

THE INFLUENCE OF WORK-FAMILY CONFLICT AND REWARD ON JOB SATISFACTION AND JOB PERFORMANCE IN FOOTWEAR MANUFACTURE, TANGERANG

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ABSTRACT

This study aims to examine the effect of family-friendly policies and supervisor support on work-family conflict as well as the effect of work-family conflict and rewards on job satisfaction and job performance. This study uses a quantitative approach by using a questionnaire. Questionnaires were given to 93 respondents who are employees of the footwear manufacturing industry in Tangerang, Banten. Data analysis was performed using SEM-PLS. The results showed that there was a significant effect of supervisor support and reward on work-family conflict and job satisfaction as well as the effect of job satisfaction on job performance. The results imply that employee feel more satisfied with their work and increase their performance while conflict between their work and family can be decreased caused support from their leaders.

Keywords: *Family-friendly Policies, Supervisor Support, Work-family Conflict, Reward, Job Satisfaction, Job Performance.*

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh kebijakan ramah keluarga dan dukungan supervisor terhadap konflik pekerjaan-keluarga serta pengaruh konflik pekerjaan-keluarga dan penghargaan terhadap kepuasan kerja dan prestasi kerja. Penelitian ini menggunakan pendekatan kuantitatif dengan menggunakan kuesioner. Kuesioner diberikan kepada 93 responden yang merupakan karyawan industri pembuatan alas kaki di Tangerang, Banten. Analisis data dilakukan dengan menggunakan SEM-PLS. Hasil penelitian menunjukkan bahwa terdapat pengaruh yang signifikan antara dukungan dan penghargaan supervisor terhadap konflik kerja-keluarga dan kepuasan kerja serta pengaruh kepuasan kerja terhadap prestasi kerja. Hasilnya menunjukkan

bahwa karyawan merasa lebih puas dengan pekerjaan mereka dan meningkatkan kinerja mereka sementara konflik antara pekerjaan dan keluarga mereka dapat berkurang karena dukungan dari pemimpin mereka.

Kata Kunci: *Kebijakan ramah keluarga, Dukungan supervisor, Konflik pekerjaan-keluarga, Penghargaan, Kepuasan kerja, Prestasi kerja.*

INTRODUCTION

Manufacturing companies need to increase the level of productivity in manufacturing the product in order to meet high market demand. In addition, companies need to pay attention to the performance of each entity involved in order to meet the growing market demand. Huy et al., (2019) describe job performance as work performance related to the achievement of a portfolio of tasks by an individual. According to Abbas et al., (2021), indicators that can evaluate a company's performance include financial position, infrastructure, production quality, and so on. All of these indicators are interrelated and need to be taken into account by the enterprise to improve the performance of the enterprise and the industry. Job performance is defined as the effectiveness of employees in carrying out activities that contribute to the technical core of the organization (Ugurluoglu et al., 2018). This will increase the company's production and increase the value of the Indonesian shoe industry's gross domestic product (GDP).

The growth of the Indonesian shoe industry is getting better and better, which has a positive effect on the Indonesian economy. However, the value of GDP in the shoe industry tends to decline. This is reinforced by data on GDP values derived from the 2015-2021 BPS data, with a decline of approximately 9.68 percent between 2018 and 2020.

One of these problems arises from poor job satisfaction, making it difficult for the company to reach its set goals. Work satisfaction is seen as an attitude that can differentiate an organization and enable it to reach its full potential (Ghasemy et al., 2021). According to Matagi et al., (2022), employees who are satisfied with their work tend to perform well. Dissatisfied employees, on the other hand, are more likely to be late for work, are often absent, and are motivated to quit their jobs. Therefore, job satisfaction plays a vital role in shaping employee discipline and engagement, and can affect employee performance that influences organizational goals.

The shoe industry is one of the labor-intensive industries, and the labor-intensive industry is an industry that uses more human labor. The company has thousands of employees from different backgrounds. Different backgrounds mean that each employee has a unique set of problems that affect family and work conflicts. According to Nayak & Pandey (2021), work-family conflicts are incompatible with the demands of other roles (family or workers), or participation in one role, making it difficult for employees to perform other roles effectively. Otu et al., (2021) define work-family conflict as a form of conflict between shared demands, time spent, and the roles in which the tensions

created by workers impede the fulfilment of family responsibilities. Therefore, a role in managing human resources (HR) is necessary for the future survival of the company.

The factors that companies need to consider are family-friendly policies, supervisor support, and reward. According to Nayak & Pandey (2021), family-friendly policy is a work-life balancing practice that allows employees to easily balance work-family life. The family-friendly policies handbook, published by UNICEF in 2020, defines family-friendly policies as policies and arrangements that have a positive impact on workers' ability to balance work and family responsibilities for child development and well-being. Some empirical studies, including Choi & Ahn (2017), and Survival & Dewi (2013) proved that family-friendly policies as a good system for increasing employee satisfaction and family quality of life while increasing competitiveness.

Supervisor support also factors that companies need to consider when companies want to reduce work-family conflict and job satisfaction. According to Ghasemy et al., (2021), supervisor support is defined as the extent to which an employee experiences support and understanding from their immediate supervisor. Park et al., (2018) define management support as a tool for improving employee attitudes and behaviour, such as training and improving performance. Supervisor Support is a resource that helps employees resolve disputes by providing social and psychological support (Shahzad et al., 2022). Pattnaik & Panda (2020) also defines managerial support as a resource that helps employees overcome problem, they face in the workplace through management support and guidance.

As an additional variable, reward is also an important part to increase job satisfaction and job performance. According to Tirta & Enrika (2020), reward is an award that is expected to motivate employees in return for their achievements and contributions to an organization or company. Mosquera et al., (2020) also defined reward as a concept of labor relations and plays an important role in attracting and retaining employees. Tanasescu & Leon (2019) defined reward as an important tool for employees' satisfaction, as they are encouraged to work longer, be more productive, creating a work environment conducive to meeting the proposed goals.

RESEARCH METHODOLOGY

This research was conducted using quantitative methods, where numerical data and analysis using specific statistical methods to answer questions and statements. The quantitative research method was chosen because it can clarify the cause and effect, test the hypothesis, and make predictions. Questionnaires are used as an instrument for data collection method to obtain primary data and answer formulation and variables of the problem in this study.

This research used already available scales to measure all variables. Two statements related to family-friendly policies were adapted from Frye & Breugh (2004). Six statements related to supervisor support were adapted from Anderson et al., (2002). Five statements related to work-family conflict were adapted from Netemeyer et al., (1996). Sixteen statements related to reward that are divided into intrinsic and extrinsic reward were adapted from Muchiri (2016). Five statements related to job satisfaction were adapted from Anderson et al., (2002). Five statements related to job performance

were adapted from Muchiri (2016). All scale using Five-point likert scale that shows point 1 (Strongly disagree) to 5 (Strongly agree).

Respondents who participated in the study were employees working in footwear manufacturing companies in Tangerang, Banten. Investigation methods were used to validate the model and evaluate its application. Surveys were created using Google Forms to conduct large-scale investigations and during the Covid-19 restriction period. In collecting the answers, a total of 120 questionnaires were distributed and participants answered 93 questionnaires, fulfill the Slovin method.

Structural Equation Modeling (SEM) was used in the study. Interpretation result of the data analysis is quantified and conclusions are drawn according to the actual data in the field. SEM using SmartPLS (Partial Least Square) software version (3.3.9) was used for research data analysis. When evaluating the measurement model, evaluate the validity and reliability of the model. The measurement model examines the relationship between components and indicators. Data reliability was verified using 3 measurements. First measurement is a convergent validity test to test the outer model using a loading value with more than 0.7. Second measurement is a discriminant validity test using Rho A, Cronbach's alpha, CR, and AVE. All criteria should be above the minimum threshold of 0.7 and AVE values were above the minimum threshold of 0.5 (Hair et al., 2019).

RESULT AND DISCUSSION

When evaluating the measurement model, evaluate the validity and reliability of the model. The measurement model examines the relationship between components and indicators. Data reliability was verified using 3 measurements. First measurement is a convergent validity test to test the outer model using a loading value with more than 0.7. Table 1 is the result of loading value.

Table 1. Result of Convergent Validity Test

Items	Loadings
FFP1	0.965
FFP2	0.935
SS1	0.746
SS2	0.757
SS3	0.788
SS4	0.834
SS5	0.779
SS6	0.824
WFC2	0.847
WFC4	0.919
WFC5	0.795
ER1	0.791
ER3	0.833
ER7	0.770
IR2	0.808
IR3	0.866
IR4	0.847
IR5	0.776

IR6	0.864
IR7	0.784
IR8	0.875
JS1	0.834
JS2	0.869
JS3	0.852
JS5	0.807
JP1	0.831
JP2	0.873
JP3	0.787
JP4	0.721
JP5	0.766

The results of the convergence validation test in Table 1 show that the load values for all components are greater than 0.70, hence acceptable convergent validity. Second measurement is a discriminant validity test using Rho A, Cronbach's alpha, CR, and AVE. All Cronbach's alpha, Rho A, and composite reliability values were above the minimum threshold of 0.70 and AVE values were above the minimum threshold of 0.50 (Hair et al., 2019).

Table 2. Results for Discriminant validity test

Construct	CR	Cronbach's alpha	Rho A	AVE
Family-friendly Policies (FFP)	0.949	0.895	0.953	0.903
Supervisor Support (SS)	0.910	0.881	0.888	0.627
Work-family Conflict (WFC)	0.891	0.814	0.815	0.732
Reward (REW)	0.936	0.864	0.864	0.880
Job Satisfaction (JS)	0.906	0.862	0.864	0.707
Job Performance (JP)	0.897	0.856	0.859	0.636

The results of the discriminant validity test in Table 2 show that Rho A, Cronbach's alpha, and CR were greater than 0.70 and AVE values were greater than 0.50, hence acceptable discriminant validity. Third measurement is a discriminant validity using Fornell-Larcker criterion. Fornell-Larcker criterion can be used to compare between square root of AVE values and correlation value between other constructs. Discriminant validity was acceptable if the square root of AVE values are greater than correlation value between other constructs shown in Table 3.

Table 3. Discriminant validity (Fornell-Larcker criterion)

Construct	FFP	SS	WFC	REW	JS	JP
FFP	0.950	-	-	-	-	-
SS	0.718	0.792	-	-	-	-
WFC	0.058	-0.127	0.855	-	-	-
REW	0.411	0.373	0.015	0.938	-	-
JS	0.479	0.546	-0.065	0.584	0.841	-
JP	0.490	0.541	-0.022	0.567	0.690	0.797

The results of the discriminant validity test using Fornell-Larcker creation in Table 3 show that FFP value (0.950), SS value (0.792), WFC value (0.855), REW value (0.938), JS value (0.841), and JP value (0.797) are greater than correlation value between other constructs, hence fulfill the requirement of Fornell-Larcker criterion.

After evaluating validity and reliability of the model, evaluate structural model and hypothesis testing that is represented in Table 4 and Figure 1. For checking significance, bootstrapping with 500 resamples and 0.05 significance level was performed.

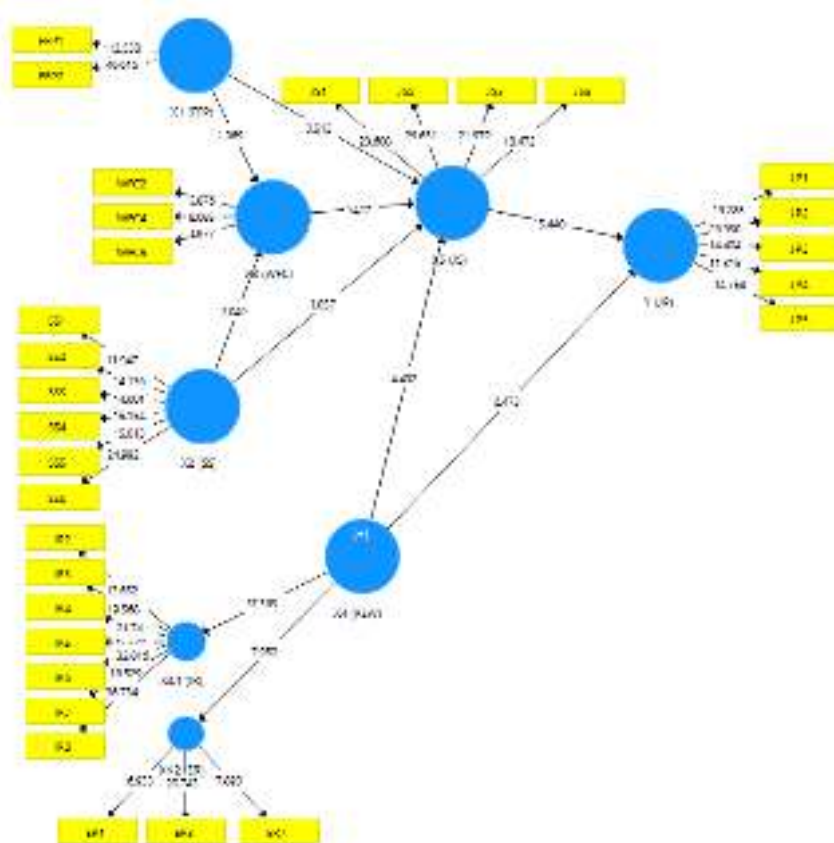


Figure 1. PLS Test results

Table 4. Test results

Construct	Original Sample	T-Statistics	P-Value
FFP – WFC	-0.306	1.969	0.050
FFP – JS	0.062	0.513	0.608
WFC – JS	-0.033	0.427	0.669
SS – WFC	-0.346	2.049	0.041
SS – JS	0.336	3.037	0.003
REW – JS	0.434	4.492	0
REW – JP	0.249	2.473	0.014
JS – JP	0.544	5.440	0

After evaluating validity and reliability of the model, evaluate structural model and hypothesis testing that is represented in Table 4 and Figure 1. For checking significance, bootstrapping with 500 resamples and 0.05 significance level was performed. Based on Table 4, it can conclude as follow:

H1 predict that family-friendly policies have negative effects on work-family conflict. As indicated in Table 4, original sample value (-0.306), T-statistics value (1.969 > 1.96) and p-value (0.05 = 0.05), hence **supported H1**. This result is consistent with previous research by Yadav & Sharma (2021); Survival & Dewi (2013); and Martinez-Sanchez et al., (2018) with conclusion that family-friendly policies are important to help employee reduce their family issue dealing with work issue.

H2 stated that family-friendly policies have influence positively on job satisfaction. However, as indicated in Table 4, original sample value is 0.062 with T-statistics value is 0.513 (less than 1.96) and P-value is 0.608 (more than 0.05). therefore, **H2 is not supported**. The findings also consistent with previous study by Yadav & Sharma (2021); Bae & Yang (2017) with stated that family-friendly policies have disadvantage, with findings that busy schedule can produce a negative effect on work satisfaction in terms of the type of work environment at home.

H3 indicated that work-family conflict has negative direct effect on job satisfaction. However, as indicated in Table 4, original sample value is -0.033 with T-statistics value is 0.427 (less than 1.96) and P-value is 0.669 (more than 0.05), hence **not supported H3**. This means that there is no relationship between work-family conflict and job satisfaction. Finding that work-family conflict are not significant effect on job satisfaction is consistent with previous study (Thi Thuy Linh et al., 2016). However, this result also contradicts with some previous study (Panda et al., (2021); Tran et al., (2021)).

H4 stated that supervisor support has influence negatively on work-family conflict. As indicated in Table 4, original sample value (-0.346), T-statistics value (2.049 > 1.96) and p-value (0.041 < 0.05), hence **supported H4**. The findings consistent with previous study by Yadav & Sharma (2021); Tran et al., (2021) with stated that as manager pay attention to their employee well-being and behavior that support their families can impact to decrease their conflict issue between family and work.

H5 predict that supervisor support has positively influence on job satisfaction. As indicated in Table 4, original sample value (0.336), T-statistics value (3.037 > 1.96) and p-value (0.003 < 0.05), hence **supported H5**. This result is consistent with previous research by Yadav & Sharma (2021); Ghasemy et al., (2021); Dousin et al., (2021); Dhir & Dutta (2020); Zito et al., (2018) with conclusion that Support from leaders can affect significant positively to employee satisfaction to their work.

H6 indicated that reward has positive direct on job satisfaction. As indicated in Table 4, original sample value is 0.434 with T-statistics value is 4.492 (more than 1.96) and P-value is 0 (less than 0.05), hence **supported H6**. The finding that reward positively affects to job satisfaction consistent with past research result by Abbas et al., (2021); Tirta & Enrika (2020); Tanasescu & Leon (2019). This means that reward can play a key role to enhance the satisfaction level of employee.

H7 stated that reward has positive effect on job performance. As indicated in Table 4, original sample value (0.249), T-statistics value (2.473 > 1.96) and p-value

($0.014 < 0.05$), hence **supported H7**. Finding that reward positively affects job performance has the same result from previous studies by Abbas et al., (2021); Hasanudin et al., (2018). On the other hand, this also has contradictory results with previous studies by Tanasescu & Leon (2019). These results can be concluded that reward can play an essential resource in employee output. Leaders uses incentive to inspire employee to reach their target.

H8 predict that job satisfaction has positive direct effect on job performance. As indicated in Table 4, original sample value (0.544), T-statistics value ($5.440 > 1.96$) and p-value ($0 < 0.05$), **supporting H8**. Positive influence between job satisfaction and job performance is consistent with some previous studies ((Abbas et al., (2021); Yen et al., (2020); Qureshi et al., (2019)) with conclusion that company need to increase their employee satisfaction level so employee can perform their task to maximize performance.

CONCLUSION AND RECOMMENDATION

The overall results show that supervisor support is the way to decrease work-family conflict and increase job satisfaction while reward can significantly influence both job satisfaction and job performance. This implies that employees feel more satisfied with their work and can increase their performance. Increasing reward is an example to make employees more appreciated with their work and increase satisfaction that impacts their performance. This also implies that employees with less conflict between work and family are happy at work. Therefore, special care is needed to reduce work-family conflicts in order to increase work satisfaction in the workforce. Leaders not only review employee performance, but also play an important role in reducing work-family conflicts and increasing subordinates' job satisfaction. Leader acts as a link between management and their team. Managers need to provide valuable feedback to their subordinates, who need to be more open to their employees. Through family-friendly policies and supportive leaders, organizations can make their employees more relaxed by reducing work-life conflicts and making them happier at work.

Role of management or leader should not only review employee performance, but also counsellor of their teams. This will boost morale of their team and help them to reduce their work-family conflict and make them happy to work. A policy that arranges rules between work and family also can impact to reduce work-family conflict and make them satisfied to work. Satisfied employees of their work will impact to increase their performance and this will have a positive impact for company goals.

This study proves that only supervisors support that significant impact to work-family conflict and job satisfaction, however, family-friendly policies do not significantly impact. Future research may focus on other important variables such as peer and spouse support that may help create a more family-friendly environment to reduce work-family conflict. It may be possible that the needs of employees differ across different countries or geographical areas to have different views and results.

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