





# “Impact of work-family conflict on job satisfaction and job stress: Mediation model from Indonesia”

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# IMPACT OF WORK-FAMILY CONFLICT ON JOB SATISFACTION AND JOB STRESS: MEDIATION MODEL FROM INDONESIA

## Abstract

This paper analyzes the impact of work-family conflict on employees' job satisfaction and job stress and determines how organizational commitment and social support reduce job satisfaction and job stress. The study employed a questionnaire to collect the data from 382 Islamic bank employees in Indonesia. After the data were collected, it was calculated using SEM-PLS. The results showed that work-family conflict was a significant predictor of job satisfaction and job stress. Furthermore, social support mediates the influence of work-family conflict on job stress. However, organizational commitment is not able to mediate the two variables. Practically, the results of this study indicate that bank employees have high work stress due to role conflicts that occur in their families. In addition, one of the causes of role conflicts is the government's policy to work from home during the pandemic. Furthermore, social support can mediate the relationship between work-family conflict and job stress, meaning that social support can help employees reduce job stress due to role conflicts in their families. Therefore, companies must pay attention to the psychological condition of employees before giving assignments.

## Keywords

job satisfaction, job stress, organizational commitment,  
social support, work-family conflict, Indonesia

## JEL Classification

D23, J28, O15

## INTRODUCTION

A survey from the national committee on sharia economics and finance stated that the Covid-19 pandemic affected the Indonesian economy. It was recorded that in the third quarter of 2020, the Indonesian economy was minus 3.49%. This pandemic also directly influenced the real sector, thus affecting the performance of the Islamic banking industry in Indonesia. However, a merger policy during uncertain conditions has some more severe challenges, which have been effective since February 1, 2021. Family is an essential concept in sustainable development (Isfianadewi & Noordiyani, 2020). The balancing roles of family and workplace are a crucial issue during the Covid-19 pandemic. Family needs to be maintained because it can affect the value of sustainable quality of life (Karakaş & Sahin, 2017). In addition, competition affects the workforce (Isfianadewi & Noordiyani, 2020). As a result, "employees will have a heavy workload and difficulty balancing work and family life" (Mansour & Tremblay, 2016, p. 1778).

The survey results from the world economic forum (WEF) provide information that during work from home (WFH), pandemic representatives work longer hours, more messages are sent, and there are more limited gathering times (Yoshio, 2020). Thus, the survey indicates that

activity restriction policies in the form of WFH can increase employee stress. Furthermore, economic data and industry reports show the “major service disruption” created by Covid-19 for businesses. Moreover, there are consequences for service employees and their well-being (Tuzovic & Kabadayi, 2021). In addition, Bank Syariah Indonesia is targeting a financing growth of 70% in the five years since the inauguration of the merger (Michelle, 2021). Therefore, research on work-family conflict with work stress is essential to do. Previous research on work-family conflict shows that it increases works stress (Ismail & Gali, 2017; Liu et al., 2017; Cao et al., 2020; Vickovic & Morrow, 2020). WFC is considered a form of conflict between roles caused by the family carrying out work responsibilities (Netemeyer et al., 1996). In addition to work stress, a conflict between roles can also reduce job satisfaction (AlAzzam et al., 2017; Asbari et al., 2020; Rhee et al., 2020; Wijayati et al., 2020; Vickovic & Morrow, 2020). From the point of role theory, the WFC explains that humans have various kinds of roles in their lives, but the two most important roles are work and family roles (Grandey et al., 2005).

## 1. LITERATURE REVIEW

### 1.1. Work-family conflict and job satisfaction

A conflict between roles has been successfully differentiated into two, namely WFC (work-family conflict) and FWC (family-work conflict), inseparable because these are things that influence each other (Foley et al., 2005). Family work conflict is defined as a form of conflict between roles in which public demand, time is provided, and tension caused by work that interferes with the implementation of responsibilities to a family. In contrast, family-work conflict is a conflict between roles where demands are time spent and family conflicts that can interfere with carrying out job responsibilities (Netemeyer et al., 1996). Role theory explains that humans have various roles in their lives, but the two most important roles are work and family roles (Grandey et al., 2005).

There are three work-family conflicts categories: time-based conflicts, strain-based conflicts, and behavior-based conflicts (Netemeyer et al., 1996, p. 8). Time-based conflict can occur if employees cannot balance working time with family time or when working time is more dominant. Strain-based conflict arises when stress arising from work negatively affects family life or cannot separate work problems from personal problems. Furthermore, behavior-based conflict occurs when behaviors at work such as authoritative are applied to family life or cannot control behavioral habits at work with family. Finally, a family-work conflict is a conflict between duties because of the domination of one of the roles an employee plays,

either at work or in the family. This dominance results in an imbalance that ultimately harms one of the roles. This situation is called a work-family conflict when work interferes with family and family-work conflict when the interference is in the opposite direction (Carr et al., 2008).

Job satisfaction is defined “as a positive feeling towards work resulting from evaluating its characteristics” (Robbins & Judge, 2013, p. 49). Hopkins (1983) also defines job satisfaction as the fulfillment of employee needs related to the needs of a worker. Herzberg’s Two-Factor Theory is a theory explaining job satisfaction and motivation. The theory explains that job satisfaction can include achievement, recognition, work itself, responsibility, progress, and growth (Isfianadewi & Norrdiana, 2020). Sometimes extraordinary enterprise rules cause worker dissatisfaction (Ghoniem et al., 2011). Previous research on police officers found that police officers define satisfaction as something not handiest their process performance, dedication, and turnover rates; however, additionally, they value interrelationships (Nalla & Kang, 2012). Prior studies have revealed that police job satisfaction is defined in terms of work-related variables (Ercikti, 2008).

The relationship between WFC and job satisfaction can be explained by role theory. Role theory assumes that individuals with multiple identities tend to conflict because of an imbalance between identities (Baldwin et al., 1999; Rathi & Barath, 2013). Rathi and Barath (2013) also say that job duties will continue to be unsatisfied, and missed work tasks, in turn, will continue to be unfulfilled. Therefore, it can have a detrimental impact

on work attitudes, thereby reducing job satisfaction. Work-family conflict is also a potential predictor of job satisfaction (Schall, 2019). Raza et al. (2018) and Gabini and Salessi (2019) concluded that work-family conflict can significantly reduce employee job satisfaction. Young academics face a long period of insecure employment conditions after graduation that overlaps significantly with the time in life when people tend to start families (Dorenkamp & Süß, 2017). Dorenkamp and Ruhle (2019) found that work-family conflict also has a significant effect on job satisfaction of academic workers. The latest study on WFC in reducing job satisfaction (Vickovic & Morrow, 2020) agrees that work-family clashes can decrease work fulfillment. Gözükarar and Çolakoğlu (2016) revealed that work-family conflict reduced the positive impact of job autonomy on job satisfaction through a negative mediating effect.

## 1.2. Work-family conflict and job stress

Stress refers to the “dynamic state in which people are presented with possibilities, demands, or resources connected to what they desire, but the outcomes are viewed as unpredictable or minor” (Mirza et al., 2020, p. 2). Robbins and Judge (2013) argue that stress is an unpleasant process that responds to environmental stress. Then, sources of stress are categorized into three, namely, environmental factors, organizational factors, and personal factors. Recent studies conclude that job stress is closely linked to difficulties at work, organizational disruption, lack of delegating roles, distance from workplaces, rapid changes, and insufficient salary (Karakaş & Sahin, 2017). Presently, there is a growing hobby of the battle among paintings and own circle of relatives existence domains, and research focuses the battle skilled via way of means of an employee among their roles within the own circle of relatives and at paintings, which comes beneath the heading WFC (Burke & El-Kot, 2010). Employees who seek to fulfill their organizational-member role by demonstrating individual initiative in addition to fulfilling their job-holder role should find their jobs more stressful (Bolino & Turnley, 2005).

Occupation stress is characterized as the actual reaction that employees show to their work based on emotional conditions due to conflicts and mis-

matches between qualifications and existing resources (Armstrong et al., 2015). However, a discrepancy occurs among abilities and work qualifications, which increases stress. Two things can bring about occupation stress. First, workers who experience an imbalance between roles, causing conflict, feel a boost. Then, employees feel the response from feeling anxious, frustrated, worried, emotionally exhausted, and other business-related pressing factors (Griffin et al., 2010). Second, work-family conflict significantly increases work stress of hospital employees (Zhao & Ghiselli, 2016). Work stress is also influenced by work-family conflict in police organizations (Singh & Nayak, 2015). Janzen et al. (2007) have located that WFC results in more mental misery and consequently process dissatisfaction. Past studies have proven that WFC straightforwardly influences work pressure (Ismail & Gali, 2017). Agencies concerned about the degree to which work-family conflict may contribute to feelings of job stress may want to consider implementing more family-oriented policies that could help address some of the conflicting demands community corrections staff face in balancing work and family life (Mack & Rhineberger-Dunn, 2019).

## 1.3. Mediation effect of organizational commitment in the relationship between work-family conflict and job satisfaction

Organizational commitment means individual psychological conditions, including affective, cognitive, and conative components. The affective component is closely related to relationships; the cognitive component is related to long-term goals; then, the conative component is an instinct from humans, namely survival (Arriaga & Agnew, 2001). In contrast, organizational commitment can be interpreted as an attitude that describes employee loyalty and employees undergoing a continuous process regarding their concern to the company's progress (Wijayati et al., 2020).

Furthermore, organizational commitment is also interpreted as big intentions to be part of an organization and solid determination to try harder to achieve organizational goals and one's belief in

the corporate values and goals (Luthans & Youssef, 2007). In short, it can be concluded that organizational commitment is an attitude that arises naturally from an employee in a company that is described as being loyal to a company, having the determination to make it more advanced, and feeling ownership and full responsibility for the company's values and goals.

Akintayo (2010, p. 7) stated that work-family role conflict on the part of the workers is a strong factor in the prediction of organizational commitment. This conflict disturbs the results in the company because organizational commitment is affected. Over a while, employees may eventually experience work dissatisfaction as well as reduce commitment to a company; thus, a work-family conflict occurs (Wan, 2010). This result is reinforced by Chan and Ao (2019), who found that employees may quit due to reduced satisfaction and work commitment. In an effort to make employees feel at home to continue working, the management wants to focus more on the causes of the problems between roles. Studies on WFC and organizational commitment (e.g., Chao et al. (2020)) agreed that WFC can affect organizational commitment.

In addition, Vickovic and Morrow (2020) said that WFC indirectly affects job satisfaction. This study tries to add a mediating variable in the form of organizational commitment. Furthermore, the management continues to provide the best service to employees to ensure satisfaction with their work because with job satisfaction, employees can empirically work harder than usual and have no intention of moving. Furthermore, Eslami and Gharakhani (2012) added that job satisfaction is a reaction to a situation of a particular thing at work. Then, commitment is an individual feeling that is a more general response to a company. Therefore, work responsibility is more predictable than work fulfillment on the grounds it takes a long time after employees feel satisfied. In addition, organizational commitment can also predict job satisfaction (Vickovic & Morrow, 2020). Besides, a great deal of studies has shown that reduced employee job satisfaction arising from work stress can result in increased absenteeism and intention to leave, as well as reduced productivity and job performance (Gershon et al., 2009). The findings of An et al. (2020) reveal the

complexity of job performance and its antecedents, especially in a highly stressful occupation such as a seafarer.

#### 1.4. Mediation effect of social support in the relationship between work-family conflict and job stress

Social support can be interpreted as the support provided by family, coworkers, and superiors described in good social relationships, willingness to assist, emotional closeness, and all information that affects healthy behavior (Blanch & Aluja, 2012; House et al., 1988). Social support indicators include supervisory support, peer support, and family support (Armstrong et al., 2015; Isfanadewi & Noordiana, 2020). Supervisory support describes employees' views regarding the level of support from a supervisor regarding the ideas proposed and the contribution given to a company. This support can be in the form of higher pay than usual, promotions, and other things that can make employees more prosperous (Knies & Leisink, 2014).

Peer support is informal emotional support provided by colleagues, such as always being concerned about problems and always listening to and providing solutions to their problems (Zhao et al., 2011). Furthermore, family support is a form of family concern for the roles played by employees in a company. One form of family support is always encouraging, trying to understand every situation, and not adding stress when at home.

Theory of social support, culture, and national economic context is based on utility perspective to be a moderating variable between acceptance of family and disruption, suggesting that acceptance of family is basic and essential in contexts where needed considered beneficial. Furthermore, French et al. (2018) said that social support is related to reduced conflicts between jobs in family and work. The presence of attention from management may be better to reduce clashes in the family. Management, as well as family support, were still fundamental in reducing conflicts between roles, especially in a country with high unemployment like Indonesia. Furthermore, support may be of universal use in reducing family-work conflicts.



Social support can be incorporated into organizational culture. It can enable employees to carry out two different duties between job and family, so conflicts can be minimized, and employee retention can be increased (Zhao & Ghiselli, 2016). In addition, correctional workplaces and family domains may not be appropriate. This mismatch is associated with higher levels of job stress and limited job satisfaction but can be offset by supervision and family support for some officers (Armstrong et al., 2015, p. 12).

## 2. AIMS AND HYPOTHESES

This study aims to investigate the effect of work-family conflict on increasing job satisfaction and reducing work stress of bank employees in Indonesia. Specifically, this study attempts to analyze organizational commitment and social support as mediators. In addition, this study tries to continue the recommendations of Vickovic and Morrow (2020), adding the social support variable as a mediation.

Therefore, this study proposes the following hypotheses:

- H1: Work-family conflict affects job satisfaction.*
- H2: Work-family conflict affects job stress.*
- H3: Organizational commitment is a mediator of the effect of work-family conflict on job satisfaction.*
- H4: Social support is a mediator of the effect of work-family conflict on job stress.*

## 3. METHODS

According to Lambert et al. (2004), WFC measurement is designed with twelve items. Besides, organizational commitment uses a scale by Mowday et al. (1979) with five items (e.g., for me, the achievement of company targets is very important). Then social support uses indicators of supervisory support, peer support, and family support with 12 items (Armstrong et al., 2015) (for example, my supervisor blames others if some-

thing goes wrong, even though it is not their fault). Next, job satisfaction variable was already validated by Riaz et al. (2016) with six items (for example, I really enjoy my job). Finally, job stress was measured using a scale of Mansour and Tremblay (2016) with 8 items. All measurements of variables use a Likert scale.

### 3.1. Population, samples, and sampling techniques

The population in the study were employees of Bank Syariah Indonesia (BSI). Bank Syariah Indonesia is a sharia banking institution. This bank was established on February 1, 2021. This bank is the result of a merger of SOE subsidiaries in the banking sector. Questionnaires are distributed using a Google Form to BSI employees, specifically in East Java. As many as 382 respondents were selected using the random sampling technique. After checking, the sample can represent the population because it comes from several East Java regions, from different branch offices and unit offices.

### 3.2. Data analysis technique

Structural equation modeling is used to test hypotheses that have been compiled based on a conceptual research framework using SmartPLS 3.0 program. Testing the router model uses algorithmic techniques and the inner model with bootstrapping, and testing the model uses the goodness of fit.

## 4. RESULTS

There are five construct variables, namely WFC, organizational commitment, social support, job satisfaction, and job stress. Table 1 presents the mean value and a standard deviation of a correlation among constructs of the five variables. The results show that WFC has a positive relationship with OC ( $r = 0.238, p < 0.01$ ), social support ( $r = 0.167, p < 0.001$ ), job satisfaction ( $r = 0.210, p < 0.001$ ), and job stress ( $r = 0.431, p < 0.001$ ). Therefore, it can be concluded that all the constructs of this study are above average.

Table 2 shows the results of testing the validity and reliability of the data. The work family con-

**Table 1.** Correlation among construct

Variable	Mean	SD	WFC	OC	SS	JS	JST
WFC	3.76	0.69	1				
OC	3.87	0.65	0.238**	1			
SS	3.76	0.61	0.167**	0.247**	1		
JS	3.87	0.64	0.210**	0.302**	0.268**	1	
JST	3.88	0.73	0.431**	0.331**	0.202**	0.145**	1

Note:  $n = 382$ . \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; WFC = Work Family Conflict; OC = Organizational Commitment; SS = Social Support; JS = Job Satisfaction; JST = Job Stress.

**Table 2.** Validity and reliability result

Variable	Item Loadings	Cronbach's Alpha	Composite Reliability	AVE
Work-Family Conflict	WFC1 = 0.750	0.950	0.956	0.644
	WFC2 = 0.799			
	WFC3 = 0.797			
	WFC4 = 0.786			
	WFC5 = 0.803			
	WFC6 = 0.812			
	WFC7 = 0.805			
	WFC8 = 0.851			
	WFC9 = 0.829			
	WFC10 = 0.815			
	WFC11 = 0.781			
	WFC12 = 0.795			
Organizational Commitment	OC1 = 0.776	0.848	0.892	0.623
	OC2 = 0.780			
	OC3 = 0.799			
	OC4 = 0.835			
	OC5 = 0.754			
Social Support	SS1 = 0.787	0.907	0.923	0.573
	SS2 = 0.710			
	SS3 = 0.751			
	SS4 = 0.871			
	SS5 = 0.730			
	SS6 = 0.765			
	SS7 = 0.735			
	SS8 = 0.717			
SS9 = 0.735				
Job Satisfaction	JS1 = 0.724	0.895	0.919	0.696
	JS2 = 0.789			
	JS3 = 0.862			
	JS4 = 0.863			
	JS5 = 0.918			
Job Stress	JST1 = 0.757	0.895	0.919	0.655
	JST2 = 0.843			
	JST3 = 0.823			
	JST4 = 0.827			
	JST5 = 0.759			
	JST6 = 0.841			

flict variable which has twelve items in the form (WFC1-WFC12) has a loading factor value of each item as a whole above 0.70. The same thing is also shown for other variables. While the most dominant item in forming work family conflict variables is WFC8 (Loadings = 0.851 or 85.1%). Then

the work-family conflict item has a Cronbach's alpha value =  $0.950 > 0.70$ ; composite reliability =  $0.956 > 0.60$  and strengthened by AVE =  $0.644 > 0.50$ . Furthermore, the most dominant organizational commitment item variable is OC4 (Loadings = 0.835 or 83.5%). Cronbach's alpha val-

**Table 3.** R Square

Structural Model	Dependent Variable	R Square
1	Organizational Commitment	0.061
2	Social Support	0.635
3	Job Satisfaction	0.093
4	Job Stress	0.446

ue = 0.848 > 0.70; composite reliability = 0.892 > 0.60, strengthened by AVE = 0.623 > 0.50. In the social support variable, the most dominant item is SS4 (Loading = 0.871). Cronbach's alpha value = 0.907 > 0.70; composite reliability = 0.923 > 0.60, and AVE = 0.573 > 0.50. The job satisfaction variable has the most dominant items, namely JS5 (Loading = 0.918), Cronbach's alpha value = 0.895 > 0.70; composite reliability = 0.919 > 0.60, and AVE = 0.696 > 0.50. Finally, the last variable in the validity and reliability test results is job stress, which has the most dominant item of JST2 (Loading = 0.843). Cronbach's alpha value of job stress variable = 0.895 > 0.70; CR value = 0.919 > 0.60, and AVE value = 0.655 > 0.50.

$$Q^2 = 1 - (1 - R_1^2) - (1 - R_2^2) \dots (1 - R_p^2),$$

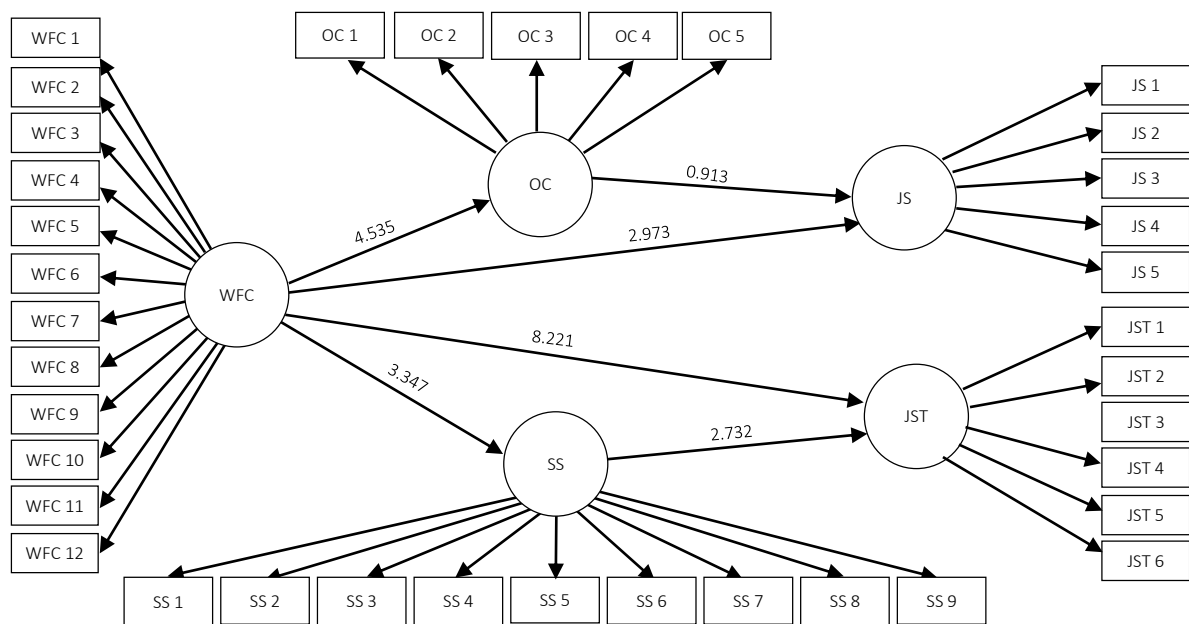
$$Q^2 = 1 - (1 - 0.061) - (1 - 0.635) - (1 - 0.093) - (1 - 0.446),$$

$$Q^2 = 1 - (0.939) - (0.365) - (0.907) - (0.554),$$

$$Q^2 = 0.828.$$

The calculation of predictive relevance is 82.8%, which means the model has an excellent predictive relevance value because the model can explain 82.8% of all information. In contrast, the remaining 17.2% explained by variables is not researched.

Hypothesis testing using the path coefficient as seen from the t statistical value can be presented in Figure 1. It shows that WFC directly increases organizational commitment, social support, work stress, and work satisfaction. WFC direct effect on work satisfaction obtained a coefficient value of 0.202 with t statistic 2.973 > 1.96. Therefore, the research results support the first hypothesis. Then WFC direct increase on job stress obtained a coefficient value of 0.413 with t statistic 8.221 > 1.96. Therefore, this study proves that the second hypothesis is supported.



Note: WFC – Work Family Conflict; OC – Organizational Commitment; SS – Social Support; JS – Job Satisfaction; JST – Job Stress.

**Figure 1.** Final model



Furthermore, the indirect effect seen from the test results using smart PLS 3.0 shows that work-family conflict on job satisfaction through organizational commitment obtained a coefficient value of 0.014 and t statistic  $0.889 < 1.96$ . Therefore, this study failed to prove the third hypothesis. Next, WFC significantly increasing job stress through social support obtained a coefficient value of 0.025 and t statistic  $2.106 > 1.96$ . Thus, the fourth hypothesis is supported.

## 5. DISCUSSION

Work-family conflict affects job satisfaction. The results of this study are in line with Wijayati et al. (2020), who found that WFC can reduce job satisfaction. This study also supports Rhee et al. (2020), who found that work-family conflict has a significant effect on job satisfaction. AlAzzam et al. (2017), Asbari et al. (2020), and Vickovic and Morrow (2020) found that WFC (strain-based conflict and time-based conflict) predicted job satisfaction. This finding is consistent with the role theory of Baldwin et al. (1999) and Rathi and Barath (2013), who think that individuals who have multiple identities tend to have conflicts because of an imbalance between identities.

WFC decreased employee work satisfaction, especially in Islamic banking. This employee's view intends that, in general, role conflicts between work and family can exert pressure, making employees uncomfortable or dissatisfied in their role as employees because their focus is divided. Moreover, working from home is one of the causes of conflict between roles because more and more meeting times online make less time with family. Work-family conflict affects job satisfaction if an employee cannot balance two roles (family and employee).

Vickovic and Morrow (2020) explain that guaranteeing staff are happy with their work is significant for any association since it advances more prominent human help direction, expands consistency with authoritative standards and objectives, and diminishes negative hierarchical results like turnover, turnover purpose, non-attendance, and burnout. Among the current example, both time-sensitive and strain-based struggles diminished degrees of work fulfill-

ment in any event while controlling for other key factors. Apparently, the timetable prerequisites of the work meddle with homelife, which brings about diminished occupation fulfillment. Likewise, when the work stress saturates day-to-day life, this prompts disappointed representatives. Rathi and Barath (2013) also say that if there are work responsibilities that are not carried out, it can affect the work attitude of an employee, thereby reducing job satisfaction.

Based on the inner model analysis results in the path analysis, WFC significantly affects job stress. These results clearly illustrate that employees who have conflicts in family and work obtain job stress. Griffin (2006) states that work-family conflict is the strongest predictor of stress for men and women. This study aligns with Cao et al. (2020), who found that WFC can increase employee work stress. Work-family conflict is the cause of the high work stress of employees, which shows that employees who experience work stress must balance roles between family and work.

Griffin et al. (2010) stated that occupation stress could be brought about by two things. Boost is felt by workers who experience an imbalance between roles, causing conflicts. Then, employees feel the response from feeling anxious, frustrated, worried, emotionally exhausted, and under other work-related pressures. Employees' work stress is related to conflicts between roles due to regulations for WFH on the pandemic situation and fatigue due to pressure from the two roles that are being carried out. The study results are in line with Vickovic and Morrow (2020), who found that work-family conflict strain-based conflict is the strongest predictor of job stress.

WFC on organizational commitment can be seen from past research by Chao et al. (2020), Hatam et al. (2016), and Chan and Ao (2019), who found that WFC can reduce organizational commitment. The result is in line with Akintayo (2010, p. 7), who says that work-family role conflict on the part of the workers is a strong factor in the prediction of organizational commitment. This conflict disrupts the outcome in the organization and, thus, because of this conflict, organizational commitment is affected. Over a while, employees may eventually experience work dissatisfac-

tion as well as reduce commitment to a company; thus, a work-family conflict occurs (Wan, 2010). However, this study found new results about the mediating mechanism of organizational commitment. The study clearly shows that role conflicts cannot affect employee job satisfaction through organizational commitment. Surprisingly, this study did not support Cao et al. (2020), who found that organizational commitment is an intervening variable link between the two variables. The difference in the results of this study is due to differences in research objects, as previous studies examined professional construction industry in China, namely field workers who could not work from home. On the contrary, this study analyzed a bank employee who was required to work from home; besides, this study was also carried out during the pandemic, which is likely to be different from normal conditions.

This study also supports the theory of social support, culture, and national economic context based on the utility perspective to be a moderating variable between family support and disruption, suggesting that family support is essential. Furthermore, French et al. (2018) said that social support is related to reduced conflict between jobs in family and work. The presence of attention from management may reduce clashes that happen in the family. Management, as well as family support, are still fundamental in reducing conflicts between roles, especially in a country with high unemployment like Indonesia. Furthermore, support may be of universal use in reducing family-work conflicts. Therefore, social support mediates the relationship between WFC and job stress (Vickovic & Morrow, 2020).

This study found four essential points that need to be discussed. First, WFC can reduce job satisfaction. Second, WFC significantly affects job stress. Third, organizational commitment does not mediate the effect of work-family conflict on job satisfaction. Fourth, social support mediates the effect of work-family conflict on job stress.

The results showed that employees who have conflicts between roles in their household tend to be less satisfied at work, as well as employees who receive social support can feel reduced work stress. Therefore, the bank must re-examine the meeting schedule given to employees while working from home. The tasks assigned must follow the employee's ability to complete work so that employees can balance the two roles they are playing, namely as a family member and an employee. In addition, because the Indonesian Islamic bank is a bank that has just been merged from 3 state-owned banks, the leadership needs to explain in more detail the company's goals to be achieved. With clear instructions from the leadership and proportional time, employees can minimize conflicts.

This study was conducted during the Covid-19 pandemic, so there may be differences in research results if the same theme is carried out in the post-pandemic period. Furthermore, the results of this study were only conducted in one province out of 34 provinces in Indonesia. Future researchers can add objects at Indonesian Sharia Banks in other provinces to generalize the research results throughout Indonesia. As well as this paper used a mediation or intervening model; thus, in future, it is hoped to use a moderation model to enrich the scope of research.

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## CONCLUSION

This study aims to determine the effect of work-family conflict in influencing employee job satisfaction and job stress. Furthermore, it determines the role of organizational commitment and social support in influencing these two variables. The results of this study indicate that work-family conflict has a significant direct effect on job satisfaction. Then, WFC also affects employee work stress. Furthermore, in the mediation test, it was found that organizational commitment did not succeed in mediation. However, social support managed to mediate the effect of WFC on job stress. Therefore, the findings indicate that regulations regarding activity restrictions during the pandemic have changed working methods, requiring companies to make new policies to adapt to the latest system. The results of this study emphasize that with the conditions of the Covid-19 pandemic, employees are required to continue working based on predetermined targets. The merger makes employees work harder because it is necessary to rebrand

Indonesian Islamic banks with a new label; even though in substance, the products offered are the same, the response of Islamic bank customers can be different, and they tend to move their money to conventional banks. Employees who have role conflicts tend to be dissatisfied with their work because of their pressure and fatigue at work and in household life.

Furthermore, internal conflict can increase job stress. WFC is proven to become a strong predictor of job stress and job satisfaction for employees working from home. Therefore, this condition needs to get more attention from company leaders to achieve the company's goals even in the worst times.

## AUTHOR CONTRIBUTION

Conceptualization: Siswanto, Masyhuri, Nur Hidayati.

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Formal analysis: Siswanto.

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Investigation: Siswanto, Masyhuri, Rifki Hanif.

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