

The Role of Job Stress in Mediating the Effect of Work Family Conflict on Employee Job Satisfaction at Hotel Santika Siligita Nusa Dua Bali

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ABSTRACT : The purpose of this study is to determine the role of job stress in mediating the effect of work family conflict on employee job satisfaction. The population and sample in this study were all 59 employees of Hotel Santika Siligita Nusa Dua Bali who were married using saturated sampling technique. The analysis technique used is the path analysis technique. The results of the analysis show that work family conflict has a significant negative effect on employee job satisfaction, work family conflict has a significant positive effect on employee job stress, job stress has a significant negative effect on employee job satisfaction and job stress is able to mediate the effect of work family conflict on employee job satisfaction.

Keywords -*work family conflict, job stress, job satisfaction*

I. INTRODUCTION

Human resources contribute towards achieving company goals. Companies need reliable and quality human resources so that companies must be able to manage and pay attention to human resources as best as possible. Human resources have an important role in companies such as planning, managing, processing, and controlling every company activity. Job satisfaction plays an important role for the organization because job satisfaction is a criterion in determining the success of an organization in meeting the needs of its members (Indra Pardita & Surya, 2020). Apart from job satisfaction, job stress can also be said to be a determining factor for employee welfare and organizational success. Reducing stress experienced by employees will certainly improve health in the organization, thus companies must seek to improve or improve conditions that can affect job satisfaction and employee job stress. A person works with the aim to make ends meet. If needs are met, then employees feel satisfied and vice versa, if their needs are not met, the morale and passion of work will decrease, feel bored at work, increase absenteeism and so on.

Bali is a tourist destination that is famous for its natural beauty and that is the main attraction for local and foreign tourists to come to visit Bali. One of the many businesses in Bali is the hotel business which is engaged in the tourism sector. Hotel Santika Siligita Nusa Dua Bali is a hotel business engaged in the tourism sector. The rapid business development today encourages companies or organizations to optimize their resources to face competition. The progress of a company relies heavily on reliable human resources (HR), especially in the hotel service industry, hotels are service companies that prioritize the quality of human resources in order to achieve company goals (Ksama & Wibawa, 2016)

Companies must prepare a strong strategy in order to maintain a competitive position amidst the competition through the determination of a clear vision and mission and work more efficiently, effectively and productively. In achieving this vision and mission, companies need qualified employees who are able to provide the best for the company. Things that need to be considered by the company is the welfare of employees which includes increased job satisfaction and a reduction in job stress felt by employees that can affect their work. Job satisfaction is the level of a person's happy feelings as a positive assessor of their work and the work environment. Job satisfaction will affect the productivity that is faced by managers, therefore managers need to understand what must be done to increase employee job satisfaction.

Job stress is a feeling of pressure experienced by employees in facing work. Definition of job stress is a condition of employees who experience pressure at work both from their duties, leadership and the work environment where the employee works. Job stress can also be described as the physical and emotional damage

of a person that occurs when the work done is not in line with the abilities, means or desires of the employees (Riaz et al., 2016). Too much stress can threaten a person's ability to cope with the environment. As a result, employees develop various kinds of stress symptoms that can interfere with their work performance

Work family conflict is a conflict that occurs in individuals who have two or more roles so that individuals cannot balance one role with another (Divara & Rahyuda, 2016). Work family conflict, which is a dual role conflict that requires a person to divide their roles between family and work. Work family conflicts often arise when one of the roles in work demands more or requires more attention than the role in the family (Retnaningrum & Al Musadieq, 2016). This dual role results in employees having to choose to focus on their work or family (Tariana & Wibawa, 2016). Work family conflict can be defined as a form of role conflict where the role demands of work and family mutually cannot be aligned in several ways. The number of children, the amount of time spent taking care of the household and work, and the absence of support from spouses and families are triggers for work family conflicts

Work family conflict affects the relationship between family and job satisfaction. Dewi & Adnyani (2020) stated that the level of job satisfaction felt by employees is influenced by the work family conflict, in this case the level of work-family conflict is mostly because employees often feel that the problem solving in use in work is not effective in solving problems at home. Employees who experience work family conflicts tend to have lower job satisfaction. When employees feel that the demands of their work roles interfere with the fulfillment of family roles, it affects their attitudes towards work, which in turn can result in reduced job satisfaction. Lambert et al. (2020) explains that work family conflict is generally considered a pressure and has a significant negative impact on job satisfaction.

Work family conflicts can also affect job stress. Basically, if work causes conflict at home, this conflict can become a new source of job stress. Employees who experience work family conflicts can cause stress at work. Work family conflicts often arise because of jobs that have inflexible, irregular, long working hours, high workloads, job stress, personal conflicts at work, official trips, career changes or organizational superiors who are not supportive can affect the implementation of family responsibilities. This situation can disturb the mind and mentality of employees while working at their peak, can cause job stress on employees. In other words, demands that come from work and family that exceed the capacity of employees can increase tension. Agustina & Sudibya (2018) explained that when work family conflicts increase, this will affect the increase in employee job stress.

Based on interviews with 5 employees, it was found that there were indications of job dissatisfaction felt by employees of Hotel Santika Siligita Nusa Dua Bali which arose due to work family conflicts and job stress felt by employees. The existence of work pressure felt by employees both from the work environment and from outside the work environment (family) has an impact on employee dissatisfaction in facing their work. Most of them find it difficult to arrange changes to work schedules with other employees if the employee experiences urgent matters for family needs. As with traditional ceremonies or other family events, employees must manage their time very precisely so that both roles, both as employees and as members of the family, can run well. As we know, hotels are companies that have operating hours, which are 24 hours a day, so employees who are married often find it difficult to divide their time between work or family. From these problems the emergence of work family conflicts which can have an impact on employee dissatisfaction in dealing with their work.

This condition where employees have to choose between work or family can create pressure for employees to work. Employees are required to do their duties and jobs properly or even employees have to work beyond their working time limit but on the one hand they also have to meet their needs in the family due to demands from the family due to lack of time with family. Pressure from work and demands from family have an impact on increasing job stress experienced by employees. They more often daydream and lose focus on doing their job because they think of these two roles that cannot run simultaneously so that their work becomes delayed. Job stress felt by these employees which can cause their job satisfaction to decrease.

Previous research conducted by Zain & Setiawati (2019) states that work family conflicts have a negative and significant effect on employee job satisfaction, where there are problems with work family conflicts experienced by employees which have an impact on decreasing employee job satisfaction. The results of this study are different from Dwijayanti & Riana (2018) which found that work family conflict has a negative and insignificant effect on job satisfaction. Other research indicates that there is a strong relationship between work family conflict and employee job stress (Pradifta & Subudi, 2019). Hanafi et al. (2018) state that high employee job stress can reduce the level of job satisfaction felt by employees. Ardita et al. (2018) revealed that job stress mediates the relationship between work family conflict and job satisfaction. If an employee experiences work family conflict, then indirectly experiences pressure or stress at work and then feels dissatisfied with his job. Based on the theory and various references to previous research that have been described, the following hypothesis can be formulated.

H1: Work family conflict has a significant negative effect on employee job satisfaction.

H2: Work family conflict has a significant positive effect on employee job stress.

H3: Job stress has a significant negative effect on employee job satisfaction.

H4: Job stress plays a role in mediating the effect of work family conflict on employee job satisfaction

II. METHODS

In this study, an associative quantitative approach was used to determine the role of job stress in mediating the effect of work family conflict on employee job satisfaction. The population in this study were all 59 employees of Hotel Santika Siligita Nusa Dua Bali who were married in 2020. The sampling method used in this study was saturated sampling technique. This research uses data collection methods with questionnaires, interviews, observation. In this study, path analysis techniques were used.

Variable definitions and indicators

Job satisfaction in this study is the feeling that is felt by someone or someone's attitude in dealing with their work. The indicators used to measure job satisfaction are wages or salaries; The work itself; Co-workers; Promotion; Supervisor.

Job stress is defined as a condition of tension experienced by a person in his work which can arise due to pressure either from work or the environment. The indicator used to measure job stress is Quick offense; Not communicative; Daydream a lot; Tired physically and mentally; Increased heart rate; Headache; Lack of sleep; Unhealthy lifestyle; Postponing work; Controversy; Lack of eating ..

Work family conflict is a form of dual role conflict where the pressure of roles from work and within the family cannot go hand in hand or conflict with each other because the time spent is only focused on one role so that there are demands from other roles. The indicator used to measure work family conflict is Time-based conflict; Strain-based conflict; Behavior-based conflict.

III. RESULTS AND DISCUSSION

The characteristics of respondents can be grouped by gender, in this study the male respondents were dominated by (41 people, 69.5%). The majority of respondents were in the age range of 20-30 years (34 people, 57.6%). All of the respondents were married (59 people, 100%). The majority of respondents had completed Diploma-3 (31 people, 52.5%). Characteristics of respondents based on tenure, the majority of respondents with a work period of 5 - 10 years, as many as 39 people with a percentage of 66.1 percent

6 statements regarding the work family conflict variable with a score of 2.66, which means that the respondent considered that there was a high level of work family conflict at Hotel Santika Siligita Nusa Dua Bali. The highest score on the X1 statement "Lack of availability of time with family due to work" with an average score of 3.07 and the X3 statement "My workload exceeds the capacity of my responsibility to the company" with an average score of 3.05. This situation indicates that the employees of Hotel Santika Siligita Nusa Dua Bali feel they have less time with their families because they have to spend time completing work and employees also feel that the work assigned to them exceeds the capacity of the employee's responsibility. The lowest score refers to the X2 statement "Family problems interfere with my productivity at work" with an average score of 2.39. Some employees stated that they quite agreed with the statement and few employees agreed with the statement. This situation indicates that not all employees of Hotel Santika Siligita Nusa Dua Bali feel that the family problems they experience can interfere with their productivity at work.

11 statements regarding job stress variables with an average score of 2.63, which means that employees experience high enough stress working at Hotel Santika Siligita Nusa Dua Bali. The highest score is focused on the statement M8 "Having an unhealthy lifestyle because of having too much work to do" with an average score of 3.03. This situation indicates that the employees of Hotel Santika Siligita Nusa Dua Bali feel that the high workload makes their lifestyle less healthy. The next statement is M3 "Feeling unfocused in completing work due to a lot of pressure" with an average score of 2.88. This situation indicates that the employees of Hotel Santika Siligita Nusa Dua Bali feel that the large number of burdens and work pressures make employees feel less focused in completing their work. And the next statement is M1 "Feeling quickly offended when disturbed in doing work" with an average score of 2.61. Some employees stated that they quite agreed with this statement, this situation indicates that employees feel quickly offended when disturbed at work because this can reduce their focus on completing their work. For the lowest score, it is focused on M9's statement "Often choosing to postpone heavy work" with an average score of 2.32, this statement means that the employees of Hotel Santika Siligita Nusa Dua Bali do not like to delay work.

5 statements regarding the job satisfaction variable with an average score of 3.67, which means that employees are satisfied working at Hotel Santika Siligita Nusa Dua Bali. The highest score is focused on the Y5 statement "Feeling satisfied because of the support and attention given by superiors" with an average score of 3.93, so that the statement can be interpreted that the leadership of Hotel Santika Siligita Nusa Dua Bali is felt to have provided support and attention to its employees. The lowest score is focused on the Y2 statement "Feeling satisfied in carrying out my current job" with an average score of 3.31. Several employees stated that they quite

agreed with the statement, but fewer employees who agreed and strongly agreed. This situation indicates that some of the employees of Hotel Santika Siligita Nusa Dua Bali feel less satisfied in carrying out their work due to the large amount of workload that has an impact on employee satisfaction in carrying out their work.

Table 1. Result of Path Analysis 1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,975	3,003		3,322	0,002
	<i>Work family conflict</i>	1,184	0,180	0,657	6,574	0,000
R1 ² : 0,431						
F statistic : 43,224						
Sig. F : 0,000						

$$M = \beta_2 X + e_1$$

$$M = 0,657 X$$

The value of β_2 is 0.657, which means that work family conflict has a positive effect on job stress, this shows that if the work family conflict variable increases, job stress will increase by 0.657. The magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (R square) of 0.431 means that 43.1 percent of the variation in job stress is influenced by variations in work family conflict, while the remaining 56.9 percent is explained by other factors that are not put into the model.

Table 2. Result of Path Analysis 2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,451	1,310		22,483	0,000
	<i>Work family conflict</i>	- 0,364	0,095	-0,439	-3,816	0,000
	Job Stress	- 0,183	0,053	-0,397	-3,455	0,001
R2 ² : 0,579						
F statistic : 38,523						
Sig. F : 0,000						

$$Y = \beta_1 X + \beta_3 M + e_2$$

$$Y = -0,439X - 0,397M$$

The value of β_1 is -0.439 which means that work family conflict has a negative effect on job satisfaction, if the work family conflict variable increases, the job satisfaction variable decreases by -0.439. The value of β_3 is -0.397 means that job stress has a negative effect on job satisfaction, this means that if the job stress variable increases, the job satisfaction variable will decrease by -0.397. The magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (R square) of 0.579 means that 57.9 percent of variations in employee job satisfaction are influenced by variations in work family conflict and job stress, while the remaining 42.1 percent is explained by other factors into the model.

The total determination value of 0.763 means that 76.3 percent of the employee job satisfaction variable is influenced by work family conflict and job stress variables, the remaining 23.7 percent is explained by other factors outside the model formed. The path coefficient value of the direct effect of work family conflict on job stress is 0.657, these results indicate that directly work family conflict has a positive effect on job stress. work family conflict has a negative effect on job satisfaction. The path coefficient value of the direct effect of job stress on job satisfaction is -0.397, these results indicate that job stress directly has a negative effect on job satisfaction. The value of the path coefficient of the indirect effect of job stress in mediating the effect of work family conflict on job satisfaction is -0.260, this result shows that work family conflict has an indirect effect on job satisfaction through job stress.

Based on the results of work family conflict analysis on job satisfaction, the significance value is 0.000 with a beta coefficient value of -0.439. The significance value of 0.000 < 0.05 indicates that H0 is rejected and **H1 is accepted**. The results in this study mean that work family conflict has a negative and significant effect on job satisfaction. This shows that the higher the work family conflict experienced by employees will reduce job satisfaction at Hotel Santika Siligita Nusa Dua Bali. Family work conflicts experienced by married employees

can have an impact not only on the organization, but also for the employees themselves and their families (Astari & Sudibya, 2018). Work family conflict is a conflict that arises in the work environment against family relationships, when an individual prefers to work, he will have the potential to experience obstacles in fulfilling the obligations and needs of his family (Bakker et al., 2014). These results indicate that the values contained in work family conflicts have a real impact on job satisfaction at Hotel Santika Siligita Nusa Dua Bali. Work family conflict which is measured based on indicators: time-based conflict, strain-based conflict, behavior-based conflict can reduce job satisfaction at Hotel Santika Siligita Nusa Dua Bali. The results of this study indicate that if Hotel Santika Siligita Nusa Dua Bali is able to reduce work family conflicts experienced by its employees it will increase job satisfaction. The results of this study are in accordance with Rahman (2018), Ng et al. (2016), AlAzzam et al. (2017), Suartana & Manuati Dewi (2020)

Based on the results of work family conflict analysis on job stress, the significance value is 0.000 with a beta coefficient value of 0.657. The significance value of $0.000 < 0.05$ indicates that H_0 is rejected and **H2 is accepted**. The results in this study mean that work family conflict has a positive and significant effect on job stress. This shows that the higher work family conflicts experienced by employees will increase the job stress of employees at Hotel Santika Siligita Nusa Dua Bali. Family work conflicts experienced by married employees can have an impact not only on the organization, but also for the employees themselves and their families (Suartana & Manuati Dewi, 2020). Work family conflict is a conflict that arises in the work environment against family relationships, when an individual prefers to work, he will have the potential to experience obstacles in fulfilling the obligations and needs of his family. These results indicate that the values contained in work family conflicts have a real impact on job stress at Hotel Santika Siligita Nusa Dua Bali. Work family conflict which is measured based on indicators: time-based conflict, strain-based conflict, behavior-based conflict can increase job stress at Hotel Santika Siligita Nusa Dua Bali. The results of this study indicate that Hotel Santika Siligita Nusa Dua Bali can reduce work family conflicts. experienced by employees will reduce job stress. The results of this study are in accordance with Lambert (2017), Pramana et al. (2019), Kazmi et al. (2017), Rabenu et al. (2017)

Based on the results of job stress analysis on job satisfaction, the significance value is 0.001 with a beta coefficient value of -0.397. The significance value of $0.001 < 0.05$ indicates that H_0 is rejected and **H3 is accepted**. The results in this study mean that job stress has a negative and significant effect on job satisfaction. This shows that the higher the job stress experienced by employees at work, the lower the job satisfaction of employees at Hotel Santika Siligita Nusa Dua Bali. Stress is the main problem that is most difficult to avoid in working in an organization. Job stress is a condition of employees who experience pressure at work, both from their duties, leaders and the work environment where the employee works. Employees who experience job stress will tend to have unproductive performance. People who experience stress will become nervous and feel chronic anxiety so that they will become angry, aggressive, unable to relax, and display an uncooperative attitude. These results indicate that the values contained in job stress have a significant impact on job satisfaction at Hotel Santika Siligita Nusa Dua Bali. The results of these studies indicate that if Hotel Santika Siligita Nusa Dua Bali is able to reduce job stress experienced by its employees, it will increase job satisfaction. The results of this study are in accordance with Tao et al. (2018), Ameen & Faraj (2019) Shen et al. (2018), Lu et al. (2017)

Based on the results of testing the fourth hypothesis H4, it is obtained that the Z value is 2.921 which is greater than the Z table value of 1.96, this shows that **H4 is acceptable**, so it means that job stress is able to mediate the effect of work family conflict on job satisfaction in other words. work family conflict has an indirect effect on job satisfaction through job stress. With Hotel Santika Siligita Nusa Dua Bali being able to reduce work family conflicts experienced by employees, it will reduce employee stress at work, so that employees feel low stress, it will increase employee job satisfaction. Results of research conducted by Chung et al. (2018), Kusumanegara et al. (2018) Chau (2019)

IV. CONCLUSION

The results of this study indicate that work family conflict has a negative and significant effect on job satisfaction, meaning that the higher the work family conflict experienced by employees at work will reduce job satisfaction at Hotel Santika Siligita Nusa Dua Bali. Work family conflict has a positive and significant effect on job stress, meaning that the higher the work family conflict experienced by employees will increase the job stress of employees at Hotel Santika Siligita Nusa Dua Bali. Job stress has a negative and significant effect on job satisfaction, meaning that the higher the job stress of employees, the lower the job satisfaction at Hotel Santika Siligita Nusa Dua Bali. Job stress is able to mediate the effect of work family conflict on job satisfaction, meaning that work family conflict will have a significant impact on job satisfaction if it is mediated by job stress.

Management is expected to provide training and guide employees to be able to complete work on time, thereby reducing the possibility of overtime. Management is also expected to provide a time policy for employees if they need permission when there are family matters or other interests outside of work, it is hoped

that later employees will also have enough time with their families and not only spend time at work. Management is expected to make health programs for employees such as creating joint sports programs and guiding employees in carrying out a healthy lifestyle amid the many jobs that must be undertaken. Management is also expected to provide more motivation so that employees do not feel pressured and are more focused on carrying out their work. And fellow colleagues should also support each other and do not disturb each other while at work so that they do not feel offended or feel annoyed so that employees also become more focused on completing their work. Management is expected to readjust the work assigned to employees with the positions and abilities of employees so that employees will not feel too overwhelmed by the work.

Research Limitations

The scope of this research is only in the area of Hotel Santika Siligita Nusa Dua Bali, so the results of the study cannot be generalized to respondents who are at Hotel Santika Siligita Nusa Dua Bali in other areas. This research can still be developed by changing the subject of this study, because this research will certainly give different results when the variables used as research material are changed. This research was conducted during the Covid 19 pandemic so that in distributing questionnaires and collecting data the researchers experienced a few obstacles. The limitation that lies in the honesty of some respondents in answering the questionnaire is also one of the limitations of this study.

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