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Work-family conflict and organizational commitment of female lecturers of Nahdlatul Ulama University of Surabaya: an investigation of job satisfaction as a mediator using partial least square

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Abstract. In spite of the importance of woman lecturer perception of work-family conflict and its influence on organizational commitment, job satisfaction can be used as a mediator, this study aims to examine an indirect influence of work-family conflict on female lecturers' commitment to their organization. This study employed a survey of 91 female lecturers of Nahdlatul Ulama University of Surabaya. In exploring the complex relationship among work family conflicts (i.e. work interferes family and family interferes work), job satisfaction and organizational commitment, the researchers utilized partial least square to overcome the weaknesses of linear regression models. In this research, we found that female lecturers' perception of work-family conflict was negatively related to their level of organizational commitment. In addition, perception of work interfere family and family interfere work had an indirect impact on the female lecturers' organizational commitment through job satisfaction. This study contributed to the literature by examining organizational commitment in light of female lecturers' perception of work family conflict and job satisfaction using partial least square to explore the complex relationship among organizational factors.

1. Introduction

Recently Job Street Indonesia, as one of the job seeker web. at this time quality management becomes a phenomenon that requires special attention for a college. Quality improvement becomes very important with increasing competition in this liberalization era, especially for private universities to acquire a place in the hearts of society and be able to compete with other colleges. The quality determinant components in the college consist of many components, like human resource factor, that is, the lecturer becomes very important in efforts to improve the quality of the college. Lecturers as one of the important elements in the college, have a strategic role in improving the quality of education in Indonesia.

The main task of lecturers is to carry out the Tridharma of college with a workload at least 12 (twelve) and at most of 16 (sixteen) credits each semester by academic qualifications. Besides, the tasks of the lecturers will increase if involved in structural positions within the study program, faculty or university (Rectorate). The more diverse and complex work imposed on the lecturers, especially on female lecturers of a college, the more likely conflict created between the responsibilities of work and family life. Conflicts that occur in two roles in the family and at work are called work family conflict.

Work family conflict is the biggest problem of a lecturer, mostly for female lecturers, because in Indonesia they are seen to have greater responsibility for life in the family (domestic) than other jobs [1]. Woman who spends time working outside is likely to experience pressure by the role she has.

Women who have married and have children will be more likely to experience work family conflict than those who mndo not have children [2].

In general, there are two types of work family conflicts (WFC), that is, work interferes family (WIF) and family interferes work (FIW) [3]. The division of the two types of WFC is based on its domain, the first is the work that interferes with family or WIF. This happens when a person experiences a lot of demands at work so that she is unable to fullfil those in the family. In contrast, when a FIW occurs, a person experiences a lot of demands in the family so that she is unable to fullfil the thoseg at work [4]. Work-family conflict is a form of interrole conflict in which the pressure of the roles of the work and family domains conflict with each other in several ways, that is, participation in the work role makes it difficult to participate in family roles and also participation in the family role causes difficulties to be able to participate in job role [5]. According to [3] there are 2 divisions of work family conflict: Work interferes family (WIF) and Family interferes work (FIW).

When a lecturer has a teaching schedule with a lot of credits of the semester and a special task of research that requires her to work overtime, therefore the lecturer will lose time gathering with her family at home. The existence of the dual roles in the teaching profession and the additional task raises a dual role conflict within a lecturer, and this has consequences or impacts on a lecturer, especially at the level of job satisfaction.

Organizational commitment can grow if the work expectations can be fulfilled by the organization well, then by meeting work expectations, it will lead to job satisfaction. A lecturer who has satisfaction, in both internal and external conditions will encourage working fully to achieve organizational goals, involving herself fully towards the organization. According to [6], a form of work commitment that arises is not only passive loyalty but also an active relationship with a work organization that has the goal to make every effort for the success of the work organization. The organizational commitment as an encouragement from within individuals to do something in order to support achieving the success of the Organization in accordance with the objectives and to more prioritize the interest of the organization [7]. Employees who commit as individuals living within the organization, do routine work, spend a full day or even more for the organization, safeguard organizational assets, and trust the objectives of their organization [8]. Job satisfaction refers to the general attitude of the individual towards his or her work. A person with a high level of job satisfaction has a positive attitude towards his or her job, a person who is not satisfied with the work has a negative attitude towards the job [9]. Job satisfaction is an emotional state that is the result of an evaluation of a person's work experience [10]. The five dimensions of work that demonstrate the most important characteristics of a work where a person can have an effective response [11].

University of Nahdlatul Ulama Surabaya (Unusa) as one of the private colleges in East Java keeps improving its quality by undergoing accreditation for institutions and all courses. This is the first accreditation for UNUSA after a change of form from high education institution to university, so that all efforts to get the most, especially the lecturers who are the main roles in the quality assessment of human resource. its change makes some rules and policies as well as the complexity of work will be different and higher.

With the condition that the number of female lecturers is more than that of male lecturers, which is 66 and 26% including those with structural positions, it can be a problem because it allows for a dual role conflict (work family conflict). This is because women must be able to carry out their responsibilities in the workplace and family equally. On the one hand, women are naturally required to be responsible for taking care of and fostering a good family, but on the other hand, as a good lecturer they are also required to work in accordance with institutional standards by showing excellent performance. When a person experiences work-family conflict (work family conflict), fulfillment of one role will disrupt the fulfillment of other roles, so that it will have an impact on job satisfaction and organizational commitment.

This work family conflict can reduce the job satisfaction of lecturers, while decreased job satisfaction can have an impact on increasing the desire to leave, increasing absenteeism, and decreasing

organizational commitment. Conversely, lecturers who have high satisfaction will encourage work in full to achieve organizational goals, involving themselves fully in the organization.

This study seeks to examine the work-family conflict of organizational commitment of woman lecturers of Nahdlatul Ulama Surabaya University. Besides, this study seeks to determine job satisfaction as a mediating effect of work-family conflict on organizational commitment.

2.   Methods

This study distributed 115 questionnaires to woman lecturers at the Nahdlatul Ulama University of Surabaya and it was predicted that the number of questionnaires that did not return was only 10% of the total questionnaires that had distributed. Within one month, there were 91 questionnaires returned and could be used. This study used an alternative analysis technique, namely *Partial Least Square* (PLS) because PLS could accommodate a small sample. Then the number of samples used in this study was 91 samples.

Hypothesis in this research   is negative relation between work-family conflict and organizational commitment happens to the individuals who have difficulty aligning their roles in the family and at work, so they feel less committed to the organization. A similar sentiment was also revealed by research that had been done by [12], which stated that work-family conflict was correlated negatively with organizational commitment. Employees who prioritize families will have an effect on their work. The impact of it is the low the organizational commitment of employees, first hypothesis is (a) Work-interferes-family has a significant negative effect on organizational commitment, while (b) Family-interferes-work has a significant negative effect on organizational commitment.

Work-family conflict is a double role conflict and from the presence of the condition will give a relationship to job satisfaction in employees. *Work-family conflict* has a negative relationship with job satisfaction, it is evidenced by the results of research conducted by various researchers. As in the study that a negative attitude towards work is a result of *work-family conflict* [13]. Moreover, research conducted by[14], that the *work-interfere family* and *family interfere work* had a significant negative effect to job satisfaction, and second hypothesis is (a) *Work interfere* family affects significant negative to the work satisfaction, while (b) *Family interfere work* significantly negatively affects job satisfaction.

Satisfied employees are more likely to be excited so that the impact on the desire to work hard than employees with low levels of satisfaction are difficult to provide good quality of work, so the more satisfied the employees is the higher commitment to contribute to the organization. This is supported by the theory as well as the results of previous research by [15] that there are five (5) factors that influence organizational commitment, namely: a culture of openness, job satisfaction, opportunities for development, organizational direction, and work awards according to needs, third hypothesis is Job satisfaction has significant positive impact on organizational commitment.

The condition of *work-family conflict* can reduce job satisfaction while declining job satisfaction can have an impact on increasing desire to exit, increasing attendance, and declining organizational commitments. It was following the research [16], that *work-family conflict* has a negative and significant impact on job satisfaction and organizational commitment. Organizational commitment can grow when work expectations can be met by the organization well, then by meeting work expectations will lead to job satisfaction. On the other hand, the level of job satisfaction felt by someone can mediate the relationship of *work-family conflict* to a person's organizational commitment to the workplace organization. This is evidenced in research conducted by [17] examining the effect of *work-family conflict* on organizational

commitment with job satisfaction as mediation, showing the results that *work-family conflict* consisting of *work interfering with the family* and *family interfering with the work* has a significant effect on job satisfaction, and job satisfaction significantly influence organizational commitment, hypothesis four is (a) Work interfere family has a significant negative effect on organizational commitment through job satisfaction as mediation, whereas (b) Family interfere work has a significant negative effect on organizational commitment through job satisfaction as Mediation

3. Result and Discussion

Before analysis the hypothesis, a measurement validity test was effected. Based on the result of measurement validity test form smart partial least square, there were several measurement items must be removed from the research model. Based on *outer loading* for *work interfere family* variables consists of WIF 2, WIF 7, WIF 8, and WIF 9 should be eliminated because it did not meet the *cut off value* of 0.5. Furthermore, there were several other variables whose indicators did not meet the *cut off value*, namely *family interfere work* consists of FIW 2 and FIW 7. Similarly, for job satisfaction variables, some indicators that must be eliminated were JS 10, JS 11, JS 12 and JS 14. for organizational commitment indicators that must be eliminated were OC 1, OC 3 and OC 7.

Testing the validity of measurements is completed, next up is the reliable test by looking at composite reliability number. Composite reliability was testing the value of reliability between the indicator blocks of the construct that forms it. The cutoff value of reliability is 0.7.

Table 1. Composite Reliability

Variable	Composite Reliability
FIW	0,850216
JS	0,910172
OC	0,942737
WIF	0,868624

(Source: Primary Data, 2019)

Based on the table above it can be seen that there is no value below the *cutoff value*. This reflects that all variables meet the reliability standard.

Table 2. Hypothesis Test

Hypothesis	Original Sample (O)	T Statistic	Result
FIW->JS	-0,436993	4,796776	Accepted
FIW->OC	-0,301794	4,210456	Accepted
JS->OC	0,571893	7,361896	Accepted
WIF->JS	-0,1074	2,085061	Accepted
WIF->OC	-0,047102	1,796841	Accepted

(Source: Primary Data, 2019)

In this *coefficient path*, seen critical *value* can be seen in the T-Statistic table. If T-statistics has a value more than or equal to 1.64, then the influence of the variable is significant, whereas if it is less than 1.64, then it can be said the influence of such variables is not significant. Based on the hypothesis test, it is known that all hypotheses are accepted.

3.1 Relationships between Work-Family Conflict and Organizational Commitment

Based on the results of direct impact testing both of the two work-family conflict domains, both works-interfere family and family-interfere work show a significant negative influence on the organizational commitment. The results of this study are in line with the research conducted by [12], which states that work-family conflict is negatively correlated with organizational commitments. Likewise, Reveals increasing work to the family conflict will reduce the employee's commitment and instead the decline of work to the family conflict will further increase the employee's commitment [18]. In this research can be concluded that if the woman lecturers in Unusa cannot manage the work interfere family or family interfere work then it will affect the decline of the Organizational commitment. However, if it is seen from the average results of the respondent's answer about the work interfere family, which is **2.91**, which shows the condition of the work interfere family included in **sufficient category**, while the average of respondent's answer about the family interfere work is **2.44**, which shows the condition of family interfere work is relatively **low**. In this case, it seems that the condition of the family interfere work is lower than the work interfere family, so it can be concluded that the demands in the family are lower than in the work. From these results can be described if the woman lecturers in Unusa experience a high work interfere family especially if the time was spent working more than with the family, then the condition can reduce organizational commitment, Especially in the terms of willingness to do assigments other than the work they shoud, so that lecturers at Unusa may be only willing to do tasks that become the main task only. Or if the female lecturers at Unusa experience high family interfere work, mostly if they experience rules and habits that cannot be applied in the workplace, for example they cannot arrange their work as they like at home, of course it can reduce the organizational commitment, especially in terms of willingness to do assigments in addition to the work that should be, so that lecturers will choose more flexible tasks to be implemented.

3.2 Relationship between Work Family Conflict and Job Satisfaction

Based on the results of testing the direct effect of each work family conflict domain, namely work interfere family and family interfere work show a significant negative effect on job satisfaction. From these results it can be concluded that if the female lecturers at Unusa cannot manage the work interfere family or family interface work, it will affect the decrease in job satisfaction. The higher the intensity of work interfere family or family interfere work, it will make people uncomfortable at work. The more uncomfortable at work, of course, dissatisfaction at work also increases. However, according to the results of the average respondent's answers about job satisfaction variables, a value of 3.96 was obtained which indicates the condition of job satisfaction felt by woman lecturers at Unusa included in the high category. The highest value on the variable job satisfaction on the Z1.15 indicator is about family atmosphere that is intertwined with colleagues or in the satisfaction indicator of colleagues is 4.26. Whereas the indicator of job satisfaction which has the lowest value is Z1.8 indicator related to the institution providing opportunities for promotion without discrimination or included in the job satisfaction indicator of promotion opportunities of 1.84. From these results it can be illustrated if woman lecturers at Unusa experience high work interfere family, mostly if the time is spent to work than with family, then these conditions can reduce job satisfaction, especially in job promotion opportunities. Lecturers feel that by working a lot they are not necessarily given the opportunity to get a promotion. Or if woman lecturers at Unusa experience high family interface work, specifically if they experience rules and habits that cannot be applied in the workplace, of course, this can reduce job satisfaction, especially in promotion opportunities of job.

3.3 Relationship between Job Satisfaction and Organizational Commitment

Based on the results of the direct effect test of job satisfaction shows a significant positive effect on organizational commitment. it is stated by [19] that job satisfaction refers to the general attitudes of the individual for her work. A person with a high level of job satisfaction has a positive attitude towards her job, a person who is dissatisfied with her job has a negative attitude towards the job. From this it can be concluded that lecturers who are satisfied will certainly be more committed to the organization, have a

more pleasant attitude towards their work and organization, be more patient and more likely to help their colleagues, and have a greater desire not to leave their work . Based on these results it can be illustrated that when woman lecturers at Unusa have high levels of job satisfaction, the organizational commitment will also high, especially when having a colleague who makes a comfortable and family atmosphere will make lecturers have a high commitment by working as optimally as possible for the success of the institution.

3.4 Relationship of Work Family Conflict, Job Satisfaction with Organizational Commitment
Based on the results of testing the indirect effect of the work interfere family variables have significant influence organizational commitment through mediation of job satisfaction. Similarly, the indirect effect on the family interfere work variables also significantly influences organizational commitment through job satisfaction mediation. This supports the research conducted by [17] testing the influence of work family conflict on organizational commitment with job satisfaction as mediation, showing the results that work family conflict consisting of work interfering with the family and family interfering with the work has a significant effect on job satisfaction, and job satisfaction has significant influence on organizational commitment. These results indicate that the magnitude of the influence of work family conflict that occured in woman lecturers at Unusa can directly influence organizational commitment, but on the other hand work family conflict is also a source in influencing job satisfaction, which in turn affects the organizational commitment of the lecturers. When the level of satisfaction and commitment increase and will boost the performance on employee will have an impact on corporate profits [20] [21]. Ketika tingkat kepuasan serta komitmen meningkat maka akan meningkatkan pula kinerja pada karyawan yang nantinya akan berdampak pada laba perusahaan.

4. Conclusion
The conclusion from this research, there is works-interfere family and family-interfere work show a significant negative influence on the organizational commitment, work interfere family and family interfere work show a significant negative effect on job satisfaction, job satisfaction shows a significant positive effect on organizational commitment and testing the indirect effect of the work interfere family variables have significant influence organizational commitment through mediation of job satisfaction.

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