

## THE IMPACT OF WORK FAMILY CONFLICT AND JOB INSECURITY ON ORGANIZATION'S COMMITMENT WITH ROLE STRESS AS INTERVENING VARIABLE

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### *Abstract*

*The purpose of this research is to know the impact of work family conflict and job insecurity towards organizational commitment with role stress as intervening variable (study at PT Mitra Kabel Indonesia in Surabaya). The Population in this study were 120 people. Data collected by giving of questionnaires to 56 people are married or have been married with the method of purposive sampling using likert scale 5 point for 19 statement items. Data analysis techniques with evaluation of measurement model, and AVE test. The results show that work family conflict has a positive and significant impact on the role of stress, Job insecurity has a positive and significant impact on the role of stress, role stress has positive and significant impact on organizational commitment, work family conflict has positive and insignificant impact on organizational commitment, job insecurity have a positive and insignificant impact on organizational commitment. Also, work family conflict and job insecurity have a positive and significant impact on organizational commitment with role stress as intervening variable.*

**Keywords:** *work family conflict, job insecurity, role stress, organizational commitment.*

### *Abstrak*

*Penelitian ini bertujuan untuk mengetahui pengaruh work family conflict dan job insecurity terhadap komitmen organisasi dengan role stress sebagai variabel intervening (studi pada PT. Mitra Kabel Indonesia di Surabaya). Populasinya seluruh karyawan perusahaan sebanyak 120 orang. Data diperoleh dari penyebaran kuesioner ke 56 orang sudah menikah atau pernah menikah dengan metode pengambilan sampel purposive sampling. Pengumpulan data di skala likert 5 point untuk mengukur 19 item pernyataan. Teknik analisis data yang digunakan evaluasi model pengukuran dan uji AVE. Hasil penelitian ini menunjukkan bahwa work family conflict berpengaruh positif dan signifikan terhadap role stress, Job insecurity berpengaruh positif dan signifikan terhadap role stress, role stress berpengaruh positif dan signifikan terhadap komitmen organisasi, work family conflict berpengaruh positif dan tidak signifikan terhadap komitmen organisasi, job insecurity berpengaruh positif dan tidak signifikan terhadap komitmen organisasi. Selain itu, work family conflict dan job insecurity berpengaruh positif dan signifikan terhadap komitmen organisasi dengan role stress sebagai variabel intervening.*

**Kata Kunci:** *work family conflict, job insecurity, role stress, komitmen organisasi.*

JEL: J81

### **1. Research Background**

The industry of cable TV in this modern era is developing, extremely needed and has lots of partners / clients in various government and private companies, and one of them is PT. Mitra Kabel Indonesia, located in Surabaya. With the development of this industry, it leads to tight competition among companies, so it requires companies to keep maximizing the performance in order to survive and exist. To increase performance, the qualified resources are needed in order to provide satisfactory services to consumers. Companies are required to have qualified workers because they can give good contributions and the operational activities would be impactive and efficient. The demands of this company often lead to a variety of problem phenomena for employees.

For human resources in operational activities of companies, not only male workers are needed, but also female workers. *Work family conflict* is a form of inter-role conflict in which the role pressure of work and family cannot be mutually aligned in several ways (Greenhaus and Beutell 1985).

Aside from the emergence of work family conflict, role stress is the stress that occurs because there are demands of roles related to the pressure caused by the combined expectations of all people in an individual in his role in the organization (Nugroho 2012). Robbins (2002) stated that *role stress* has three dimensions and those are *role ambiguity*, *role conflict* and *role overload*. The role ambiguity is created when the role hope is not clearly understood and employees are not sure with what they should do; role conflict happens when the condition and the value of employees are not consistent with the required standard and criterias; role overload happens when the employees' expectations are expected to be more than their ability.

*Job Insecurity* is explained as individual's psychological condition which shows confusion and insecure because of the *perceived impermanance* of environment condition (Smitshon dan Lewis 2000). Confusion and insecure can be threats to employees because it is hard for them to maintain their performance at work. When the employees feel the threats are increasing, they would want to move to another job and leave the company.

*Work family conflict* is one of the forms of *interrole conflict*, which is the role imbalance between the roles at work and the role in the family (Greenhaus dan Beutell 1985). Work family conflict occurs when a person's life collides with his responsibilities at work such as working overtime and come to work on time (Cohen and Liani 2009). Also, the family demands that prevent someone from spending time at work and anything related to the career. According to Greenhaus and Beutell (1985), the three dimensions of work family conflict are : (1) *Time-Based Conflict*, in the form of : a. employees feel that their time is taken too much at work compared to their families, b. employees have difficulties to divide their time between work and family. (2) *Strain-Based Conflict*, in the form of : a. Tensions experienced by employees often affect or disturb family harmony, b. Tension or disharmony in the family often disrupts employees' performance, (3) *Behavior-Based Conflict*, in the form of : a. Family problems faced by the employees cause employees to behave emotionally (sensitive, irritable and confuse), b. Problems at work faced by the employees often cause employees to behave emotionally at home (sensitive, irritable and confuse).

Smithson and Lewis (2000) in Kurniasari (2004), stated that *job insecurity* is the employees' psychological condition which shows the feeling of confusion or insecure because the surrounding condition keeps changing (*perceived impermanance*). This condition happens because there are many types of jobs which are temporary or based on contract. The increasing number of temporary or non-permanent work, it causes the employees experience *job insecurity*. Job insecurity in employees can be caused by the uncertainty about job fitures perceived by employees. In this case, job features is the changes in the nature of work, career issues, reduction in work time or the most important thing is losing a job (Silla et al. 2010).

The dimesions of *job insecurity*, according to Adkins et al. (2001) is: (1) The threats on aspects at work. One of the aspects related to work is the freedom to decide the work schedule. Individual's perception about the degree of the threat on the aspects of work can be found

through how big those aspects are perceived as important and how likely they will lose those aspects. The more important and the higher these aspects are perceived to be lost, the higher the level of threats on the aspects at work perceived by that individual. (2) Threat of losing a job overall. The threats of losing a job overall is individual's perception on the existence of negative incidents which can affect his work; such as temporarily suspended from work. These threats can be known through how important and how likely these negative incidents are perceived to affect their work as a whole. (3) Helplessness. Helplessness shows a person's inability to prevent the emergence of threats that affect aspects of work and work as a whole. The more the individual feels helpless, the higher the level of *job insecurity*.

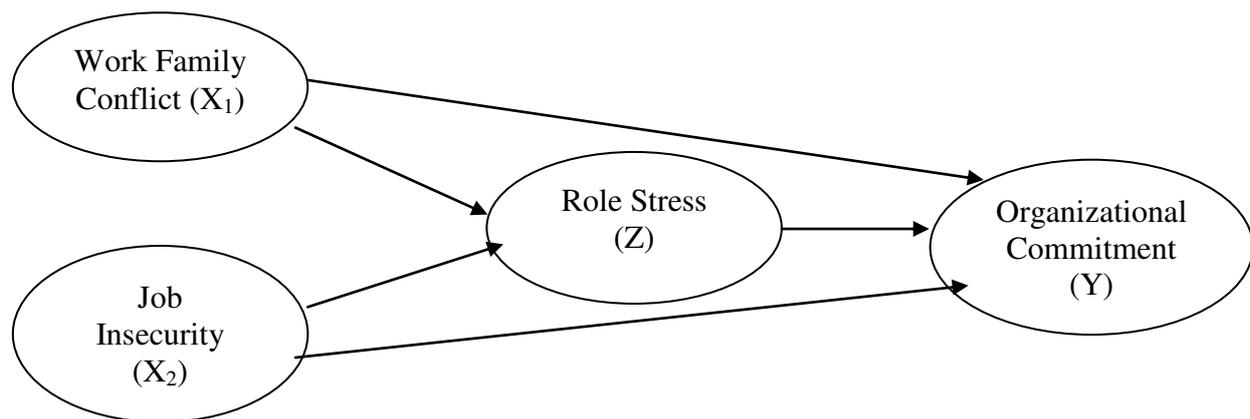
*Role stress* is *stressor* (everything that triggers stress), which is related to the role that is expected to be played by someone. Both male and female employees working in a big company will certainly experience stress. Especially, employees who are married will have two roles at once, namely the role of employees in the company and roles in the family. Those two demands of roles potentially create stress. According to Robbins (2002), *role stress* has three forms of roles : 1) *role ambiguity* or role obscurity emerges when the role is not clear. The ambiguity of task, authority and responsibility towards jobs (Greenberg dan Baron 2000); 2) *Role Conflict* emerges when an individual finds out that it would be more difficult to fulfill another role in order to meet the requirement for one role. In extreme condition, this can include situations where two or more expectations of roles contradict each other (Robbins dan Judge 2008); 3) *Role Overload* happens when the expectation of that role is beyond the individual's capability. *Role Overload* is felt when an employee is expected to work overtime beyond the time set (Robbins and Judge 2009). The dimensions of *role stress*, according to Agustina (2009), can be explained as : (1) *role overload*. a. Employees are given limited time to finish the work at certain task. b. Employees feel that the performance standard for the work is too high. (2) *role conflict*. a. Employees receive different double jobs, b. Employees sometimes have to break the rules to complete the task assigned to them. (3) *Role ambiguity*. a. Employees are not clear about the responsibilities set in the company. b. Employees have difficulty dividing their time between carrying out tasks and preparing reports.

The theory based on Luthans (2001), organizational commitment as an attitude that shows employee's loyalty and is a continuing process of how an organizational member expresses concern for the success and goodness of his organization. Meanwhile, according to Robbins (2003), organizational commitment is a condition when an individual takes sides on certain organization and its goals and intends to maintain the membership in the organization. Organization needs human resources with high loyalty and participation which is called commitment (Lamba 2013). Employees with high commitment are expected to be able to give more contribution to the company. According to Meyer (1993) in Nugroho (2012), commitment in an organization can be seen through : (1) (*affective commitment*) with the items as follows : a. the loyalty attitude towards the company, b. feeling happy to be part of the company, c. being proud to work in the company until retirement. (2) (*continuence commitment*) with the items as follows : a. the consequences of leaving the jobs is the difficulties to find jobs in a company, b. the need for life and the desire to continue working are the background of employees to continue working in the company. (3) (*normative commitment*) with the items as follows : a. receive almost all the duties and responsibilities of the work that has been given. b. complete all tasks that have become employee's obligations.

I Kadek Wiwieka Pradnyana and I Nyoman Sudharma (2016) did research on the importance of *Work Family Conflict* to mediate *Role Stress* on Organizational Commitment. The result of the research shows that *work family conflict* mediates the negative impact of *role stress* on organizational commitment at PT. Tjendana Mandara Sakti Denpasar. The research with the same dependent variable and different independent variable were carried out by Dewi and Suana (2016), the results of this study indicate that things related to *job insecurity* have a significant negative impact on the organizational commitment of contract employees at Dulang

Cafe Kuta-Bali. Yantha and Sudibya (2016) did research with independent variables : *work family conflict* and *role stress* independent variables: organizational commitment. The result of the study shows that *work family conflict* has significant impact on employees' organizational commitment at The Clubs Villa Seminyak. Meanwhile, *role stress* has significant impact on organizational commitment.

Based on several theories and the research result, the hypothesis of this research are : 1) *work family conflict* has significant impact on *role stress* (the study at PT. Mitra Kabel Indonesia in Surabaya); 2) *Job insecurity* has significant impact on *role stress* (the study at PT. Mitra Kabel Indonesia in Surabaya); 3) *Role stress* has significant impact on organizational commitment (the study at PT. Mitra Kabel Indonesia in Surabaya); 4) *Work family conflict* has significant impact on organizational commitment (the study at PT. Mitra Kabel Indonesia in Surabaya); 5) *Job insecurity* has significant impact on organizational commitment (the study at PT. Mitra Kabel Indonesia in Surabaya); 6) the research model is :



**Figure 1. Research Model**

**Information**

- X<sub>1</sub> : *Work family conflict* as independent variable (X<sub>1</sub>).
- X<sub>2</sub> : *Job insecurity* as independent variable (X<sub>2</sub>).
- Z : *Role stress* as intervening variable (Z).
- Y : Organizational commitment as dependent variable (Y).

**2. Research Method**

This type of research is a quantitative research with a causal approach that shows a causal relationship between independent variables (influencing variables) and dependent variables (variables that are affected). By using 2 independent variables namely *work family conflict* and *job insecurity*, 1 intervening variable is which *role stress* and 1 dependent variable which is organizational commitment.

The population of this research is all employees of PT. Mitra Kabel Indonesia in Surabaya (120 employees). The sampling technique used in data collection in this study is non-probability sampling with purposive sampling method with the sample criteria taken in this study are employees who are married or have been married. The sample of this research is 56 respondents.

The data sources used in this study are primary data obtained directly from the original source which is then collected and obtained. Data obtained from the results of respondents' answer at PT. Mitra Kabel Indonesia in Surabaya is through direct survey methods by distributing questionnaires and interviews. Meanwhile, secondary data obtained by researchers indirectly through intermediary media (obtained and recorded by other parties). Data was

obtained from literature studies in the form of literature, books on Human Resource Management and Organizational Behavior, as well as data from the company itself.

Indicators of various variables are measured by likert scale (Sugiyono 2013) from 1 to 5. The closer to 5 indicates the respondents strongly agree with the statement. On the contrary, getting closer to 1 indicates that the respondents disagree with the answers to each question. Furthermore, data is processed using SPSS 23.0 for Windows and WarpPLS 6.0 for Windows programs.

### 3. Result and Discussion

Descriptive analysis in this study with the characteristics of respondents is successfully obtained from the spread of the questionnaire to 56 respondents using the SPSS 23.0 for Windows program. The results of the analysis are presented in the following table:

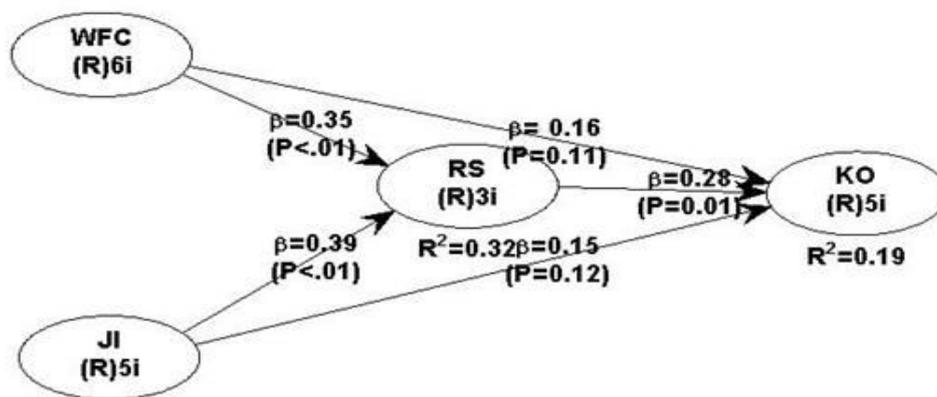
Structural evaluation (inner model) which includes the model fit test (*model fit*), *path coefficient*, and R2. The following is the data processing:

**Table 1. The Summary of Model fit and Quality Indices**

	Index	p-value	Criteria	Information
APC	0.264	0.008	P < 0.05	accepted
ARS	0.253	0.011	P < 0.05	accepted
AVIF	1.199		if ≤ 5	accepted

In table 1, it can be seen that APC has an index of 0.264 with p-value 0.008, below 0.05 so it is significant. P-value for ARS is 0.011 with an index of 0.253 which is less than 0.05, so it is significant. The value of AVIF is 1.199 which is smaller than 5, so AVIF meets the criteria. Therefore, *inner model* can be accepted.

The following is a hypothesis test using the WarpPLS 6.0 program for windows which will be described further by the researcher, and that is :



**Figure 2. The Test Result of Indirect Impacts Model**

Based on the figure above, it can be calculated the amount of direct and indirect impact and the total impact between variables.

**Table 2. The summary of Hypotheses 1 – 5 test result**

No.	Variable	( $\beta$ )	p-value	Impact Size	Criteria	Result	Information
1.	<i>Work Family Conflict on Role Stress</i>	0.350	0.002	0.142	$p < 0.05$	Significant	Accepted
2.	<i>Job Insecurity on Role Stress</i>	0.390	0.001	0.174	$p < 0.05$	Significant	Accepted
3.	<i>Role Stress on Organizational commitment</i>	0.280	0.010	0.109	$p < 0.05$	Significant	Accepted
4.	<i>Work Family Conflict on Organizational commitment</i>	0.160	0.110	0.036	$p < 0.05$	Not Significant	Accepted
5.	<i>Job Insecurity on Organizational commitment</i>	0.150	0.120	0.045	$p < 0.05$	Not Significant	Accepted

The result of the first hypothesis test in this research is *work family conflict* has significant impact on *role stress*. Based on the table above, *work family conflict* has significant impact on *role stress* with the value of positive  $\beta$  0.35 and the p-value 0.002 shows that the higher the *work family conflict* the higher the *role stress*. In the contrary, the lower the *work family conflict*, the lower the *role stress*. The contribution of *work family conflict* to explain *role stress* can be seen from the *impact size* of 0.142. Therefore, it can be concluded that work family conflict has significant impact towards role stress on employees at PT. Mitra Kabel Indonesia in Surabaya, so it can be stated that the first hypothesis is accepted.

The result of the second hypothesis test in this research is *job insecurity* which has significant impact on *role stress*. Based on the table above, job insecurity has significant impact on role stress with  $\beta$  positive 0.39 and p-value is 0.001. The condition of *job insecurity* is related to the response of *role stress*. When *job insecurity* is high, the stress response tends to be high. On the contrary, when *job insecurity* is low, the stress response tends to be low. It can be said that *job insecurity* is a predictor of *role stress*. The contribution of *job insecurity* to explain *role stress* can be seen from the impact size value, which is 0.174. Therefore, it can be concluded that *job insecurity* has significant impact on *role stress* of employees at PT. Mitra Kabel Indonesia in Surabaya, thus the second hypothesis can be accepted. Meanwhile, the research of Dewi and Suana (2016), shows that *job insecurity* has negative significant impact on organizational commitment of contract employees.

The result of the third hypothesis test in this research is *role stress* has significant impact on organizational commitment. Based on the table above, *role stress* has significant impact on organizational commitment with  $\beta$  positive 0.28 and p-value is 0.01. The contribution of *role stress* impact to explain organizational commitment can be seen from the value of impact size, which is 0.109 and it is the biggest impact on organizational commitment compared to *work family conflict* and *job insecurity* variables. Therefore, it can be concluded that *role stress* has significant impact on organizational commitment of employees at PT. Mitra Kabel Indonesia in Surabaya, thus the third hypothesis is accepted. *Role stress* gives the biggest impact on organizational commitment compared to *work family conflict* and *job insecurity* variables. The results that have been presented are different from the results of research conducted by (Utama and Sriathi 2016), that *role stress* has negative significant impact on organizational commitment. However, the result of this research is the same with the research

of Yantha and Sudibya (2016) which shows that *role stress* has partial significant impact on organizational commitment.

The result of the fourth hypothesis test in this research is *work family conflict* has significant impact on organizational commitment. Based on the table above, *work family conflict* has significant impact on organizational commitment with  $\beta$  positive 0.16 and *p-value* is 0.11. The contribution of *work family conflict* to explain the organizational commitment can be seen through the value of *impact size* which is 0.036. Therefore, work family conflict has insignificant impact on organizational commitment of employees at PT.Mitra Kabel Indonesia in Surabaya, so it can be stated that the fourth hypothesis is rejected. This statement is suitable with the study by (Utama and Sriathi 2016) which concluded that *work family conflict* has insignificant impact on organizational commitment. Meanwhile, it is different from the research by Yantha and Sudibya (2016) which showed that *work family conflict* has partial significant impact on organizational commitment.

The result of the fifth hypothesis in this research shows that *job insecurity* has significant impact on organizational commitment. Based on the table above, it can be seen that *job insecurity* has positive significant impact on organizational commitment with  $\beta$  positive 0.15 and *p-value* 0.12. The impact of *job insecurity* to explain organizational commitment can be seen through the impact size, which is 0.045. Therefore, job insecurity has insignificant impact on organizational commitment of employees at PT. Mitra Kabel Indonesia in Surabaya and it can be concluded that the fifth hypothesis is rejected. The result which has been explained is different from the one done by (Dewi and Suana 2016), that *job insecurity* has significant and negative impact on organizational commitment.

In the sixth hypothesis, *work family conflict* and *job insecurity* have significant impact on organisational commitment with role stress as *intervening variable*. The summary of *intervening* analysis of comparative model in this research can be seen below :

**Table 3. The result of Hypothesis 6 test based on Comparative Model**

	The comparison of Indirect impact Model in stage 1 and 2	Criteria	Result
<i>Work Family Conflict</i> → Organizational commitment	0.21 decreasing to 0.16	<ul style="list-style-type: none"> <li>The value remains significant and does not change = mediation is not supported</li> <li>The value decreases but it remains significant = <i>partial mediation</i></li> </ul>	partial mediation
<i>Job Insecurity</i> → Organizational commitment	0.29 decreasing to 0.15	<ul style="list-style-type: none"> <li>The value decreases and is becoming insignificant = <i>full mediation</i></li> </ul>	partial mediation

Based on the table above, it can be seen that it is partial mediation or in other words *role stress* partially mediate the impact of *work family conflict* on organizational commitment and *job insecurity* on organizational commitment. The form of partial mediation shows that role stress is not the only one mediator between *work family conflict* and *job insecurity* with organizational commitment. There are other mediators.

The summary of VAF *intervening* calculation analysis result in this research can be seen in the following table :

**Table 4. The Result of Hypothesis 6 based on VAF**

	VAF	Criteria	Result	Information
<i>Work Family Conflict</i>	0.38	<ul style="list-style-type: none"> <li>If the value of VAF is above 80%, It is <i>full mediation</i></li> <li>The value of VAF is between 20% - 80%, so the mediator is partial.</li> </ul>	<i>partial mediation</i>	Accepted
<i>Job Insecurity</i>	0.42	<ul style="list-style-type: none"> <li>The value of VAF is &lt; 20%, so there is no impact of mediation</li> </ul>	<i>partial mediation</i>	Accepted

Source: Primary Data is processed (WarpPLS 6.0), 2017.

Based on the calculation of VAF, the impact of *role stress* variables test as partial mediator between the impacts of *work family conflict* on organizational commitment is 0.38 or 38% and job insecurity on organizational commitment is 0.42 or 42%, so it can be concluded that the sixth hypothesis is accepted.

#### 4. Conclusion

The result of the research shows that : 1) *work family conflict* has positive impact and significant on role stress of employees at PT. Mitra Kabel Indonesia in Surabaya; 2) *Job insecurity* has positive impact and significant on *role stress* of employees at PT. Mitra Kabel Indonesia in Surabaya; 3) *Role stress* has positive impact and significant on organizational commitment of employees at PT. Mitra Kabel Indonesia in Surabaya; 4) *Work family conflict* has positive impact and insignificant on organizational commitment of employees at PT. Mitra Kabel Indonesia in Surabaya; 5) *Job insecurity* has positive impact and insignificant on organizational commitment of employees at PT. Mitra Kabel Indonesia in Surabaya; 6) *work family conflict* and *job insecurity* have positive impacts and significant on organizational commitment with *role stress* as intervening variable on employees at PT. Mitra Kabel Indonesia in Surabaya and it is in the form of *partial mediation* or it is not the only mediator of *work family conflict* and *job insecurity* on organizational commitment. There are other mediator factors.

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