

# The Role of Job Satisfaction in Mediating The Effect of Work Family Conflict and Work Stress on The performance of Women Nurses at The COVID-19 Referral Hospital in Denpasar City

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**ABSTRACT:** The COVID-19 pandemic that has hit almost all countries in the world has caused an increasing need for optimal health care facilities from every hospital. Nurses on duty at the place of care for COVID-19 patients must be able to provide fast, swift service and must be able to provide comfort to patients. Excellent service to patients can only be done if nurses are satisfied with their work and have good performance. COVID-19 service officers involve many female nurses, where women, especially in Bali, have a trilogy of roles, as breadwinners, wives and mothers, as well as roles in society, especially in terms of customs and religious ceremonies. This condition often causes role conflict and work stress which will affect the performance of female nurses. The number of samples is 35 people, with data analysis techniques Partial Least Square (PLS). Work family conflict has a positive but not significant effect on job satisfaction, work stress has a negative and significant effect on job satisfaction, work family conflict has a positive but not significant effect on performance, work stress has a negative but not significant effect on performance, job satisfaction has a positive effect and significant effect on performance, and job satisfaction was able to fully mediate the effect of work family conflict and work stress on the performance of female nurses at the COVID-19 referral hospital in Denpasar City.

**KEYWORDS:** Job Satisfaction; Work Family Conflict; Job Stress; Performance.

## I. INTRODUCTION

The Corona Virus Disease-2019 (COVID-19) pandemic that has hit almost all countries in the

world has caused an increasing need for optimal health care facilities from every hospital. Excellent service for patients cannot be separated from the role of medical personnel who are reliable and ready to provide optimal service. The impact of the COVID-19 pandemic, medical personnel, especially nurses, have to live apart from their families, there is anxiety and a sense of fear of being infected, but they are required to still carry out their duties, with personal protective equipment (PPE) which is very complicated and a big bathing ritual that they have to do every day. finished their duty to take care of their health. COVID-19 patients expect to get optimal service from paramedics, not only getting medicine, but psychological peace.

Performance is an organization's ability to achieve its goals by using resources efficiently and effectively [1]. Employee performance is a very important thing in the organization's efforts to achieve its goals so it is necessary to pay attention to the things that will hinder the performance itself. A person's performance is influenced by several factors including; individual factors, psychological factors and organizational factors [2]. This research will examine psychological factors, namely job satisfaction, job stress and individual factors, namely work family conflict.

Job satisfaction is a pleasant or unpleasant emotional state with employees viewing their work [3]. From this understanding, it can be seen that when employees enjoy their work, positive feelings will be created towards the work so that employees will feel satisfied with their work, and vice versa. This will have an impact on its performance. Job

satisfaction can improve employee performance. Employees who are satisfied with their work will have good performance [4].

Women have higher job satisfaction than men, because women are happier with their jobs than men mainly as a result of differences in the intrinsic and relational orientations towards work between the sexes. This could be the key to understanding why women have higher levels of job satisfaction even when their working conditions are considered relatively less favorable than men.

Work family conflict is a form of role conflict in which the role pressures from work and family are not balanced [8]. Work-family conflict arises when someone who plays a role in a job has difficulty carrying out his role in the family or vice versa [6]. The intensity of work-family conflict in women is greater than in men. Women workers who are married are required to carry out three roles at once, namely the role of a wife and mother when at home, the role of a working woman at work and a role in society. Therefore, there is often a role conflict between work and family.

Role conflict experienced by a female worker will have an impact on her performance. When someone experiences conflict in the family, they will tend to have problems and reduce job satisfaction, this can cause a person's performance to decrease. In this case, this is in accordance with research conducted by [7] which states that work family conflict has a negative impact on job satisfaction and performance. If workers have work family conflicts, they will tend to have low job satisfaction and performance.

Stress is a condition of tension that affects a person's emotions, thoughts and physical condition. Stress experienced by a person if not handled properly will have a negative effect on his performance [1], but [8] argue that not all stress has a negative impact. Although it is usually discussed in a negative context, stress can also be viewed in a positive light. The National Safety Council revealed that stress can have a good impact on a person if it is considered a positive motivation, for example working overtime with high incentives. Conversely, if it cannot be used as motivation, stress will have more negative impacts such as irritability, tension, confusion, and anxiety. A worker who experiences stress will tend to have pressure on him. Because having that pressure will create an unpleasant emotional state, this will have an impact on job satisfaction and can reduce performance. Research from [9] states that work stress has a negative and significant effect on job satisfaction and performance. The higher the stress level, the lower one's performance.

In Denpasar City, the hospitals designated as referral hospitals for COVID-19 patients are Sanglah Hospital, Wangaya Hospital and Bali Mandara Hospital. The performance of a hospital is largely determined by the performance of its nurses. Nurses are professionals whose role cannot be excluded from all forms of hospital services. This role is because the nurse's job requires the longest contact with the patient. Therefore nurses have an important role in improving hospital performance.

The less than optimal performance of nurses is caused by the lack of satisfaction of nurses in doing their work where nurses often feel less proud of their work, less satisfied with the incentives received, lack of attention from superiors, especially in motivating nurses assigned to COVID-19 services. Nurses also often feel less enthusiastic and feeling bored with their work, because of the pressure and conflict experienced by COVID-19 nurses. Psychological pressure from anxiety about being infected and the complicated use of PPE.

The conflict that is often experienced by female nurses is work family conflict. The burden at work is often experienced by female nurses, especially those on duty in the care of COVID-19 patients due to the demands of family roles, social demands in society and demands from work in hospitals, thus making it difficult for nurses to divide time between family and work.

Based on the background of the problem above, the research problem can be formulated as follows: How does work family conflict, work stress affect job satisfaction, How does work family conflict, work stress affect the performance of female nurses in COVID-19 referral hospital in Denpasar City, What is the effect of job satisfaction on the performance of female nurses, What is the role of job satisfaction in mediating the effect of work family conflict and work stress on the performance of female nurses in COVID-19 referral hospital in Denpasar City?

## II. METHOD

This research was conducted at the referral hospitals for treating COVID-19 patients in Denpasar City, namely Sanglah Hospital, Wangaya Hospital and Bali Mandara Hospital, with the object of research being work family conflict, work stress, job satisfaction and performance. The research population was married female nurses and assigned to serve Covid 19 inpatients spread across 3 hospitals, namely Sanglah Hospital, Wangaya Hospital and Bali Mandara Hospital. The analysis technique used is Partial Least Square (PLS) with a calculation process assisted by the SmartPLS software application program.

### III. RESULTS AND DISCUSSION

#### Research Instrument Test

**Table 1: Outer Loading**

Variable	Indicator	Outer Loading
Work Family Conflict	X1.1	0.923
	X1.2	0.842
	X1.3	0.922
	X1.4	0.925
	X1.5	0.893
	X1.6	0.807
Work Stress	X2.1	0.920
	X2.2	0.912
	X2.3	0.904
	X2.4	0.904
	X2.5	0.881
	X2.6	0.804
Job satisfaction	Y1.1	0.823
	Y1.2	0.955
	Y1.3	0.961
	Y1.4	0.923
	Y1.5	0.945
	Y1.6	0.894
	Y1.7	0.859
	Y1.8	0.852
Employee performance	Y2.1	0.894
	Y2.2	0.774
	Y2.3	0.887
	Y2.4	0.911
	Y2.5	0.897
	Y2.6	0.907
	Y2.7	0.798
	Y2.8	0.894

The value of outer loading  $> 0.7$ , so that all indicators are declared feasible or valid to be used in research.

**Table 2: Average Variant Extracted (AVE)**

Variable	AVE
Work Family Conflict (X1)	0.786
Work Stress (X2)	0.789
Job satisfaction (Y1)	0.815
Employee performance (Y2)	0.760

The AVE value of work family conflict (X1), work stress (X2), job satisfaction (Y1), and employee performance (Y2) values  $> 0.5$ . This result states that each variable has good discriminant validity

**Table 3: Composite Reliability test results**

Variable	Composite Reliability
Work Family Conflict (X1)	0.957
Work Stress (X2)	0.957
Job satisfaction (Y1)	0.972
Employee performance (Y2)	0.962

Composite reliability value of all research variables > 0.6. These results indicate that each variable has met composite reliability so that it can be concluded that all variables are reliable.

**Table 4: Cronbach's Alpha**

Variable	Cronbach Alpha
Work Family Conflict (X1)	0.945
Work Stress (X2)	0.946
Job satisfaction (Y1)	0.967
Employee performance (Y2)	0.954

Cronbach alpha value of each research variable > 0.7. These results indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

**Data Analysis Results**

**Measurement Model (Outer Model)**

The measurement model (outer model) was used to test the construct validity and instrument reliability. The schematic of the PLS program model being tested can be seen in Figure 1.

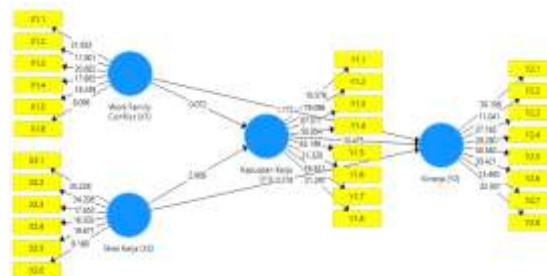


Figure 1: Outer Model

**Structural Model Testing (Inner Model)**

Evaluation of the structural model (Structural Model/Inner Model) is a measurement to evaluate the level of accuracy of the model in the research as a whole, which is formed through

several variables and their indicators. The evaluation of this inner structural model will be carried out through several approaches, including: a) R-Square ( $R^2$ ), b) Q-Square Predictive Relevance ( $Q^2$ ), and c) Goodness of fit (GoF). in Figure 2 below:

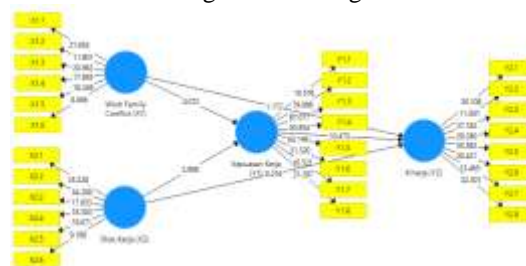


Figure 2: Inner Model

**Structural model evaluation test through R-Square ( $R^2$ )**

**Table 5: Evaluation of the Inner Structural Model**

Variable	R-Square
Performance	0.862
Job satisfaction	0.569

The R-Square value for the performance variable is 0.569, including the medium model category. The value obtained explains that the percentage of job satisfaction can be influenced by work family conflict and work stress of 56.9%. For the R-Square value obtained by the performance

variable is 0.862 including the fit or strong model category. Obtaining this value explains that the percentage of performance can be influenced by work family conflict and work stress of 86.2%. So from the R-Square criteria, all the inner models that

make up job satisfaction and performance have met the requirements.

**Evaluation of structural models through Q-Square Predictive Relevance (Q<sup>2</sup>)**

The Q-Square value is 0.941, which means that the estimated model is included in the

very strong criteria. This shows the magnitude of the diversity of the research data described by the research model is 94.1%. While the remaining 5.9% is explained by other factors that are outside this research model. These results indicate that this research model is classified as very strong.

**Evaluation of structural models through Goodness of Fit (GoF)**

**Table 6: Evaluation of Goodness of Fit**

Construct	R-Square	Communality
Work Family Conflict		0.786
Work Stress		0.789
Performance	0.862	0.760
Job satisfaction	0.569	0.815
Average	0.715	0.787

The formula for measuring the strength of the model based on the Goodness of Fit (GoF) is:

$$GoF = (com * R^2)$$

$$GoF = 0.715 \times 0.787$$

$$GoF = 0.749$$

This model belongs to the strong category model that meets the requirements Goodness of Fit.

**Path Coefficient Analysis**

**Table 7: Path Coefficients**

	Original Sample Estimate	Mean of Sub samples	Standard Deviation
X1 → Y1	0.018	-0.010	0.246
X2 → Y1	-0.771	-0.745	0.265
X1 → Y2	0.139	0.143	0.119
X2 → Y2	-0.034	-0.053	0.159
Y1 → Y2	0.995	0.986	0.095

Based on table 7, it can be seen that: (1) Work family conflict has a positive effect of 0.018 on job satisfaction (2) Work stress has a negative effect of 0.771 on job satisfaction (3) Work family

conflict has a positive effect of 0.139 on performance (4) Stress work has a negative effect of 0.034 on performance (5) Job satisfaction has a positive effect of 0.995 on performance.

**Hypothesis test**

**Table 8: t-Statistic and P-Values**

Hypot he sis	Influence	t-Statistic	P-Values	Result
H1	X1 → Y1	0.072	0.943	Non sig.
H2	X2 → Y1	2,908	0.004	Sig.
H3	X1 → Y2	1.172	0.242	Non sig.
H4	X2 → Y2	0.216	0.829	Non sig.
H5	Y1 → Y2	10,475	0.000	Sig.

Based on Table 8, it can be seen that of the five hypotheses proposed in this study, there are two significant hypotheses, namely the effect of job

stress on job satisfaction and the effect of job satisfaction on performance. While the other three hypotheses get insignificant results.

**Sobel Test**

Sobel test is an analytical tool to test the indirect relationship between the independent variable and the dependent variable mediated by the mediator variable.

The Sobel test statistic value is  $1.160 < 1.96$  with a probability of  $0.122 > 0.05$ , so it can be

concluded that job satisfaction fully mediates work family conflict on performance, where the indirect effect is greater than the direct effect.

The Sobel test statistic value is  $-0.213 < 1.96$  with a probability of  $0.415 > 0.05$ , so it can be concluded that job satisfaction fully mediates on performance, where the indirect effect is greater than the direct effect.

**Table 9: Direct Effects of WorkFamilyConflict, WorkStress on JobSatisfaction and Performance**

Effect variable	of	Direct influence	Indirect influence via Y1
X1→Y1		0.018	
X2→Y1		-0.771	
X1→Y2		0.139	0.023
X2→Y2		-0.034	0.025
Y1→Y2		0.995	

Based on Table 9 above the summary results of the value of each direct and indirect influence path between variables and the error value in each structural equation are displayed.

**Discussion**

The effect of work family conflict on job satisfaction shows that work family conflict has no significant positive effect on job satisfaction. Positive results mean that the higher the work family conflict experienced by female nurses, the job satisfaction will increase, but the work family conflict that occurs in female nurses has not been able to increase job satisfaction, so it can be concluded that the hypothesis cannot be accepted.

Nieva's theory states that when the role of the family demands both time and effort, it is also a source of satisfaction. Another theory from Piotrkowski and Repetti (in [10]) suggests that dual career women have a greater ability to overcome family conflicts in "protective functions of multiple roles". According to this theory, unemployed women who are confined to the home with limited sources of satisfaction have a lower ability to resolve family conflicts than working women who have multiple sources of satisfaction. The same thing happened to the respondents of this study, where nurses had job satisfaction because they were able to appreciate themselves through work and living a household life.

Job stress has a negative and significant effect on job satisfaction. If work stress increases, it will reduce the job satisfaction of female nurses in carrying out their duties. If employees experience high stress, it will affect their emotions, thought processes and physical conditions, which in turn will reduce job satisfaction.

**The Effect of Work Family Conflict on Performance**

The effect of work family conflict on performance shows that work family conflict has an insignificant positive effect on performance. Work family conflict experienced by female nurses in this study can still be well controlled. The results of online interviews from several respondents stated that homework is still often assisted by husbands and mothers-in-law so that problems can still be overcome, but still affect performance. With a husband and wife working together, they understand each other's conditions so that work family conflicts that occur can be managed to improve performance.

The role of women in Bali, apart from being a breadwinner, taking care of the household also has a role in society to live up to customs and traditions, so Balinese women who work must have high time management to avoid conflict. The results of online interviews, female nurses have a happy feeling when carrying out these roles, where when they participate in customs and tradition they are able to socialize with the surrounding community, chat and exchange ideas. This is able to ease the burden on their minds, they feel comfortable and calmer which will ultimately affect their performance. Work family conflict in this study has a positive effect, but has not been able to significantly improve the performance of female nurses.

**The Effect of Work Stress on Performance**

The effect of work stress on performance shows that work stress has an insignificant negative effect on performance. This is because the work stress experienced by respondents can still be handled well but still has a negative relationship to

performance. The National Safety Council revealed that stress can have a good impact on a person if it is considered as a motivation to become better. From the results of interviews, female nurses try to work well when their work piles up, because the work system at the hospital is team work, they will tend to try to work well because they maintain teamwork and keep coworkers from getting into trouble because of their work.

#### **The Effect of Job Satisfaction on Performance**

The effect of job satisfaction on performance shows that job satisfaction has a positive and significant effect on performance. Job satisfaction increases it will improve the performance of nurses.

This finding is in line with previous research conducted by [11] which states that Job satisfaction has a positive and significant effect on performance.

#### **The role of job satisfaction in mediating the effect of work family conflict and work stress on performance**

The role of job satisfaction mediates the relationship between work family conflict and performance of  $1.160 < 1.96$  with a significance of  $0.122 > 0.05$  indicating that job satisfaction fully mediates the relationship between work family conflict and performance, meaning that work family conflict affects performance through job satisfaction. The results of the Sobel test for the role of job satisfaction mediating the relationship between work stress and performance obtained a t value of  $-0.213 < 1.96$  with a significance of  $0.415 > 0.05$ , it can be concluded that job satisfaction fully mediates the relationship between work stress and performance, meaning that work stress affects performance through job satisfaction. From the results of the analysis, it can be concluded that job satisfaction is able to mediate the relationship between work family conflict and work stress on performance.

#### **IV. CONCLUSION**

Based on the results of data analysis and discussion of the effect of work family conflict, work stress on job satisfaction and the performance of female nurses at the COVID-19 referral hospital in Denpasar City, the conclusions of the research are as follows.

Work family conflict positive but not significant effect on job satisfaction, work stress has a negative and significant effect on job satisfaction, work family conflict has a positive but not significant effect on performance, work stress has a negative but not significant effect on

performance, job satisfaction has a positive and significant effect on performance, and Job satisfaction was able to fully mediate the effect of work family conflict and work stress on the performance of female nurses at the COVID-19 referral hospital in Denpasar City.

Based on the conclusions above, in an effort to increase job satisfaction and performance of female nurses related to work family conflict and work stress, it can be suggested as follows.

- 1) For female nurses who are in charge of serving COVID-19 patients, it is recommended that work-family conflict. What happens can be overcome through solid collaboration with the work team, getting closer to the family to get support and enthusiasm so that time between work and family can be divided properly, can also use the services of a housemaid or babysitter to help with housework or can also use go clean services to make homework easier. To deal with stress, it is recommended that you prepare yourself with a feeling of pride when using PPE within the specified time limit, and perform tasks according to the instructions of the supervisor/doctor who is carrying out treatment.
- 2) Hospital management is advised to provide motivation and attention to nurses assigned to serve Covid 19 patients, by providing timely incentives, paying attention to the ratio of nurses to patients who must be treated and listening to complaints from nurses, so that job satisfaction increases and will improve its performance.
- 3) For further researchers, it is recommended to conduct research on unmarried female nurses or on male nurses who serve patients in other pandemics. Besides that, it is also recommended to add research variables such as OCB and nurse commitment in serving patients during the pandemic.

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