Research Paper

Clarifying Relationships Among Work-Family Conflict, Employee Well-Being, Perceived Organizational Support, And Job Satisfaction

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Abstract

Overall, job satisfaction has a broad and positive impact on individuals and organizations. Satisfied employees tend to focus more on their tasks, which can improve the overall quality of work. This study aims to explore the relationship between work-family conflict (WFC) and job satisfaction through the mediating role of employee well-being and examines the role of moderation perceived organizational support in the relationship of WFC to employee well-being. The research method used is quantitative research, using surveys to collect the required data. The sample used was 97 banking employees considering using SEM-PLS as a data analysis technique. The results reported that WFC contributed negatively to job satisfaction. Meanwhile, employee well-being successfully mediates the WFC relationship with job satisfaction. Finally, POS was found to be able to moderate WFC's relationship to employee well-being.

Keywords *Employee Well-Being, Job Satisfaction, Perceived Organizational Support, Work-Family Conflict*

INTRODUCTION

Some current research observations have discussed the banking industry (Shahid et al., 2011; Giao et al., 2020; Karani et al., 2021). This is because banking is an industry that plays an essential role in the economic progress of a country. The banking sector contributes to economic growth by lending and funding to individuals, businesses, and other economic institutions. In addition, banking is an institution that has an essential role in maintaining state financial stability. They not only manage economic activity but also manage risks to prevent financial crises.

The critical role of stability gave birth to many efforts made by academics. One way is to offer work flexibility policies, create a work culture that values balance, and support employees in managing their work and home responsibilities. In fact, research shows that banking often involves high work expectations, including pressure to meet sales goals, working overtime, and nurturing client and customer connections. This obligation may make it difficult to spend time with family. In addition, some positions in banking may involve irregular working hours, such as working on weekends or late at night. This can hinder quality time with family members and disrupt the balance between work and personal life (Mukanzi & Senaji, 2017; Giao et al., 2020).

A situation where the demands and pressures arising from a person's work conflict with their roles and responsibilities in family life is called work-family conflict (WFC). Previous studies conducted in Kenya by Mukanzi and Senaji (2017) revealed that WFCs dominate the banking sector, with employees experiencing high stress levels and limited time for family activities due to demanding work schedules and deadlines. The study also highlights the lack of support from managers, which further contributes to WFC among bank employees. The high level of WFC experience will also have a negative impact on the quality of life and occupational health of employees (Yoo & Lee, 2018).

WFC refers to a type of conflict arising from adverse spillover effects from the occupational domain to the family domain (Mäkelä & Suutari, 2011). WFC investigations broadly focus on examining two significant factors: the need to supplement household income and the need for individuals to work longer hours (Greenhaus et al., 2003; Soomro et al., 2018). This problem has emerged as a widespread concern affecting many adults. Several empirical studies, including those conducted by Wattoo et al. (2018), Amstad et al. (2011), and Peeters et al. (2005), have examined the impact of WFC on various work outcomes. These studies show that WFCs can adversely affect absenteeism rates, employee performance, well-being, and burnout. Although few studies have elucidated the effect of WFCs on job performance, further investigation is needed to explore the impact of WFCs on job satisfaction-related outcomes (Obrenovic et al., 2020). Then, even though there have been studies examining the relationship between WFC and job satisfaction, the evidence is inconsistent (Orellana et al., 2023). Therefore, more research is needed to test the two associations.

In addition, several additional studies suggest that the moderating effect of WFCs on well-being outcomes is limited (Drummond et al., 2017). This study investigated perceived organizational support (POS) to answer the research question. According to (Eisenberger et al., 1986), POS pertains to employees' perceptions of their organization's appreciation for their contributions, concern for their well-being, and satisfaction with their socio-emotional requirements. Research examining the relationship between WFC and employee well-being with POS as a moderator has limitations. Several studies, however, indicate that POS can reduce WFC, work fatigue, and employee intention to leave intention (Giao et al., 2020). It is, therefore, not surprising that employees work in a supportive environment, regard one another with fairness and respect, and engage in open and effective communication. In addition, employees who perceive a supportive work environment are less likely to experience WFC and employee well-being (Hayat & Afshari, 2020; Lin et al., 2022). Therefore, the relationship between WFC and employee well-being requires a moderating effect, which will influence employee job satisfaction. Therefore, some of the formulations of the question to be addressed in this study are as follows:

RQ1: Does WFC have a positive impact on employee satisfaction?
RQ2: Does employee well-being mediate between WFC and job satisfaction?
RQ3: Does POS moderate the relationship between WFC and employee well-being?

LITERATURE REVIEW
Job Satisfaction

According to Griffin et al. (2016), employee satisfaction is defined as "the feeling of satisfaction or well-being that employees get from their work, whether they enjoy the job or not, find their work meaningful, or the extent to which their work has a negative physical or psychological effect on them." In other words, employee satisfaction refers to the feeling of satisfaction or well-being that employees get from their work. Spector (1985) suggests that job satisfaction can be defined as the extent to which an individual enjoys (is satisfied with) or does not want (is dissatisfied with) their current job. The study of job satisfaction has received serious attention in many academic circles and is proliferating. Not only that, but this topic is also the most frequently researched in organizational behaviour research (Lu et al., 2005). Traditionally, job satisfaction models have focused on the myriad emotions workers experience concerning their jobs. However, what makes a job satisfying or unsatisfying depends not only on the nature of the job but also on the expectations individuals have about what their job should deliver (Lu et al., 2005). In other words, the nature of the job is one of many aspects that determine whether a job is

worthwhile. Furthermore, according to Bacharach et al. (1991), it was found that several things can reflect that a worker or employee has job satisfaction. Some of these things are employees feeling satisfied working in the company where they currently work and feeling confident with their work because it is believed to be following their field (Bacharach et al., 1991).

According to research by Coomber and Barriball (2007), job satisfaction is one of the most critical factors in determining whether an employee will stay with the organization. On the other hand, high levels of dissatisfaction among employees lead to a greater likelihood for employees to examine alternative career options. In another study, Davis and Bordieri (1988) said that the degree to which an employee is satisfied with his job directly correlates with their actions while working. One of the things that can interfere with job satisfaction is because of WFC (Hsu, 2011). The high level of perceived conflict will further affect dissatisfaction with employee work (AlAzzam et al., 2017). Not only on job satisfaction but it can also negatively influence employee well-being (Moreira et al., 2023).

Work-Family Conflict

According to Greenhaus and Beutell (1985) and Lavassani and Movahedi (2014), WFC is a type of inter-role conflict that occurs when the role expectations of one's workplace and family do not match each other's. As a result, involvement in both parts becomes more challenging. This discrepancy causes tension in the relationship between work and life. Some examples of this type of distraction include extensive, irregular, or inflexible working hours, excessive workload and other forms of work stress, interpersonal conflicts in the workplace, supervisors, or unsupportive organizations. WFC has been linked to increased job burnout, workplace stress, poor health, and challenges associated with organizational commitment and performance (Amstad et al., 2011). It is also associated with a higher tendency to exit the company (Hang-Yue et al., 2005; Thanacoody et al., 2009). In addition, the results of a study conducted by Chandola et al. (2004) show that conflict between work and family has been associated with various unfavourable organizational and personal outcomes, and those outcomes can occur both at work and at home. In line with this, Pasewark and Viator (2006) found that accounting professionals experience job dissatisfaction when the demands of their jobs interfere with their ability to handle issues related to their families. This means that workers who experience high levels of work expectations outside the obligations imposed on workers' families may experience decreased job satisfaction. Nonetheless, workers can reduce this conflict if they get support assistance from their work organizations (Galinsky et al., 1996; Rudolph et al., 2014).

Employee well-being

According to Cartwright and Cooper (2009), employee well-being refers to the assessment and work experience of good employees, especially those related to the mental, body, and emotional health of employees. A study conducted by Guest (2017) focusing on human resource (HR) development in recent years revealed that most organizations today are how they can improve employee performance and devote attention to employees, and this has become a secondary consideration. Nevertheless, this is different from what Meister (2021) says, where he believes that future efforts will concentrate on employee health and happiness. When building resilience in the workplace and improving employee mental health, it is essential to emphasize maintaining employee well-being. According to Van De Voorde et al. (2011), one of the things that can interfere with employee welfare is pressure, both at work and in society. As these pressures have become a general threat among practitioners, human resource management (HRM) needs to rethink concepts for advancing employee well-being. According to Hayat and Afshari (2020) and Carnes (2016), one of the significant aspects that harm employee well-being is workplace bullying, as well as stress. In

addition, interpersonal conflicts in the workplace can also be a factor that causes employees to feel unable to feel well-being (Losada-Otálora et al., 2021). This will have an impact on concealing employee information, such as behaviours that may be characterized as avoidance or indifference (Losada-Otálora et al., 2021). However, in different studies, it was reported that if workers get help from their superiors (Wattoo et al., 2018), they will experience an increase in employee well-being (Hayat & Afshari, 2020). This is also thought to be the reason why employees feel happy.

Perceived Organizational Support (POS)

According to Eisenberger et al. (1986), "perceived organizational support" refers to how much workers think that their workplace (organization) cares about the worker's well-being, then values the worker's contribution, and supports the worker in terms of social-emotional needs. Eder and Eisenberger (2008) and Rhoades and Eisenberger (2002) proved that employees who had high POS rates experienced better outcomes (e.g., they showed increased job satisfaction, positive mood, and reduced stress) and were more invested in their work organization (e.g., they showed increased affective organizational commitment and performance improvement) (Kurtessis et al., 2017; Bibi et al., 2019).

Employees gain organizational support to meet their socio-emotional needs and decide whether the organization is ready to recognize additional efforts made on their behalf (Eisenberger et al., 1986). According to Eder and Eisenberger (2008), social exchange theory uncovers the idea of organizational support, arguing that employee-organizational relationships are enhanced by favourable trade outcomes between employees and the company they work for. When employees think their boss is supportive, they are more likely to increase their productivity, attendance, and punctuality (norm of reciprocity) (Gouldner, 1960). Therefore, in this study, when employees perceive that their organization provides support, it will weaken WFC and improve employee well-being, as proposed. Correspondingly, a person's perception of the organizational support they get at work can substantially and potentially reduce employee WFC (Wattoo et al., 2018).

RESEARCH METHOD

The study used quantitative methodology, which is characterized by its emphasis on hypothesis testing. The variables used are WFC, employee well-being, job satisfaction, and POS. The sample of this study is employees at PT. Bank UOB Indonesia, with a total of 3,282 employees. The research was conducted by distributing online questionnaires (Google Forms) given to the HRD department in the company. After distributing questionnaires, the number of questionnaire returns was 97 employees. This corresponds to the minimum number of samples calculated using the Slovin Model. The returned respondents' answer data is then processed using SEM PLS following the instructions of data analysis techniques popularized by (Hair et al., 2021).

In this study, WFC is defined as employee statements about forms of conflict from work that disrupt roles in the employee's family. The measurement is through several items adopted from 5 items popularized by Karatepe and Kilic (2007). Examples of statement items are; "Work demands interfere with home, family, and social life" and "Employees cannot be more involved in maintaining close relationships with family due to work."Cronbach's Alpha for WFC is 0.825. Employee well-being is defined as the positive evaluation and work experience of employees concerning the mental, physical, and emotional well-being of employees. In this study, the items used were adopted from the indicators of Sharma et al. (2016) through 9 items in their research. Examples of objects used include; "Employees feel they have a good quality of life" and "Employees during this time are satisfied to have a good level of health."Cronbach's Alpha for employee well-being is 0.899

POS is defined as the extent to which an organization cares about employee well-being values contributions, and cares for employees' social-emotional needs. Some of the items used to measure

POS adopt from the 6 items used by (Zheng & Wu, 2018), taking into account emotional and instrumental support. Examples of POS items such as; "Availability of assistance from the organization when employees have problems outside of work" and "The organization is willing to help if employees need special assistance in daily life." Cronbach's Alpha for POS is 0.896. Meanwhile, job satisfaction in this study is defined as an employee's statement about their satisfaction on the job. The items used were adopted from indicators popularized by Bacharach et al. (1991) and Sharma et al. (2016) through 6 statement items, such as; "The current job gives the employee the opportunity to optimize skills" and "The position in the employee's job is in accordance with the stages of career development they are planning." Cronbach's Alpha for job satisfaction is 0.928. Each measurement item was graded using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to evaluate each topic in the questionnaire. The demographic characteristics of participants are presented in Table 1.

Table 1. Demographics of respondents

Demographic	Frequency	Percent (%)
Gender		
One	51	52
Woman	46	48
Age		
< 30 years	39	40
Between 31 - 40 years	16	16
Between 41 - 50 years	29	30
>51 years old	13	13
Education		
High School/Equivalent	11	11
Diploma (D1/D2/D3)	19	19
S1 (Undergraduate)	57	59
S2 (Masters)	10	10

FINDINGS AND DISCUSSION
Finding

Evaluation of measurements for each variable and research model in this study was carried out using Structural Equation Modeling Partial Least Squares (SEM-PLS). In the SEM-PLS analysis methodology, it is essential to conduct two important evaluations, namely the assessment of the outer model and the evaluation of the interior model (Ghozali, 2014). Further findings related to the evaluation of the outer model (measurement model) observed through factor loading in this study can be seen in Table 2.

Table 2. The evaluation of measurement model

Variables	Items	Loading factor	CR	A	AVE
Employee well-being	EWB1	0,681			
	EWB2	0,801	0,918	0,899	0,556
	EWB3	0,810			

	EWB4	0,740			
	EWB5	0,763			
	EWB6	0,794			
	EWB7	0,771			
	EWB8	0,615			
	EWB9	0,714			
Job satisfaction	JS1	0,834			
	JS2	0,883			
	JS3	0,853	0,943	0,928	0,736
	JS4	0,914			
	JS5	0,840			
	JS6	0,818			
Perceived organizational support	POS1	0,804			
	POS2	0,849			
	POS3	0,887	0,920	0,896	0,659
	POS4	0,771			
	POS5	0,775			
	POS6	0,778			
Work-family conflict	WFC1	0,694			
	WFC2	0,864			
	WFC3	0,801	0,869	0,825	0,574
	WFC4	0,625			
	WFC5	0,780			

Based on the information presented in Table 2, it can be concluded that the items measuring latent variables have met the required requirements and can be declared statistically valid (Abdillah & Hartono, 2016). In addition, the reliability test results are also shown in Table 2, where Cronbach's alpha and Composite reliability values are more significant than 0.6 and 0.7 according to the provisions of (Hair et al., 2014; Abdillah & Hartono, 2016); likewise, with AVE values that have values above 0.5. These results show that all constructs have met reliability assumptions. Furthermore, the R Square (R^2) provides insight into the coefficient of determination

calculated for this research project. The results of each R² showed that job satisfaction obtained a value of 0.578 (57.8%), and employee well-being received an R² value of 0.452 (45.2%).

The last is to test the inner model. It is a test whose purpose is to test the cause-and-effect relationship of the hypothesis of each construct. Within the scope of this investigation, there are a total of three hypotheses to be investigated. Figure 1 displays the findings of the tests performed to verify the hypothesis.
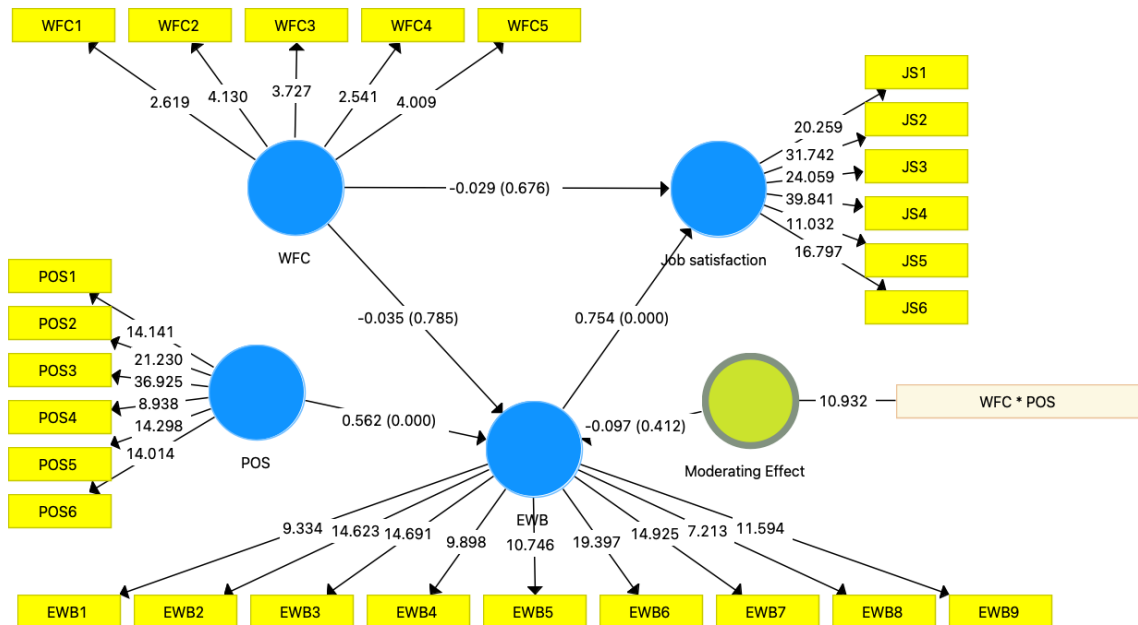

Figure 1. Results of hypothesis testing

Based on the results of hypothesis testing shown in Figure 1, it can be reported that WFC negatively affects job satisfaction with a coefficient value of -0.029. Thus, the WFC that is hypothesized to have a negative effect on job satisfaction is supported. Then, the second hypothesis test was also supported, where employee well-being could negatively mediate the WFC relationship to job satisfaction with a coefficient value of -0.027. The nature of mediation in this relationship is fully mediation, where employee well-being is important in reducing WFC, which can affect job satisfaction. In addition, this study also supports the third hypothesis: POS moderates the WFC relationship negatively in employee well-being with a coefficient value of -0.097, where the high POS can weaken the conflict caused by work-to-family employee well-being.

Discussion

The first finding of this study is that WFC has a negative influence on a person's job satisfaction. According to this study, more WFCs can lead to fewer levels of job satisfaction for employees. Work demands that interfere with employees' families and social lives have a high value on WFC, which impacts employee job dissatisfaction. In addition, the frequent loss of activities together with family is also an obstacle that causes employees to be less satisfied with their work. Research shows that considering work and family responsibilities is important for maintaining job satisfaction (Kalliath & Kalliath, 2015). The results of this study are relevant to some previous studies, such as those conducted by (Hsu, 2011; Buonocore & Russo, 2013; Gözükara & Çolakoğlu, 2016). Their research revealed that work-family conflict negatively and substantially impacts job

satisfaction.

In addition, subsequent findings revealed that employee well-being is important in increasing job satisfaction. Job satisfaction will increase when employees have a good quality of life and mental well-being, with it marked that employees are at a good level of employee well-being, even though they feel the existence of WFC. Employees who feel good mentally tend to have a more positive attitude toward their work and can better deal with challenges as they arise (Muhonen et al., 2013). Therefore, the presence of employee well-being can reduce the impact of WFC on job satisfaction.

Finally, the study also found that POS was able to moderate the relationship between WFC and employee well-being. WFC reduces employee well-being; POS can weaken conflicts and increase employee well-being. Correspondingly, employees who feel that organizational support is greater tend to see their work as meaningful (Gok et al., 2017). In addition, when employees perceive their organization as valuing their contributions and caring about their well-being, they can develop a favourable orientation towards work and the organization, ultimately resulting in a positive work experience (Wattoo et al., 2018; Hayat & Afshari, 2020).

Only some studies have examined the negative relationship between WFC and POS, and even less research has focused on why employees with high WFC will have low POS. However, prior research has examined the influence of perceived organizational support on work-family balance (Gurbuz et al., 2012). Perceived organizational support provides a buffering effect on WFC and reduces WFC's influence on work outcomes (Zheng & Wu, 2018). This study provides valuable insight into WFC among employees with family responsibilities in banking institutions. This research demonstrates that POS moderates the relationship between WFC and employee well-being. In particular, the negative relationship between WFC and employee well-being is weakened when perceived organizational support is high, ultimately resulting in job satisfaction.

CONCLUSIONS

In conclusion, this study advances the understanding of how WFC relates to job satisfaction. These findings suggest that WFC directly negatively affects job satisfaction. Meanwhile, employee well-being is essential in increasing job satisfaction even if employees experience WFC. In addition, the relationship between WFC and employee well-being can also be moderated by POS. To increase job satisfaction, organizations need to recognize the importance of employee well-being and take concrete steps to support the well-being of their employees. It involves the provision of resources and programs that promote mental and physical health (Muhonen et al., 2013), work-life balance (Mas-Machuca et al., 2016), and a supportive and inclusive work environment (Wong et al., 2017).

This study has some differences. First, the study collected data from a small sample involving a single company. To generalize the findings, subsequent studies must use data from various sources. In addition, this study is cross-sectional, so future research needs to conduct longitudinal research. Then, research is limited to WFC as the main predictor of job satisfaction, so future research needs to add other constructs that are tested and can increase employee job satisfaction.

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