Sholikhah et al., 2022) states that work engagement refers to a favorable attitude towards work as evidenced in the effort, will and dedication expended by employees.

Based on staffing data at the Wangaya Regional General Hospital as of December 2023, there were 129 female nurses in inpatient installations, 79 non-state civil service nurses (61.24%), and 50 state civil service nurses (38.76%). For State Civil Service nurses, their basic salary follows the Regional Minimum Wage (UMR), Income Improvement Allowance (TPP) and services, services include various forms of service and responsibilities carried out by nurses while working at the Wangaya Regional General Hospital, whereas in Non-State Civil Servant nurses receive a basic salary according to their level of education, and services which include their contribution in providing necessary nursing care. With the existence of two groups of nurses there are differences in the components of their salary.

Research by Amalia et al., (2022) states that State Civil Service nurses have higher job satisfaction than non-State Civil Service nurses. Wirani et al., (2017) also stated that there is a gap or difference in satisfiers and dissatisfiers factors between nurses from civil servants and non-state civil servants. With the same workload but the results obtained are different. So that nurses who are not civil servants tend to have lower job satisfaction. An organization is also said to be successful in achieving its goals and can be influenced by factors from within the organization such as work involvement and employee job satisfaction in their work (Seprianto, 2021). An employee's level of work engagement can be influenced by factors related to the work environment such as work motivation, job satisfaction, regulations within the company, and the existence of fairness or appropriateness within a company (Schaufeli & Bakker, 2010). Job satisfaction is a condition where employees feel satisfied with their work (Yasa & Dewi, 2018).

The commitment of nurses who have to work 24 hours, namely morning duty, afternoon duty and night duty, which is a big responsibility, can increase work-family conflict so that excessive pressure will make it difficult for them to concentrate on their work and lack enthusiasm for work (Maria et al. al., 2022). Married women nurses experience work-family conflict, as they juggle multiple jobs and different types of work hours while caring for children and doing housework (Hwang & Yu, 2021). Fazliawan & Yanuar (2020) also stated that the factor that influences work engagement is work-family conflict.

Nurses who are domiciled by women automatically assume a dual role, namely responsibility for their family and work (Hasibuan & Sinural, 2020). Improving the quality of life can increase enthusiasm and positive psychological conditions in carrying out the role as a nurse, which is an indication of work engagement (Kuntari, 2020). Research by Mandala & Nurendra (2020) states that employees who have high work engagement are important for companies to be competent.

This suboptimal work engagement among female nurses is also supported by the results of interviews and distribution of pre-surveys conducted to the head of nursing at the Wangaya Regional General Hospital. Interviews were conducted to find out more about the work engagement problems of women nurses at the Wangaya Regional General Hospital. Based on interviews with three nurses, they revealed that they were less motivated to go to work, which caused some nurses to arrive late. Apart from that, nurses also felt less pride in their work because they felt that the income, they earned was not sufficient to meet their living needs, and they tended to compare the working conditions at work hospitals where they work with other hospitals. These results indicate that female nurses at the Wangaya Regional General Hospital have problems in job satisfaction which causes female nurses' work engagement to be classified as not optimal.

Job Demands-Resources (JD-R) theory was developed by (Bakker & Demerouti 2007). The JD-R theory explains that each job has specific risk factors related to work stress which are divided into two large factors, namely demands (work demands) and resources (resources to complete the job). In the context of Job Demands-Resources (JD-R) Theory, work-family conflict at the Wangaya Regional General Hospital can be considered as a job demand that affects female nurses. Job Demands consist of physical, psychological, social, or organizational aspects that require effort support or physical or psychological abilities (such as cognitive and emotional support) (Bakker & Demerouti, 2007), this can reduce the level of job satisfaction. The job resources at the Wangaya Regional General Hospital are the key to maintaining balance and increasing the work engagement of women nurses. Resources to complete work consist of physical, psychological, social, or organizational aspects that have the function of achieving work goals, reducing physical and psychological work demands, and stimulating growth, learning and self-development (Bakker & Demerouti, 2007). High job satisfaction, as a result of adequate job resources, can help overcome the negative impacts of job demands such as work-family conflict.

Literature Review and Hypothesis Development

Work-family conflict occurs due to workload and interference, employees who cannot meet the expected demands from the workplace due to demands from the family will experience conflict and stress which will have a negative impact on the level of work engagement by reducing employee motivation as one of the factors of the work engagement concept. What is important is that work-family conflict can reduce work engagement in employees (Sahin & Yozgat, 2021). Research by Wang et al., (2022) and Fazliawan & Yanuar, (2020) states that work-family conflict has a negative and significant effect on work engagement. Harunavamwe & Kanengoni (2023), Chandra et al., (2020) and Ahvanuiee et al., (2018) also stated that work-

family conflict has a negative and significant effect on work engagement in line with research (Yucel et al., 2023).

H1: work-family conflict has a negative and significant effect on work engagement.

Research by Akoensi et al., (2021) states that work-family conflict has a negative and significant effect on job satisfaction. Yadav & Sharma's (2023) research states that work-family conflict has a significant negative effect on job satisfaction. Gözükara & Çolakoğlu (2016) stated that work-family conflict has a negative and significant effect on job satisfaction. Talukder (2019) also stated the same thing. Vickovic & Morrow (2020) also stated something similar. Research by Chan & Ao, (2019) states that high work-family conflict generally has low job satisfaction. This can be interpreted as that the higher the work-family conflict, the lower employee job satisfaction will be. Research by Karya et al., (2021) states that employees who experience high levels of work can disrupt their families, if most of their time is spent on work rather than with family, then this condition can reduce job satisfaction, especially in job promotion opportunities.

H2: work-family conflict has a negative and significant effect on job satisfaction.

Park & Johnson's (2019) research states that job satisfaction has a positive and significant effect on work engagement. Gancedo et al., (2019), Zhang et al., (2021), and Garg et al., (2018) also said that job satisfaction has a positive and significant effect on work engagement. This can be interpreted as the higher the job satisfaction, the more work engagement will increase. Garg et al., (2018) research shows that employees who feel satisfied with their work tend to be more actively involved in their work tasks. They have higher levels of energy and enthusiasm and are more focused and dedicated to their work. Ramos & Almeida (2017) and Boštjančič & Petrovčič, (2019) also stated that job satisfaction has a positive and significant effect on work engagement.

H3: Job satisfaction has a positive and significant effect on work engagement.

Work-family conflict has a negative impact on job satisfaction. The higher the conflict between work and family, the lower the level of job satisfaction felt by the individual (Yang et al., 2021). Job satisfaction can reduce the negative impact of conflict between work and family on employee performance by influencing motivation, involvement, and the quality of work produced, stating that job satisfaction mediates the negative and significant influence of work-family conflict on employee performance (Asbari et al., 2020). Hardianto et al., (2021) stated that job satisfaction partially mediates the influence of motivation on nurses' work engagement. Puspitasari's research (2012) states that job satisfaction partially mediates the influence of work-family conflict on organizational commitment. In line with research by Annisa & Amalia, (2021), Li et al., (2022), Zhao et al., (2023).

H4: Job satisfaction mediates the effect of work-family conflict on work engagement.

Methods

This research was planned by adopting an explanatory causality approach (explanation of cause and effect), with the aim of identifying the relationship between two or more variables. The desired relationship focus in this research is

the role of job satisfaction in mediating the effect of work-family conflict on work engagement.

The population in this study was 129 female inpatient installation nurses at the Wangaya Regional General Hospital. Sample selection was carried out using probability sampling techniques. Sampling was also carried out using a sampling frame with special criteria, namely female nurses in non-State Civil Service inpatient installations using a saturated sampling technique or census. Based on the total number of female non-State Civil Apparatus inpatient installation nurses there are 79 respondents.

Data collection in this research was by survey method with a questionnaire distribution technique which was directly distributed by the researcher. The inferential statistics used are SEM (Structural Equation Modeling) analysis based on PLS (Partial Least Square). Structural Equation Modeling based on Partial Least Square (SEM-PLS) is an alternative technique for SEM analysis where the data used does not have to have a multivariate normal distribution. After the data is obtained from participants through a questionnaire, analysis will then be carried out to obtain the results of the research hypothesis.

Inner model

R-square

The R-Square (R²) value calculation aims to see how large the correlation value of the endogenous variables is resulting from the PLS estimation of each path (Hair et al., 2017: 213). The R-square (R²) value ranges from 0 to 1, with the assumption that the higher the R-square value, the better the research structural model. The results of the R-square value can be seen in Table 1. as follows.

Table 1. R-Square

	R-Square	R-square adjusted
Job satisfaction	0,851	0,849
Work engagement	0,884	0,881

Primary Data, 2024

Based on the results of the R-square test, it is known that the R-square value of the satisfaction variable has a value of 0.851. This means that job satisfaction is 85.1 percent influenced by work-family conflict, while the remaining 14.9 percent is influenced by other factors not included in the model. The R-square value of the work engagement variable has a value of 0.884. This means that work engagement is influenced 88.4 percent by work-family conflict, while the remaining 11.6 percent is influenced by other factors not included in the model.

Q-square

The aim of calculating the Q-Square predictive relevance value is to measure the value of observations produced by the model and estimate model parameters. According to Hair et al. (2017:222), a Q-square (Q²) value > 0 means that the exogenous construct has predictive relevance to the endogenous construct,

whereas if the Q^2 value ≤ 0 means the model lacks predictive relevance. The Q^2 value has a value interval between $0 < Q^2 < 1$, with the Q^2 value getting closer to 1 indicating that the model is getting better. The Q^2 value is determined based on the Cross Validated Redundancy value in SEM PLS, because in this approach there is a process of including important elements from the path model and model structure to predict omitted data points. The model of the influence of work-family conflict and job satisfaction on work engagement provides an R-square value as listed in table 1, so the Q-Square predictive relevance value can be seen as follows.

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\
 Q^2 &= 1 - (1 - 0,851)(1 - 0,884) \\
 Q^2 &= 1 - (0,149)(0,116) \\
 Q^2 &= 1 - 0,017284 \\
 Q^2 &= 0,982
 \end{aligned}$$

The Q^2 calculation result is 0.982, so the conclusion is that the work engagement of female non-civil servant inpatient installation nurses in this study has a relevant predictive value of 98.2% because it can explain the information in this study and is classified as very strong

Direct Effect

The statistical test used to carry out hypothesis testing is the t test. The following are the results of the direct effect test using bootstrapping in PLS analysis.

Table 2. Direct Effect

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Work-family conflict->work engagement	-0.211	-0.198	0.095	2.223	0.029	Significant
Work-family conflict -> job satisfaction	-0.922	-0.924	0.012	74.360	0.00	Significant
Job satisfaction -> job engagement	0.742	0.755	0.092	8.030	0.00	Significant

Primary Data, 2024

The effect of work-family conflict on work engagement, resulting in an original sample value of -0.211, which shows a negative number, so it can be said that the effect of work-family conflict on work engagement is negative. The t-statistic value of the effect of work-family conflict on work engagement is $2.223 > t\text{-table } (1.96)$ and the p-value is $0.029 < \alpha (0.05)$, where these results show that the relationship between work-family conflict and work engagement has a significant effect. Based on these results, it shows that work-family conflict has a negative and significant effect on work engagement, so H1 is accepted. This means that the higher the

value of the work-family conflict variable, the lower the value of the work engagement variable. The effect of the work-family conflict variable was able to reduce the value of the work engagement variable by 21.1 percent.

The effect of work-family conflict on job satisfaction, resulting in an original sample value of -0.922, which shows a negative number, so it can be said that the effect of work-family conflict on job satisfaction has a negative effect. The t-statistic value of the effect of work-family conflict on job satisfaction is $74.360 > t\text{-table}$ (1.96) and the p-value is $0.000 < \alpha$ (0.05), where these results show that the relationship between work-family conflict and satisfaction work has a significant effect. Based on these results, it shows that work-family conflict has a negative and significant effect on job satisfaction, so H2 is accepted. This means that the higher the value of the work-family conflict variable, the lower the value of the job satisfaction variable. The effect of the work-family conflict variable was able to reduce the value of the job satisfaction variable by 92.2 percent.

The effect of job satisfaction on work engagement, resulting in an original sample value of 0.742, which shows a positive number, so it can be said that the effect of job satisfaction on work engagement has a positive effect. The t-statistic value of the effect of job satisfaction on work engagement is $8.030 > t\text{-table}$ (1.96) and the p-value is $0.000 < \alpha$ (0.05), where these results indicate that the relationship between job satisfaction and work engagement has a significant effect. Based on these results, it shows that job satisfaction has a positive and significant effect on work engagement, so H3 is accepted. This result also means that the higher the value of the job satisfaction variable, the higher the value of the work engagement variable. The effect of the job satisfaction variable is able to increase the value of the work engagement variable by 74.2 percent.

Indirect Effect

This research uses an intermediary variable which acts as a mediating variable, namely job satisfaction. Testing for no direct influence uses a statistical test, namely the t-test. The presentation of the results of the indirect influence test can be seen in Table 2.

Table 2. Indirect Effect

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values	Result
Work-family conflict -> job satisfaction -> work engagement	-0.685	-0.698	0.086	7.924	0.000	Significant
Primary Data, 2024						

Based on Table 2, it can be seen that the results of the influence of work-family conflict on work engagement through job satisfaction as mediation produce an original sample value of -0.685, which shows a negative number, so it can be said

that work-family conflict on work engagement through job satisfaction as mediation has a negative effect. The t-statistic value of 9.924 > t-table (1.96) and P value of 0.000 < 0.005 indicate that work-family conflict has a negative and significant effect on work engagement through job satisfaction as mediation so that H4 is accepted. This means that the higher the value of the work-family conflict variable, the more work engagement through job satisfaction will decrease significantly. Increasing the value of the work-family conflict variable can reduce the value of the work engagement variable through job satisfaction by 68.5 percent.

Conclusion

Work engagement, the results of this research prove that work-family conflict can influence family satisfaction and can affect work engagement. The results of mediation testing in this study also obtained empirical evidence which states that job satisfaction is able to mediate the effect of work-family conflict on work engagement. Besides that, the theoretical implications of this research provide evidence that the Job Demands Resource Theory (JD-R), namely the theory explains that every job has specific risk factors related to work stress which are divided into two large factors, namely demands (work demands) and resources (resources). power to complete the job). With this theory as the basis for the current study, we can analyze the influence of job satisfaction and engagement, as well as reduce the negative impact of work-family conflict.

Managerial Implication

It is hoped that this research can provide consideration and input for female nurses and leaders of the Wangaya Regional General Hospital regarding work performance and resources to increase work engagement. Nurses can reduce time-based conflict by implementing effective time management such as managing time wisely, identifying crucial and urgent tasks. Emphasize the importance of making a realistic and flexible schedule, so as to make time for family without neglecting work responsibilities.

It is hoped that the results of this research can help evaluate leaders regarding supervision to establish pleasant personal relationships with nurses, fair work assessments so that nurses feel that there is consistent supervision from leaders at the hospital. Wangaya Regional General Hospital can focus on strengthening job satisfaction to increase nurses' work engagement which can reduce work-family conflict.

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