



## Mediation Role of Work Flexibility on the Linking of Work-Family Conflict and Job Satisfaction

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### Abstract:

This study investigates the direct and indirect effect of work-family conflict on job satisfaction. This study used quantitative analysis using a questionnaire as a research instrument which is distributed to as many as 113 respondents online. The sampling technique is purposive sampling. After the data is collected, then quality testing is carried out using validity and reliability tests. Furthermore, hypothesis testing using SEM-PLS. The results showed that work-family conflict can reduce job satisfaction. Simultaneously, work flexibility can affect job satisfaction. As well as moderating work flexibility in the relationship between work family conflict and job satisfaction.

**Keywords** : Job Satisfaction; Work-Family Conflict; Work Flexibility

**JEL Classification**: J24

## Research Background

The policy regarding work from home is currently still a debate between benefiting employees or even harming them. Apart from that, the existence of this policy has emerged a new habit for employees to work flexibly under any circumstances. A survey from Harvard Business School and New York University concluded that an increase in average working time is either beneficial or detrimental for employees (Yoshio, 2020). On the other hand, the flexibility of working time provides an opportunity for employees to set their own schedule. However, there is a blurring of 'lines' between work and personal life that is increasingly encountered. So it is necessary to examine in-depth about the work flexibility provided to banking employees.

Researchers use bank employees as research samples because bank employees are one of many professions that have high pressure, this pressure makes employees required to be professional in dividing time between family and work, considering the work from home policy is still happening. This study uses the theory of Singh and Khanna (2011) saying that work-life balance is a broad concept that involves prioritize work (career and ambition) and life personal like; free time with family, and doing things which he likes. Quality work spirit is generated from ability to live a strong personal life. Work flexibility is defined as a multi-faceted concept that includes discretion over where work is performed, the duration of individual and collective sessions of work-related tasks, as well as options for multiple entry and departure points from paid work, for example, career flexibility (Fransman, 2014). Work flexibility itself is closely related to job satisfaction for banking employees during the COVID-19 pandemic (Chandra Putra et al., 2020). So that research on the effect of work flexibility on job satisfaction of banking employees needs to be studied.

Based on a survey conducted by CNBC to 9,059 employees in the United States, the changes in the work system implemented during the COVID-19 pandemic have implications for an increase in job satisfaction which is described through the workplace happiness index (Geller, 2020). The workplace happiness index obtained in the survey increased by 2 points from the previous year, which illustrates an increase in employee happiness in the world of work, which is related to job satisfaction (Januwarsono, 2015). However, the implementation of a flexible working hours work system has a negative effect on the level of job satisfaction of banking employees during the COVID-19 pandemic (Chandra Putra et al., 2020).

Work-Family Conflict is a form of inter-role conflict that occurs when individuals have to face inappropriate role pressures from work and family (Greenhaus & Beutell, 1985). Based on the type of work-family conflict, there are two, namely: the direction of conflict, namely work conflicts that interfere with the family (WIF) such as completing office tasks at home, and families that interfere with work (FIW) such as applying for leave when the babysitter also applies for leave.

When facing work-family conflict, employees will think that there is an imbalance between work and family, and this will lead to a negative work environment (Unruh et al., 2016). Employees will think they cannot maximize their abilities for the organization and their families at the same time, so that employees feel that they lack ability. We argue that work-family is a state of loss of certain abilities, where employees will take action to avoid further abilities.

Job satisfaction is a multidimensional concept. This reveals a positive attitude that results from the congruence between the expectations and needs of employees (Locke, 1976). Research on the factors that influence job satisfaction is very important for every organization to develop a comprehensive strategy that increases and maintains job satisfaction. One aspect of this situation is the conflict arising from the imbalance between work and family. Work-family conflict is negatively related to job satisfaction (Gabini & Salessi, 2019; Rhee et al., 2020). According to research (Rahman et al., 2018; Rhee et al., 2020) shows work family conflict is negatively related to job satisfaction. However, (Chan & Ao, 2019) show that work family conflict has a significant positive effect on job satisfaction.

Flexible working hours offer convenience in planning, not reducing working time. Thus, flexibility in work can be summarized as the employee's ability to control the duration of his work time as well as the work location, this ability that should be offered by the company because of the various perceived benefits (Amritha et al., 2017). The concept of work flexibility includes not only time flexibility, but also the extent to which employees can decide how and where they work, which has a direct effect on various aspects of work and life, such as emotional exhaustion, work-family balance etc (Tremblay & Genin, 2008). The current study shows that work flexibility has a positive effect on employee work attitudes, and because time is not consistent between work and family it is effectively resolved with time flexibility, employee quality of work, quality of life, attendance rates and work efficiency increase which results in increased job satisfaction (Carlson et al., 2010). Furthermore, the researchers found that work flexibility is an incentive method that can increase job satisfaction (Michel, 2015). According to research conducted by (Rawashdeh et al., 2016), it was found that flexible working hours had a positive and

significant impact on employee job satisfaction. This is also corroborated by the findings of (Kiran & Khurram, 2018), where it was found that flexitime has a positive response to commitment to the company, the level of employee engagement, employee satisfaction and also employee happiness at work. Research on flexible work practice has also been carried out by (Kröll & Nüesch, 2019). Based on the findings of previous studies that are still contradictory and phenomena in the field, this research has a novelty of research, namely adding a work flexibility variable as a moderating variable between the influence of WFC on job satisfaction in banking employees.

### Method

This study used a quantitative approach with explanatory research. The population were active banking employees in Indonesia. The sampling technique used was convenience sampling, so as many as 113 respondents were obtained and filled out and returned the questionnaires. Furthermore, data collection was carried out by distributing online questionnaires to banking employees. Then, this research used partial least square (PLS) as data analysis technique. The work-family conflict variable was measured using items adopted from (Masyhuri et al., 2021) with a total of 12 statements in the questionnaire. Furthermore, the work flexibility variable was measured using items adopted from (Davidescu et al., 2020) with a total of 9 statements in the questionnaire. Then the satisfaction variable was measured using items adopted from (Jackson & Fransman, 2018) with a total of 5 statement items contained in the questionnaire. All variables used a Likert scale with a range of 1 (strongly disagree) to 5 (strongly agree).

### Result

Table 1. Validity Test

Variabel	Item	Loading Factor	AVE	Result
Work-Family Conflict	WFC1	0.833	0.595	Valid
	WFC2	0.790		
	WFC3	0.841		
	WFC4	0.864		
	WFC5	0.850		
	WFC6	0.866		
	WFC7	0.858		
	WFC8	0.856		
	WFC9	0.889		
	WFC10	0.905		
	WFC11	0.879		
	WFC12	0.883		
Work Flexibility	WF1	0.902	0.589	Valid
	WF2	0.804		
	WF3	0.899		
	WF4	0.891		
	WF5	0.726		
	WF6	0.850		
	WF7	0.750		
	WF8	0.731		
	WF9	0.835		
Job Satisfaction	JS1	0.935	0.569	Valid
	JS2	0.946		
	JS3	0.938		
	JS4	0.949		
	JS5	0.952		

Source: Data Processed (2022)

In testing the validity, table 1 shows that the items used in the work-family conflict, work flexibility and job satisfaction variables have a loading factor value greater than 0.70. Further, it can be seen in the AVE value which shows that it is already above 0.50. So it can be concluded that all items used in this study are valid.

Furthermore, reliability testing is carried out which in detail can be seen in table 2 which shows that each variable has a Cronbachs alpha and composite reliability value greater than 0.70. So it can be concluded that in this study, reliable items have been used.

Table 2. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability	AVE
Work-Family Conflict	0.969	0.971	Reliabel
Work Flexibility	0.941	0.950	Reliabel
Job Satisfaction	0.970	0.976	Reliabel

Source: Data Processed (2022)

Table 3. Direct Effect

Direct Effect	Original Mean	T-Statistic	P-value	Description
Work Family Conflict → Job Satisfaction	-0.361	3.657	0.000	Accepted
Work Flexibility → Job Satisfaction	0.295	2.987	0.003	Accepted

Source: Data Processed (2022)

Table 3 above explains that the effect of work-family conflict on satisfaction has a t-statistic value of 3.657 with a p-value <0.05, with a negative sign on the coefficient value, which means that if work-family conflict is increasing, the satisfaction will be lower vice versa. Furthermore, the second hypothesis also shows the t statistic value of 2,987 with a p-value <0.05. With a positive sign on the coefficient value, it can be interpreted that the better work flexibility makes employees have high satisfaction. Because both hypotheses have a t-statistic value greater than 1.96 and a p value smaller than 0.05, it can be concluded that the first and second hypotheses are accepted. Furthermore, the moderation test can be seen in table 4 below.

Tabel 4. Indirect Effect

Hypothesis	Moderation
Indirect Effect (T-Statistic) Work-Family Conflict and Job Satisfaction	Work Flexibility 2.226

Source: Data Processed (2022)

The table 4 above shows that the t statistic is 2.226 which is greater than 1.96. This illustrates that the work flexibility variable is able to strengthen the influence between work-family conflict on satisfaction for banking employees. This means that the existence of work flexibility makes the satisfaction of banking employees increase even though there are work-family conflicts that occur in their families.

## Discussion

### Work-Family Conflict Effect Job Satisfaction

Overall, this study resulted in three conclusions. First, this study empirically proves that there is a significant effect between work-family conflict on job satisfaction. The results strengthen the findings of (Dorenkamp & Ruhle, 2019; McDowell et al., 2019; Raza et al., 2018) which suggests that work-family conflict has a significant effect on employee job satisfaction. The results of this research indicate that employees who have conflicts in their families can significantly affect their job satisfaction. Work-family conflict can be described by how much time is given to the family and how a head of family can divide time between work and with family, in this study this is evidenced by research results that strengthen that work-family conflict can significantly affect employee job satisfaction. The results of this study are in line with previous research from (Gabini & Salessi, 2019; Rhee et al., 2020). And also (Rahman et al., 2018; Rhee et al., 2020) shows work family conflict is negatively related to job satisfaction.

### Work Flexibility Effect Job Satisfaction

There is a positive relationship between work flexibility and job satisfaction. This strengthen previous research from (Azar et al., 2018; Davidescu et al., 2020) which suggested the effect of work flexibility on job satisfaction. This also prove that with a policy regarding work flexibility provided by the company in the form of working hours that are not bound and also meeting times that can be held at any time. Finally, it can be concluded that the high level of meetings held by the company can affect the job satisfaction of banking employees.

### Work Flexibility Moderates The Effect between Work Family Conflict And Job Satisfaction

Third, work flexibility moderates the relationship between work-family conflict and job satisfaction, where this shows that an employee who is given freedom in working time can get their job satisfaction which is also supported by the high or low conflict they face in the family. The results of this study become a new finding in this study, because the novelty of this research adds a moderating variable of work flexibility for banking employees in Indonesia. In this study, it is empirically proven that the existence of work flexibility given to employees makes them more satisfied at work even though they have conflicts in their families, because they have difficulty in dividing their time between work and with their families.

### Conclusion

In general, the results of this study contribute to the scientific development of human resources, specifically illustrate that work-family conflict is able to affect job satisfaction, then work flexibility is also able to affect job satisfaction. Furthermore, work flexibility is able to moderate the effect of work-family conflict on job satisfaction for banking employees. The results of this study indicate that the trigger for employee job satisfaction is work flexibility given to banking employees who experience role conflicts in their families, meaning that with the existence of work flexibility conflicts that occur in their households can affect job satisfaction with work flexibility. Meanwhile, the practical implication that can be proposed in this study is that the management of banking companies needs to evaluate policies regarding work from home so that employee job satisfaction can be achieved. Then, this study has several limitations. First, this research was only conducted in the territory of Indonesia with a sample of banking employees taken at random, so this research certainly cannot represent overall job satisfaction. Second, this study only focuses on banking employees as the main research object, so that it cannot describe how job satisfaction is generally for employees in other industries. Furthermore, it is hoped that further research can add control variables such as gender and age.

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