

The Effect of Work Family Conflict on the Job Satisfaction Moderated by Chronic Regulatory Focus

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Abstract— This study aims to determine the Effect of Work-Family Conflict on job satisfaction moderated by Chronic Regulatory Focus. An empirical study was conducted on the employees of one of the Islamic Banks in Banda Aceh using a questionnaire as a research instrument, in which the sample in this study was 207 people. Probability sampling is used as a sampling technique with the Census sampling method. The MRA (Moderated Regression Analysis) method is used as a method of data analysis using IBM SPSS 22 software. The results of this study indicate that Work-family Conflict has a negative and significant effect on Job Satisfaction; the Chronic Regulatory Focus has a positive and significant effect on Job Satisfaction.

Keywords— Job Satisfaction; Work-Family Conflict; Chronic Regulatory Focus

I. INTRODUCTION

Indonesia is the largest archipelago in the world with diverse ethnicities, and religions with a population of 240 million. Although not an Islamic state, Indonesia has the largest Muslim population in the world with the largest Muslim population. More advanced financial and banking system and the increasing prosperity, people's needs, especially Muslims, leading to an increased demand on banking services that comply with Sharia principles (Ascarya, 2006). The presence of Islamic banks in the midst of the conventional banking offers an alternative banking system for Muslims who need or wish to obtain banking services without violating the prohibition of *riba* (Tambunan, 2009).

Basically Work-Family Conflict can occur in both men and women. Nevertheless, several studies have shown that the intensity of Work-Family Conflict occurs in women more than men (APPERSON et al, 2002). The involvement and commitment of women's time on the family that is based on their responsibilities for household tasks, including taking care of her husband and children make women work more often in conflict (Simon, 1995 in APPERSON et al, 2002) level of conflict is more severe in women who work formally because they are generally bound by the rules of the organization of working hours, assignment or job completion target.

Studies by Apperson et al. (2002) found that the characteristics of the work that is more formal and managerial as relatively long working hours and jobs are plentiful is more likely to bring work-family conflict on career women. The staff had experience in Work-Family Conflict because of long working hours, work overload, do not flexible in the operation and strict banking policies regarding holidays and office time (Moqsood et al, 2012). Work-Family Conflict could influence job satisfaction causing employees out of work. However, a direct correlation indicates that employees will continue to enjoy his job despite having a Work-Family Conflict, but because of family pressure is strong enough then it could force him out of a job (Agustina, 2008).

According Frone (2000) Work-Family Conflict is a form of role conflict in which the demands of work and family roles cannot be paralleled in some respects. This usually happens when someone is trying to meet the demands of the role in the work and the effort is influenced by the ability of the person concerned to meet the demands of family or vice versa, where the fulfillment of the demands of the role in the family influenced by the person's ability to meet the demands of their job.

Anderson (2006) claim that if the work-family conflict increases, it will reduce employee satisfaction. According Wibowo (2007) job satisfaction is a person's general attitude toward his work. If a person has a high job satisfaction, it will increase the positive impact for the company, such as discipline, improved performance, and increased performance. The level of employee satisfaction one Islamic bank Banda Aceh showed a high level of job satisfaction. It was seen in terms of facilities, salaries, and awards (reward) from the company to its employees.

Based on the results of interviews with employees at one of the Islamic Bank in the city of Banda Aceh, said that they have conflicts in families associated with their work, it is because they are too busy and absorbed in their work so that there is no

time to spare for their family, especially employees married. Making their job demands have to be professional at work even though they're having a conflict or a problem in itself. Employees are trying to give a good performance against one of the Bank Syariah in Banda Aceh, but they reduced job satisfaction because they are in conflict and not getting motivation from the management of the bank. Whereas in the work the main priority is the satisfaction of employees,

Motivation associated with Chronic Regulatory focus with the motivation is to wake the performance of employees as reward, salary according to the workload, and the promotion of employees who have a good performance and thus will increase satisfaction in the employee even if they are in a state of conflict or there is a problem in their families, with the provision of this motivation will reduce the burden on the employee's problem.

One of the employees of Bank Syariah in Banda Aceh also said that "if the company requires them to work properly, then the workload a lot, then the management company must also address the rights and obligations of employees. Are those rights and obligations have been met with good or vice versa ". The point is that when their satisfaction and motivation at the bank then the employee's performance will definitely improve although there are employees who are experiencing conflict in the family.

As for the purpose of this research is:

1. To determine whether the Work-Family Conflict affect on job satisfaction in employees One Islamic Bank city of Banda Aceh.
2. To determine whether the effect of Chronic Regulatory Focus on Job Satisfaction on Islamic Banking employees One of Banda Aceh.
3. To determine whether the Work-Family Conflict affect on Job Satisfaction with Chronic Regulatory as moderating the employee One Islamic Bank city of Banda Aceh.

II. LITERATURE REVIEW

A. *Job satisfaction*

Luthans (2005) in his book "Organizational Behavior" to quote Locke that job satisfaction is a positive emotional state of a person arising from the appreciation of any work that has been done. It said further that job satisfaction is the result of one's achievement to how well it is said further that job satisfaction is the result of one's achievement to how well his work providing something useful to him. As for the indicators of job satisfaction are: Responsibility (responsibility), Progress (advancement), work itself (work itself), Clarity (clarity of mission), feeling good (good feelings about organization), and Opportunities (professional growth opportunities).

B. *Chronic Regulatory Focus*

Chronic Regulatory Focus developed by (Tumasjan & Braun, 2012) expressed as a strategy used by a person or company to regulate their conduct in the achievement of a goal. Based on the theory of Regulatory Focus Chronic Higgins (1997), stating that all the behaviors that lead to the goal (goal-directed behavior) is regulated by two different motivational systems. The two systems are promotion (promotion) and prevention (prevention). Where the purpose of promotion (promotion) here is related to expectations or specific achievement, while prevention (prevention), closer to the responsibility or the prudence of doing something.

When they feel less satisfied with the work they do, then Chronic related Regulatory Focus on Job Satisfaction. Wherein the level of job satisfaction greatly affect Chronic Regulatory Focus on the job. Satisfaction herein may be the result of their work such as salaries, wages, and reward and so on. While Chronic Regulatory Focus is the way someone in the achievement of such work without making errors. Then the relationship between variables here are the Chronic Regulatory Focus effect on job satisfaction.

According to Lockwood et al., (2002), there are 18 items indicators Chronic Regulatory Focus is: Preventive rehearsal, anxiety, Envision to reach expectations, fear of failure in the future, Thinking about the ideal person, focus on success, Fear of failure, Thinking to achieve success, Imagining something bad, Thinking to prevent failure, Oriented prevent loss, presence of interest in work, the existence of the purpose of avoiding failure, the existence of an attitude to achieve goals, existence of an attitude to be oneself, focus on achievement, Imagining something good and oriented to achieve success.

C. Work-Family Conflict

Work-Family Conflict is one of the forms inter-role conflicts, namely pressure or imbalance between the role in job roles within the family (Greenhaus & Beutell, 1985). *Work-Family Conflict* can be defined as a form of role conflict in which the role demands of work and family as a whole cannot be paralleled in some respects.

Work-Family Conflict has a negative correlation with job satisfaction, this is evidenced by the results of research conducted by various researchers (Anderson et al., in Panggabean, 2006; Bacharach in Agustina, 2006; Boles in Agustina, 2006; Frone et al. in Agustina, 2006; Karatepe & Sokmen 2006; Kossek & Ozeki in Agustina, 2006; Netemeyer et al. in Agustina, 2006; Thomas & Ganster in Agustina, 2006). Given that work-family conflict has two (2) dimensions: work-family conflict (WFC) and Family-Work Conflict (FWC).

According Grandey (2005), *Work-Family Conflict* can be seen from several indicators, as follows:

1. I had to change plans in the activities with the family, because the duties and responsibilities should I do at my job.
2. After work, I was often too tired to do activities at home with my family
3. When I go home I am often too tired to participate in activities and is responsible for the family
4. I often experience emotions when leaving work that prevents me to contribute to my family
5. When I came home from work, I do not have the energy to do work at home and do not have the energy to be a good family member.
6. When the pressures in the workplace, sometimes I feel burdened to do the things I enjoy.

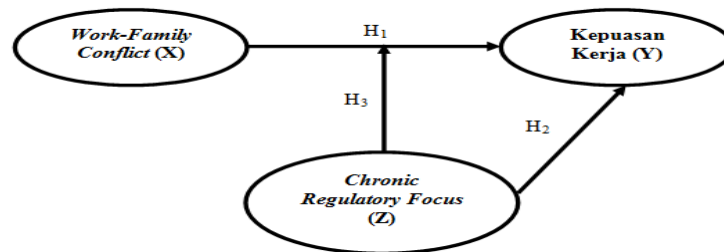


FIGURE I. PROPOSED THEORETICAL FRAMEWORK

So, based on those explanations on-top then the hypothesis is:

- H1: *Work-family conflict* affects Job Satisfaction.
- H2: *Chronic Regulatory Focus* effect on job satisfaction.
- H3: *Chronic Regulatory Focus* moderates the influence-family Work Conflict on Job Satisfaction.

III. METHODS

A. Population and Sample

The population is the total number of elements to be studied (Cooper and Schindler, 2006). Population to be studied must be clearly defined before the study is done. While the sample is part of the number and characteristics of, for example, because of limited funds, manpower and time, researchers can use the sample drawn from that population. For that samples taken from the population to be truly representative (representing).

Based on the data obtained, the number of employees of one of the Islamic Bank of Banda Aceh is 207 people. Then the population used in this study is totalled 207 respondents.

The sampling technique used in this research is census techniques. Supranto (2000) explains that the technique is the census data collection technique in which all elements of the population investigated one by one. Data obtained as a result of the processing of census called the actual data (true value), or often called a parameter. This study uses a sample selection saturation determination based sampling method (census) is the sampling method when all members of the population used as a sample. According to Cooper & Schindler (2011), the census method is to get information from all elements in a population.

B. Data collection technique

To obtain the data and information in accordance with the object of this study, the authors conduct data collection method using a questionnaire (questionnaire). The questionnaire is the data collection techniques to collect data by giving a set of questions or a written statement to the respondent on the answer (Cooper and Schindler, 2006).

C. Data Analysis Equipment

Equipment data analysis used in this research is by using MRA (Moderated Regression Analysis) or often called Hierarchical Regression Analysis (Baron and Kenny, 1986). This method is done by adding a variable multiplication between independent variables with the moderating variable. Therefore, the data analysis equipment used in this study to determine whether there is influence of independent variables on the dependent variable, then the hypothesis test.

$$\begin{aligned} \text{(I)} \quad & Y = a + \beta_1 X \\ \text{(II)} \quad & Y = a + \beta + \beta_1 X_2 Z \\ \text{(III)} \quad & Y = a + \beta + \beta_1 X_2 Z + \beta_3 XZ \end{aligned}$$

where Y is the dependent variable of Job Satisfaction, X is the independent variables (Work-Family Conflict), Z is the Chronic Regulatory Focus, a is the constant, namely the value of Y when the value of X = 0, and $\beta_1, \beta_2, \beta_3$ are the Regression Coefficients.

IV. RESULTS AND DISCUSSION

A. Validity test

Variable that were used to research in the study is the result of a set of indicators obtained from the distribution of questionnaires so that the resulting data are necessary to test the truth or validity. In this study testing the validity of the instrument used was Confirmatory Factor Analysis (CFA). In the CFA we must also look at the output of the rotated component matrix must extract completely, then the process of testing the validity by factor analysis should be repeated by removing the item that question is two-sided. In addition, to examine the interrelated variables is shown by the value of determination (R) which is close to 0, the value KMO (Keizer-Meyer-Olkin) must be greater than 0.5, Bartlett test and test MSA (Measure of Sampling Adequacy).

The study found that the value of KMO MSA in accordance with predetermined criteria which must be greater than 0.5. Thus, it appears that all the statements contained in the study variables as valid as it has fulfilled the criteria and KMO MSA standard value of more than 0.5.

B. Test Reliability

According Ghozali (2006), reliability testing is a tool to measure a questionnaire which is an indicator of a variable or construct. Reliability test used to determine whether a data collection tool has shown the level of accuracy or consistency of the tool in revealing certain symptoms of a group of individuals, even if carried out at different times. According to Malhotra (2003), which is acceptable alpha coefficient above 0.60? If the magnitude of Cronbach's Alpha greater than 0.60, thus the instrument in this study is reliable (Malhorta, 2003).

The study found that the value of Cronbach's alpha variable *work-family conflict* for 0737, the variable job satisfaction for 0712, and variable chronic regulatory focus for 0873. This means that all the values are in accordance with the criteria that are above 0.60. Thus the whole question of variables used in this study can be said to be reliable or reliable, because it has met the standard of credibility Cronbach's alpha with alpha value is more than 0.60.

C. Hypothesis testing

To determine the effect of work-family conflict on job satisfaction in moderation by chronic regulatory focus in one of the Islamic Bank of Banda Aceh performed regression analysis to explain the functional relationship apart from a few variables. This study uses three variables: work-family conflict (X) as the independent variable or independent, chronic regulatory focus (Z) as a moderating variable, as well as job satisfaction (Y) as the dependent variable or dependent will affect mediating variables and independent variables. The results of hypotheses testing are reported in Table I.

TABLE I. RESULTS OF HYPOTHESIS TESTING

	<i>Model</i>	<i>Coefficients unstandardized</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>beta</i>		
1	(Constant)	16 494	1,659		9945	.000
	Work-Family Conflict	-.189	.068	-.191	-2780	.006
2	(Constant)	8507	2,383		3,569	.000
	Chronic Regulatory Focus	.123	.027	.331	4,490	.000
3	(Constant)	-5545	7,130		-.778	.438
	Work-Family Conflict * Chronic Regulatory Focus	-.016	.008	-.917	-2089	.038

Sources: Primary data (processed), 2018

TABLE II. VARIABLE CLOSENESS INTERGOVERNMENTAL RELATIONS

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.491a	.436	.332	2,488
2	.451b	.423	.314	2,380
3	.576c	.541	.419	2,360

Source: Primary Data (processed), 2018

Based on the findings in Table I, the following estimated linear regression model of MRA are presented.

- (I) $Y = -0.191X$
- (II) $Y = -0.040X + 0.331Z$
- (III) $Y = 0.556X + 1.337Z - 0.917XZ$

Referring to Table I, it can be seen that the correlation coefficient variable work-family conflict by -0191 states that any reduction (for the sign -) of the value of the variable work-family conflict will decrease score of 0191 on job satisfaction variables. The coefficient of the variable work-family conflict affects negatively and significantly to job satisfaction variables. This is evident from the level of significance of work-family conflict variable for 0006 is smaller than 0.050. This means that when the work-family conflict on employees of one of the Islamic Bank in Banda Aceh declined,

Based on table 3 it can be seen that the correlation coefficient of variables *Chronic Regulatory Focus* of 0331 states that each additional values to variables *chronic regulatory focus* will give rise to a score of 0331 on job satisfaction variables. Variable coefficient *chronic regulatory focus* positive and significant influence on job satisfaction variables. This is evident from the level of significance of variables *chronic regulatory focus* for 0000 is smaller than 0.050. That is when *chronic regulatory focus* on one of the employees in Banda Aceh Islamic Bank increases; it will increase the job satisfaction of employees.

Based on Table I, it can be seen that the correlation coefficient of variables *chronic regulatory focus* moderating effect of work-family conflict on job satisfaction (XZ) of -0917 states that any reduction in the value of the variable XZ will decrease score of 0917 on those variables. Variable coefficient *chronic regulatory focus* moderating effect of work-family conflict negatively and significantly related to job satisfaction variables. It is seen from the XZ variable significance level of 0.038 which is smaller than 0.050. Means that there is a Quasi Moderator. Quasi moderation is the variable that moderates the relationship between independent variables and the dependent variable which is also the independent variable.

Based on Table II, the relationship between the variables *chronic regulatory focus* moderating effect of work-family conflict on job satisfaction in employees of one of the Islamic Bank in Banda Aceh can be said to be closely. This is indicated by the correlation coefficient (R) of 0576 (greater than 0.50), means that the autocorrelation of the regression model above. Furthermore, the value of Adjusted R Square (R²) of 0419 (41.9%). That is, the magnitude of the effect of variable *chronic regulatory focus* moderating effect of work-family conflict on job satisfaction in employees of one of the Islamic Bank in Banda Aceh amounted to 41.9% and the amount of other variables (variables not studied) that can affect job satisfaction variable is equal to 58.1%.

V. CONCLUSION

Based on the results of research conducted, it can be concluded as follows: The first hypothesis testing results show that there is a negative and significant impact directly between Work-Family Conflict on Job Satisfaction on one of the employees of Bank Syariah in Banda Aceh. The negative relationship between work family conflict and job satisfaction confirmed by the statement of Abbott et al., In Agustina (2006) that the conflict between the responsibilities of work and family result in lower job satisfaction, increased absenteeism, and lower employee motivation and in a certain period of time can result in employee turnover increased. Podsakoff and Mackenzie in Kelana (2009: 60) "Work-Family Conflict (WFC) had a negative impact on job satisfaction thus decreased work productivity, are not effective in the activities of work. The second hypothesis testing results show that there is a positive and significant influence directly between chronic regulatory focus on job satisfaction in employees one Islamic Bank in Banda Aceh. When they feel less satisfied with the work they do, then chronic regulatory focus related to job satisfaction. Wherein the level of job satisfaction greatly affect chronic regulatory focus on the given job. Satisfaction herein may be the result of their work such as salaries, wages, and reward and so on. Then the relationship between variables here are the focus of regulatory chronic effect on job satisfaction.

The third hypothesis testing results indicate chronic regulatory focus moderating influence of work-family conflict on job satisfaction in employees of one of the Islamic Bank in Banda Aceh is negative and significant. Previous research has documented that lower job when the excessive workload prevents them to fulfill family responsibilities. In this study explains take effect *chronic regulatory focus* moderating effect of work-family conflict on job satisfaction. Employees with a focus on *chronic regulatory focus* have a low high job when faced with disruption of work. While those who experienced a high prevention focus was less satisfied with the work they do while facing disruption of the family to work. The results showed that a moderating variable in this study as Quasi Moderator. Due to the variables that moderate the relationship between independent variables and the dependent variable which is also the independent variable (Baron & Kenny, 1986).

Based on the conclusions outlined above, it can be summarized some suggestions as follows: In the aspect of work-family conflict, the results show that the negative affect on job satisfaction. Therefore advised the Bank Syariah in Banda Aceh in order to contribute in managing work-family conflict problems experienced by the bank employees. Because besides important for employees, not serious Islamic Bank in addressing this issue could adversely affect the bank's performance and will culminate in the loss to be borne by the banking sector. One possible solution is the presence of a family vacation organized by the office so as to minimize the anxiety and tension arising from work-family conflict. With an increase of Chronic Regulatory Focus on one of the employees in Banda Aceh Islamic Bank is expected to increase the job satisfaction of the employee. So the banks in order to retain Regulatory Focus Chronic related to the provision of motivation to its employees.

Indicators of Work-Family Conflict is "When the pressures in the workplace, sometimes I feel burdened to do the things I enjoy" is an indicator with a mean value of the lowest that is equal to 3:36, it is suggested to the management of Bank Syariah in Banda Aceh in order to watch the indicator for can reduce work-family conflict on the employee. Then indicator job satisfaction is "I enjoy the type of work I do in this company" is an indicator with a mean value of the lowest in the amount of 1.76, meaning that most of the employees of one of the Bank Syariah in Banda Aceh has not enjoyed the work, so it is suggested that in order for the management Bank Syariah in Banda Aceh in order to be able to watch it in order to improve employee satisfaction. For further research should be able to develop the research by adding other variables that are not included in this research model. This study is also expected to become a reference for further research with a similar concept and theme.

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