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## The Effect of Work Family Conflict, Work Stress And Work Satisfaction on Organizational Commitments of Non-Permanent Employees at Department Of Health, Bali, Indonesia

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**ABSTRACT :** The purpose of this study was to determine the effect of work family conflict, job stress, and job satisfaction on the organizational commitment of non-permanent employee of the Bali Provincial Health Office with a total sample of 73 employees, using a saturated sample method with data collection carried out through interviews and distributing questionnaires. The data analysis technique used is the Multiple Linear Regression Test. The results of this study indicate that work family conflict has a negative and significant effect on organizational commitment, besides that work stress also has a negative and significant effect on organizational commitment, while job satisfaction has a positive and significant effect on organizational commitment.

**Keywords:** *Work Family conflict, Job Stress, Job Satisfaction, Employee Organizational Commitment.*

### I. INTRODUCTION

The Bali Provincial Health Office as a government agency that provides services to the community in particular in charge of health in Bali Province, of course, requires reliable human resources because it has a strategic role and is one of the key factors in connecting the chain of success of an organization to achieve a vision or target. has been determined. Humans have different abilities from other resources where it is humans who can move other resources within the organization. Therefore the organization always strives for its human resources to provide maximum contribution and have a commitment to the organization in order to achieve the expected goals.

The results of pre-research interviews conducted with the Head of Personnel, there are two types of employees at the Bali Provincial Health Office, namely: civil servants and non-permanent employees. The Bali Provincial Health Office has a total of 73 non-permanent employees where the role of contract employees affects the achievement of the vision and targets set by the organization so that the importance of organizational commitment of non-permanent employees. Non-permanent employees have a lower level of commitment compared to civil servants, due to guaranteed compensation and higher salaries and clear career development compared to non-permanent employees. The average absentee level of the Bali Provincial Health Office from January to December 2019 is at 3.1%. The percentage of absences of 0 to 2 percent is declared good, 3 percent to 10 percent is declared high (Divara & Rahyuda, 2016). Absence of employees without reason is a condition that is detrimental to the agency. The average absenteeism level above 3 percent is an indication of a problem occurring in employee commitment. Employees who have low commitment will result in a lack of productivity and creativity of these employees and also have an impact on increasing the number of employee absences (Ardini, 2017).

Organizational commitment is a force that binds a person to an act of relating to one or more targets. Organizational commitment is a situation where an employee sides with a particular organization and its goals, and intends to maintain membership in that organization. Organizational commitment is very necessary for organizational success, when employees are committed to the organization, they will be loyal and provide the best for the organization. Organizational commitment is conceptualized as the employee's relationship with the organization where he works in various organizational values, which shows their desire to stay in the organization

Organizational commitment has three components which are Affective Commitment which refers to the emotional attachment, identification and involvement of employees in an organization. Workers with an Affective Commitment work in an organization because they want to be part of the organization because of their emotional ties to other employees; Continuance Commitment, refers to workers' awareness of the losses they

might incur if they leave the organization where they work. Continuance Commitment workers work for an organization because they need a salary, other benefits or do not find other, more profitable jobs; Normative Commitment refers to the workers' sense of obligation to the organization they work for. Continuance Commitment workers work for an organization because they have this obligation (Lidia et al., 2017). Workers in an organization survive to become members of an organization because they have the awareness that having a high commitment to the organization is something that should be done in compliance with the norms, ethics and regulations that exist in the organization. Factors that can determine whether an employee has organizational commitment or not, can be affected by work family conflict. Work and family are the two main dominant in the life of working adults. Both men and women state that their active roles in both cause them to have multiple roles, roles in work (as workers) and also roles in the family (as wives, husbands and parents). Therefore, balancing the demands of the job role and the family role that is assumed is an important task of adult workers to minimize conflict (Yantha & Sudibya, 2016).

Work family conflict is a form of interference from the work environment to the personal life of employees, when individuals choose to work they will potentially experience obstacles in fulfilling their family obligations (Atmaja & Netra, 2020). When employees pay more attention to their work in the office and reduce attention with their families because employees feel very disadvantaged when leaving the company, this shows that the higher the level of work family conflict, it tends to reduce organizational commitment. Work family conflicts can cause work stress because of continuous pressures (Putra & Suwandana, 2020). Krisna Divara & Rahyuda (2016) said that work family conflict has a significant negative effect on organizational commitment. The lower the conflict, the higher the commitment to the company due to pressure or stress. Stress is a physical and emotional response that occurs when the capabilities and resources of employees cannot be met with the demands and needs of the brand's job. Work stress will arise when the workload and assignments given must be completed immediately which causes a feeling of pressure, this will reduce employee commitment to the organization because stress experienced by employees can affect their perception of the alignment of individual goals and values with the organization. Symptoms of individuals experiencing stress include unfinished work, frequent late arrival at work, absenteeism from workers, difficulty making decisions, careless mistakes, negligence in completing work, difficulty relating to other people, concerns about mistakes made. The excessive effect of this stress can reduce employee performance which has a negative impact on employee job satisfaction.

Septia Ningsih & Putra (2019) that job stress has a negative and significant effect on organizational commitment. Organizational commitment will be created when a person can handle pressure or stress at work. The significant effect of work stress on organizational commitment. The higher the level of work stress, the lower the commitment to the company which has an impact on employee job satisfaction. Job satisfaction is the view of employees who are pleasant or unpleasant to their work (Dhamayanti & Sudibya, 2018). Job satisfaction is something that is individual in nature and each individual has a different level of satisfaction according to the value system that applies to him. Job satisfaction is an affective or emotional response to various aspects of a person's job. The higher the job satisfaction, the more likely he will have a positive attitude towards his job (Wang et al., 2017). Job satisfaction has a positive and significant effect on employee organizational commitment (Ariawan & Sriathi, 2017).

The results of interviews with 10 non-permanent employees of the Bali Provincial Health Office stated that the organizational commitment held by non-permanent employees of the Bali Provincial Health Office was categorized as low. This condition can be seen from some employees who feel that the workload given by the organization is very time consuming to gather with family, so that it can cause a lack of employee desire to commit to the organization. Employees also feel that there is a time pressure that should be given to gather with the family to be divided for work that must be completed on time, besides that another factor that causes low organizational commitment of non-permanent employees of the Bali Provincial Health Office is the pressure exerted by superiors to meet the targets that have been set. This has resulted in low organizational commitment owned by non-permanent employees of the Bali Provincial Health Office and will have an impact on decreasing effectiveness in the Bali Provincial Health Office. This condition indicates the need for special attention from leaders or superiors to employees so that employee organizational commitment can be increased to support organizational goals.

## II. HYPHOTHESIS DEVELOPMENT

Krisna Divara & Rahyuda (2016) said work family conflict has a significant negative effect on organizational commitment. Sihalohe & Handayani (2018) said that work family conflict has a negative and significant effect on organizational commitment. Zain & Setiawati (2019) states that work family conflict has a negative and significant effect on organizational commitment. Pradifta & Subudi (2019), Mukanzi & Senaji (2017) states that work family conflict has a negative and significant effect on organizational commitment. Hidayati et al. (2019) states that work family conflict has a negative and significant effect on organizational

commitment. The lower the food conflict, the higher the commitment to the company. The hypothesis in this study formulated based on previous research is as follows:

H1: Work family conflict has a significant negative effect on organizational commitment.

Ruzungunde et al. (2016), Saadeh & Suifan (2020) states that job stress has a negative and significant effect on organizational commitment, because higher stress results in decreased organizational commitment (Suryanthini, 2020). While work stress has a negative and significant effect on organizational commitment, so that work stress is proven to have a bad and significant effect on organizational commitment (Masihabadi et al., 2015). Bhatti et al. (2016) also state that work stress has a significant negative effect on organizational commitment. Organizational commitment will be created when a person can handle pressure or stress at work. The higher the level of work stress, the lower the commitment to the company which has an impact on employee job satisfaction. The hypothesis in this study formulated based on previous research is as follows:

H2: Job stress has a significant negative effect on organizational commitment.

Ariawan & Sriathi (2017) that job satisfaction has a positive and significant effect on employee organizational commitment. Yani (2016) found that job satisfaction simultaneously has a positive effect on organizational commitment. Vitaloka & Netra (2019) stated that job satisfaction has a positive effect on organizational commitment. Renyut et al. (2017), Saxena et al. (2019), Linda & Yonita (2018), Eliyana et al. (2019) shows that job satisfaction has a positive and significant effect on organizational commitment. This shows that the higher job satisfaction, the higher the employee work commitment. the higher the job satisfaction felt by employees, the more motivated the employees are in increasing their organizational commitment and vice versa, the lower the job satisfaction felt by employees, the less motivated employees are to increase their organizational commitment (Setiawati & Dwi Ariani, 2020). The hypothesis in this study formulated based on previous research is as follows:

H3: Job satisfaction has a significant positive effect on organizational commitment

### III. METHODS

This study uses an associative research design, which analyzes the influence of work family conflict (X1), work stress (X2) and job satisfaction (X3) on organizational commitment (Y). The population and sample in this study were all non-permanent in the Bali Provincial Health Office, amounting to 73 people. The method used in determining the sample is saturated sampling method. Collecting data in this study using several methods, namely: interviews and questionnaires. The data analysis technique used in this research is multiple linear regression analysis techniques

### IV. RESULTS AND DISCUSSION

Based on the characteristics of the respondents, the female gender dominates in this study with a percentage of 61.64 percent. those who are 31-36 years old dominate with a percentage of 42.46 percent, they are the productive age, which means they already have enough experience in work so they are able to work well. If it is seen from the level of education, respondent with bachelor degree dominates with a percentage of 45.21 percent, it is assumed that they have had good experience in completing work.

**Organizational commitment** felt by employees was quite high (score 3.23). This is shown by the majority of employees who feel lucky to be in the organization, employees feel that working in an organization is a necessity, employees will suffer losses if they leave the organization, employees feel that working in the organization is a good opportunity, and employees will not leave the organization because of an obligation. . This indicates that the Bali Provincial Health Office has a fairly high employee organizational commitment and must be maintained. **The work family conflict** felt by employees is quite high (score 2.84). This is indicated by the description of the respondent's statement relating to employees feeling that the workload given by the organization interferes with family time together, and office work is often done at home so that it disturbs free time with family. **Work stress** experienced by employees is quite high (score 2.93). This is indicated by the description of the respondent's statement regarding employees often leaving work without permission due to uncomfortable conditions, employees wanting to leave work because of the heavy workload, and employees feeling that work stress is experienced making them lazy to work so they are often absent. This shows that most employees feel that work stress does not decrease performance, and employees feel that their performance is optimal even though they experience heavy pressure at work. **Perceived job satisfaction** is quite high (score 3.32). This is indicated by the description of the respondent's statement relating to the feeling of pleasure of employees working with colleagues in the organization, employees feeling satisfied with the work done, and

employees receiving promotion opportunities when doing a good job. This shows that job satisfaction is quite high even though most employees feel that the salary they receive is not in accordance with the work they are doing, as well as superiors who give negative directions to the work performed by employees.

The results of the F-count show a number of 53,826, with a significance of  $0.000 < 0.05$ . This means that simultaneously the Work Family Conflict variable (X1), the Job Stress variable (X2), the Job Satisfaction variable (X3) have an effect on Organizational Commitment (Y). The result of the calculation of the multiple determination coefficient (R<sup>2</sup>) is 0.701 which means that the existence of ups and downs of organizational commitment is influenced by work family conflicts, job stress and job satisfaction by 70.1 percent, while the remaining 29.9 percent is influenced by other factors that are not included in this research model.

The regression coefficient  $\beta_1$  (Work Family Conflict variable) is -0.237 with a significance value of  $0.027 < 0.05$ , which means that the increase in work family conflict will reduce the organizational commitment of non-permanent employees at the Bali Provincial Health Office. This shows that **H1 is accepted**, where work family conflict has a negative and significant effect on the organizational commitment of non-permanent employees of the Bali Provincial Health Office. This is supported by the results of the work family conflict description related to the workload given by the organization interfering with family time together, and office work is often done at home so that it interferes with free time with family. This indicates a decrease in employee organizational commitment which is indicated by a feeling that the organization does not have a deep meaning for employees, employees wish not to spend the rest of their career in the organization, employees are unwilling to be involved in work activities for the benefit of the organization, and employees are not proud to work in the organization. From the description above, it is explained that the higher the work family conflict, the lower the organizational commitment.

The regression coefficient  $\beta_2$  (work stress variable) is -0.276 with a significance value of  $0.006 < 0.05$ , which means that increased work stress will reduce the organizational commitment of non-permanent employees of the Bali Provincial Health Office. This shows that **H2 is accepted**, job stress has a negative and significant effect on organizational commitment of non-permanent employees of the Bali Provincial Health Office. This is supported by the results of the description of work stress related to employees often leaving work without permission due to uncomfortable conditions, employees wanting to leave work because of the heavy workload, and employees feel that work stress is experienced making them lazy to work so they are often absent. This indicates a decrease in employee organizational commitment which is indicated by a feeling that the organization does not have a deep meaning for employees, employees wish not to spend the rest of their career in the organization, employees are unwilling to be involved in work activities for the benefit of the organization, and employees are not proud to work in the organization. From the description above, it is explained that the higher the work stress, the lower the organizational commitment of non-permanent employees.

The regression coefficient  $\beta_3$  (job satisfaction variable) is 0.418 with a significance value of  $0.000 < 0.05$ , which means that increased job satisfaction will increase the organizational commitment of non-permanent employees of the Bali Provincial Health Office. This shows that **H3 is accepted**, job satisfaction has a positive and significant effect on organizational commitment of non-permanent employees of the Bali Provincial Health Office. This is supported by the results of the description of job satisfaction related to the feeling of pleasure of employees working with colleagues in the organization, employees are satisfied with the work done, and employees receive promotion opportunities when doing a good job. This indicates an increase in employee organizational commitment which is shown by employees feeling lucky to be in the organization, employees feel that working in an organization is a necessity, employees will suffer losses if they leave the organization, employees feel that working in the organization is a good opportunity, and employees will not leaving the organization because of an obligation. From the description above, it is explained that the higher the job satisfaction, the higher the organizational commitment of non-permanent employees

## V. CONCLUSION

This research has several limitations, among others, this research was only limited to the scope of the Bali Provincial Health Office, so that the results of this study cannot be used in other organizations and the factors that affect organizational commitment of non-permanent employees Bali Provincial Health Office in this study are work family conflict, work stress and job satisfaction, while there are many other factors that can affect it.

There is a negative and significant influence between work family conflict on organizational commitment of non-permanent employees of the Bali Provincial Health Office. This shows that the higher the work family conflict felt by non-permanent employees, the lower the organizational commitment of non-permanent employees. There is a negative and significant influence between job stress on organizational commitment of non-permanent employees of the Bali Provincial Health Office. This shows that the higher the work stress felt by non-permanent employees, the lower the organizational commitment of non-permanent

employees. There is a positive and significant influence between job satisfaction on organizational commitment of non-permanent employees of the Bali Provincial Health Office. This shows that the higher the job satisfaction felt by non-permanent employees, the greater the organizational commitment of non-permanent employees.

Organizations are advised not to give too much workload so that employees can spend time with their families. Organizations are advised not to put too much pressure on employees and provide time for refreshing to employees so that employees feel comfortable at work. Organizations are advised to provide direction to superiors in order to provide positive support for the work that has been done by employees. For further research, it is hoped that it will be able to add other variables that can affect organizational commitment such as work environment variables, organizational culture, compensation and others, and be able to expand the scope of research that is not only limited to the Bali Provincial Health Office, or can also change locations. research that is not only focused on one research location, so that it provides a more insightful view and can be implemented in general.

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