Work Family Conflict Relationship to Organizational Commitment with Perceived Organizational Support as a Mediation Variable at Puri Husada Hospital Tembilahan

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ABSTRACT

The hospital as one of the health care facilities in general has a very important role in efforts to raise the level of public health. This study aims to see how the organizational commitment of hospital employees is seen from work conflict and organizational support. This type of research is explanatory research. The population is the employees of Puri Husada Tembilahan Hospital, amounting to 49 people. Data analysis in this study using SEM-PLS. Based on data processing, it was found that social support mediates the effect of work-family conflict on organizational commitment. The test results show that there is a significant influence of family work conflict mediating social support on organizational commitment, thus, it can be concluded that social support can act as a mediating variable for medical personnel at Puri Husada Tembilahan Hospital.

Introduction

Hospitals are an important part of the health system. The hospital provides complex curative services, emergency services, knowledge and technology transfer centers and functions as a referral center. Hospitals must always improve the quality of service in accordance with customer expectations to increase service user satisfaction. In Law Number 44 of 2009 concerning Hospitals, Article 29 letter b states that hospitals are obliged to provide safe, quality, anti-discriminatory and effective health services by prioritizing the interests of patients in accordance with hospital service standards.

Hospitals as one of the health care facilities in general have a very important role in efforts to improve the health status of the Indonesian people (Aditama; 2002). One of the most important aspects of human life is health. Humans will mostly do various ways to obtain excellent health. People who are suffering from illness will usually try to overcome and treat the disease they suffer until they recover.

A healthy body is everyone's desire. There are many things that need to be done to achieve this healthy state. One of them that is considered to have an important role is to provide health services such as hospitals (Adisasmito; 2009).

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The doctor is a health worker who is the first contact with the patient to solve all the health problems they face. Doctors are one of the resources that most determine the success or failure of achieving hospital performance, so the quality of doctors is a very important thing in the hospital's efforts to achieve its goals. As time goes by, the increasing public awareness about health results in demands to improve health services.

One way to anticipate this situation is to maintain service quality, therefore it is necessary to evaluate the quality of doctor services and health facilities, because quality is one of the important variables for the effectiveness of a hospital (Bakta, 2013; 2). The low quality of doctor's services can be dangerous for patients and can result in a bad image of the hospital.

Changes in human life that are very rapid have a higher impact on each individual to improve performance in society. In order for self-existence to be maintained, each individual will experience stress, especially for individuals who are less able to adapt to existing developments.

Changes that occur will certainly cause new conflicts to be faced. Conflict is a result of changes that occur in society in the lives of employees. With the changes that occur, conflicts cannot be avoided by employees. With uncontrolled conflict in employees, it is possible that it will cause conditions that are detrimental to the company. The concentration of work that is usually full of employees turns into not concentrating on work.

In the absence of concentration in work will directly result in decreased employee productivity. With a decrease in employee productivity, it will result in company productivity. Conflicts in employees that can be controlled will result in a decrease in employee work productivity which is not so bad. However, if the conflict that occurs cannot be controlled, it will worsen the condition of employee performance.

The importance of understanding the conflicts experienced by employees will be able to avoid conditions that will worsen the company's work productivity. By preventing and resolving conflicts among employees, it will boost the productivity of the company. With the support of the company's productivity will support the company's profitability. Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization (Robbins and Judge cited by Noe et al, 2011:375). Organizational commitment becomes an important thing in this day and age.

When a company is very difficult to find employees, who have very good qualifications in doing their jobs, organizational commitment is one way to determine employees who have qualifications, loyalty and good performance. In other words, organizational commitment is used as an important thing in determining employees at the level of performance within a company. According to Silbert (2005), in managing an organization to maintain an understanding of organizational support among employees, the organization must show commitment to employees. Then, employees understand they are valued and they will increase their commitment to the organization. However, every employee has a different understanding

for the organization, so it is important to consider various ways, in addition, the character of the organization is not always the same, the resemblance between organizations can indeed be determined in its parts, but each organization as a whole has a different character unique. The character of the organization is the product of all the characteristics of the organization: its people, goals, organizational structure, technology and equipment used, policies, size, age, union, employees, successes and failures. The character of the organization reflects the past and determines the future.

Research Gap This research refers to research conducted by Junwei Zheng and Guangdong Wu with the title Work-Family Conflict, Perceived Organizational Support and Professional Commitment: A Mediation Mechanism for Chinese Project Professionals. The results showed that there are three dimensions of work-family conflict: time-based conflict, tension-based conflict, and behavior-based conflict. There are two dimensions of perceived organizational support: emotional support and instrumental support. This study also examines the negative effect of work-family conflict on professional commitment and the positive effect of perceived organizational support on professional commitment. In particular, time-based conflict and emotional support had a positive effect on professional commitment. Perceived organizational support has a total mediating effect between work-family conflict and professional commitment. The tension-based conflict dimension of work-family conflict has a negative impact on professional commitment through perceived emotional support and instrumental support. Overall, our findings extend to a better understanding of work-family conflict and professional commitment in project settings and verify the importance of social support in balancing work and family and increasing employee mobility.

Theoretical support

Work Family Conflict

The problem of conflict between work and family is a challenge for individuals and organizations. This is a background for discussing work-family conflicts in the scope of organizational behavior and human resources. Work-family conflict is a topic that can be a concern for the management scope in paying attention to the survival of employees.

According to Aboobaker & Edward (2017) work and family become one part that demands the same amount of energy, time and responsibility. According to Tolly (2001) role conflict arises when there are various demands from many sources that cause employees to find it difficult to determine what demands must be met without making other demands ignored.

Work family conflict can be defined as a form of role conflict in which the demands of work and family roles cannot be mutually aligned in several respects. This usually occurs when a person tries to fulfill the demands of a role in work and the business is influenced by the ability of the person concerned to meet the demands of his family, or vice versa, where the fulfillment of the demands of the role in the family is influenced by the person's ability to meet the demands of his work (Frone, 2003).

Work family conflict is bidirectional in which job demands interfere with family demands or responsibilities for example family responsibilities are interfering with work related responsibilities which creates some undesirable outcomes such as stress, ill health, work related conflicts, absenteeism and turnover. (Ghayyur and Jamal, 2012).

The demands of work are related to pressures that come from excessive workloads and time, such as work that must be completed in a hurry and deadlines. Meanwhile, family demands relate to the time needed to handle household tasks and look after children. This family demand is determined by the size of the family, the composition of the family and the number of family members who are dependent on other members (Yang, et al, 2000).

Work family conflict as interrole conflict, where the roles required in work and family will influence each other, has two dimensions, namely work interfering with family, namely the fulfillment of roles in work can cause difficulties in fulfilling roles in the family and second, namely family interfering with work, namely fulfilling roles in family can cause difficulties in fulfilling roles in work (Susanto, 2010).

Work-family conflict is a form of interrole conflict (conflict between roles). According to Greenhaus and Beutell (Haslam, 2014) work-family conflict is a conflict that occurs in individuals due to assuming multiple roles both in work (work) and family (family), where because time and attention are too devoted to one role, one of them is (usually in roles in the world of work), so that the demands of other roles (in the family) cannot be fulfilled optimally.

Organizational commitment

Organizational commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization of which he is a member. Psychological connection means that employees feel happy and proud to work for or become members of the organization. The linkage or attachment has three forms of complying with organizational norms, values and regulations, identifying with the organization and internalizing organizational norms, values and regulations (Wirawan 2013:713; Bimantara et al., 2022; Hariono et al., 2022; Rahmat et al., 2020).

In other words, it is an attitude that reflects employee loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress.

Robbins (2015: 47) states organizational commitment, which means that a worker identifies an organization, its goals and expectations to remain a member. Most research has focused on emotional engagement in organizations and belief in their values as the 'gold standard' for employee commitment.

Colquitt, et al (Wibowo 2016:430) define organizational commitment as the desire of some workers to remain members of the organization. (Wibowo 2016: 430; Anita R & Adi Rahmat, 2022; Rahmat, 2015; Rizal et al., 2022) explains that organizational commitment affects whether

workers remain as members of the organization or leave the organization in search of a new job.

Social Support

Taylor, Peplau and Sears (Ping, 2018) describe social support as an interpersonal exchange characterized by emotional attention, instrumental help, information provider, or other help. Social support is believed to strengthen people in dealing with the effects of stress and possibly improve physical health as well (SK et al., 2022).

Social support is the presence and availability of another person we can rely on, someone who lets us know that they care, respect, and love us. Social support is also direct assistance, advice, encouragement, friendship and expressions of affection, all associated with positive outcomes for people who face life's dilemmas and stresses.

According to Sarason et al (Purba, 2007) Social support was originally defined based on the number of individuals who provide social support. Then this definition developed so that the definition of social support does not only include the number of friends who provide social support, but also includes satisfaction with the support provided.

Sarafino and Timothy (2012) define social support as a feeling of comfort, attention, appreciation or assistance obtained by other people or groups. They add that people who receive social support believe that they are loved, valued and part of a group that can help them when they need help.

Based on the opinions of the experts above, social support is giving help, enthusiasm, acceptance, attention, appreciation and help obtained from parents, friends and other closest people who help someone when experiencing problems. The most important social support is that which comes from the family.

Based on the explanation above, it can be concluded that social support is a form of attention in the form of motivation or encouragement given by other people to individuals who are under pressure and problems that are helpful so that individuals who are in trouble feel cared for, appreciated, loved and cared for.
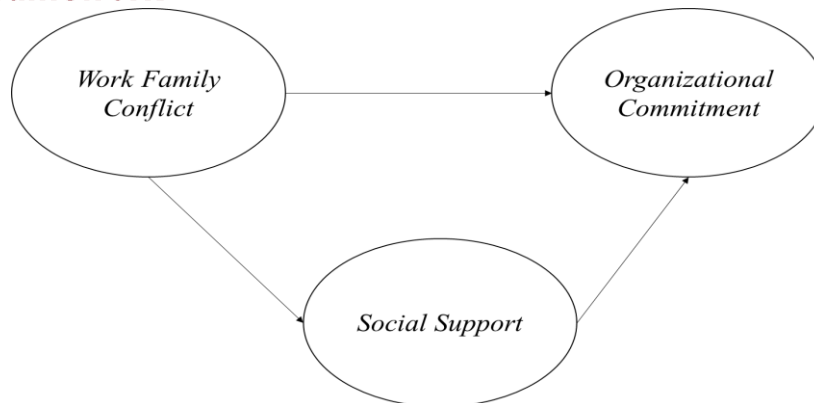
Research Framework

Figure 1. Research Framework.

Research method

Quantitative Method

This study uses quantitative methods by explaining that the research paradigm emphasizes an understanding of problems in social life based on conditions of reality or natural settings that are holistic, complex and detailed. The nature of this research is descriptive and verification, describing the characteristics of the variables studied and testing the truth of a hypothesis. Analysis of the verification method was carried out to test hypotheses using statistical test tools (Solimun et al., 2017).

Verificative analysis to test the truth of a hypothesis which is carried out through data collection in the field about the variables studied. The verification analysis in this study will use the PLS Structural Equational Modeling (SEM) statistical test. PLS is one of the SEM techniques that is able to analyze latent variables, indicator variables and measurement errors directly. PLS analysis is an integration between path analysis, regression, and confirmatory factors
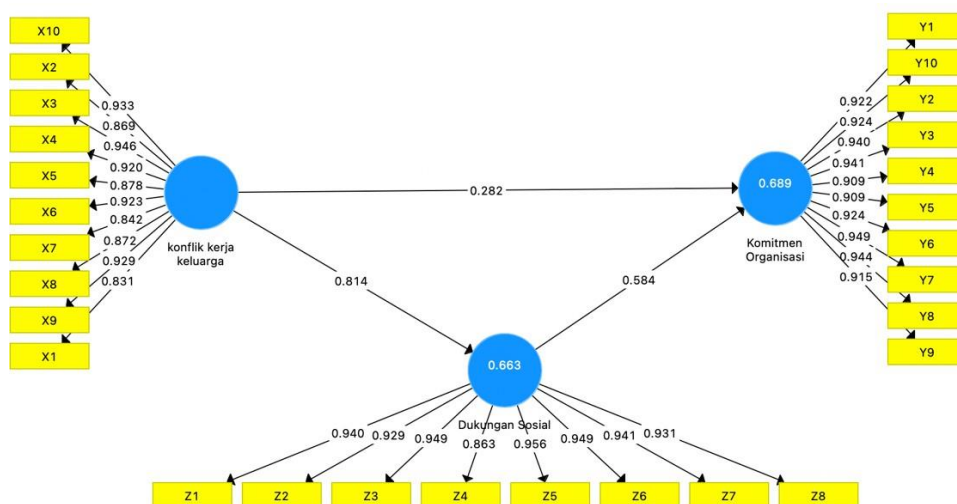
Results
Analisis SEM-PLS

Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Hypothesis	T Statistics (|O/STDEV|)	P Values	Note:
Social support > Organizational Commitment	0,505	0,119	Received
Work Family Conflict > Social support	0,772	0,058	Received
Work Family Conflict > Organizational Commitment	0,424	0,144	Received

Notes. Data Olahan, 2022

The Effect of Social Support on Organizational Commitment. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between Social Support and Organizational Commitment is 4.241. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of social support on organizational commitment.

The effect of family work conflict on social support. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between work family conflict and social support is 13,379. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of work-family conflict on social support.

The effect of work-family conflict on organizational commitment. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between work family conflict and organizational commitment is 2,943. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of work-family conflict on organizational commitment.

Test Results Directly and Indirectly

Table 2. Test Results Directly and Indirectly

Eksogen	Endogen	Path Coefficient
Social support	Organizational Commitment	0,505
Work Family Conflict	Social support	0,772
Work Family Conflict	Organizational Commitment	0,424

Notes. Data Olahan, 2022

The variable that has the largest total coefficient of family work conflict on organizational commitment with social support as a mediating variable is the social support variable with a coefficient of 0,772. Thus, social support is the most influential variable or has the most dominant influence on organizational commitment.

Dominant Influence

Table 3. Dominant Influence

Exogenous	Endogenous	Path Coefficient
Social support	Organizational Commitment	0,505
Work Family Conflict	Social support	0,772
Work Family Conflict	Organizational Commitment	0,424

Notes. Data Olahan, 2022

Based on the table above, it can be seen that the structural model formed is as follows:

Data equation 1: $Z = 0{,}505X$

From the above equation, it can be informed that the direct effect coefficient of Social Support on organizational commitment is 0.505 which states that social support has a positive and significant effect on organizational commitment. This means that the better the management of social support, the organizational commitment will be carried out well and can be managed by the organization.

$$\text{Data equation 2: } Y = 0{,}424X + 0{,}772\ Z$$

From the equation it can be informed that:

1. The direct effect coefficient of family work conflict on organizational commitment is 0.424 which states that family work conflict has a positive and significant effect on organizational commitment. This means that the better the organization can minimize family conflicts with medical personnel, the doctors tend to be able to increase the commitment of medical doctors in the Puri Husada Tembilahan Hospital.

2. The coefficient of direct effect of work-family conflict on social support is 0.772 which states that work-family conflict has a positive and significant effect on social support. This means that the lower the conflict between family work and medical staff, the higher the social support of employees in the Puri Husada Tembilahan Hospital.

3. The coefficient of indirect effect of work-family conflict on organizational commitment through social support is 0.389 which states that work-family conflict on organizational commitment through organizational support produces a positive path coefficient. This means that social support mediates work-family conflict on organizational commitment at Puri Husada Hospital Tembilahan.

Discussions

The effect of social support on organizational commitment at RSUD Puri Husada Tembilahan

The results of this study are reinforced by research conducted by Ketut Metria, I Gede Riana. The results found that organizational support had a positive and significant effect on employee performance, with a coefficient value of 0.389 and a t statistic value of 4.086 (> t critical 1.96). The effect of organizational support on organizational commitment produces a coefficient value of 0.634 and a t statistic value of 9.091 (> critical t 1.96), which means significant. Furthermore, organizational commitment also has a significant positive effect on employee performance, with a coefficient value of 0.363 and a t statistic value of 4.635 (>t critical 1.96). This study proves that employees who receive support from their organizations are proven to be able to increase organizational commitment to work which has implications for the better performance displayed by employees of the Denpasar City Population and Civil Registration Office.

This research contradicts the research conducted by Miftahun Ni'mah Suseno. The results showed that affective commitment and continuance were significantly influenced by social support and transformational leadership with work motivation as a mediator and normative

commitment was not significantly influenced by social support and transformational leadership.

In addition, research conducted by Pratiwi, Indah Dwi Results shows that of the three types of commitment, only affective commitment has a significant effect on social support. The results of the analysis on Ha1 data indicate that there is a role of social support on affective commitment to the state civil apparatus with a significance level of 0.044 ($\rho < 0.05$). In Ha2 the data shows that there is no role of social support for sustainable commitment to the state civil apparatus with a significance level of 0.714 ($\rho > 0.05$). In Ha3 the data shows that there is no role of social support for normative commitments in the state civil apparatus with a significance level of 0.515 ($\rho > 0.05$).

The Effect of Family Work Conflict on the Social Support of Medical Staff at Puri Husada Hospital Tembilahan

This research is supported by research conducted by Alparisi Sirajuddin, M. Zein Permana. The results showed that social support had a significant positive contribution to nurse job satisfaction, and this contribution was mediated by work-family conflict.

In addition, research conducted by Adi Yuli Prasetyo, Aziz Fathoni, Djamaludin Malik. The results of this study indicate that Variable X1 has a significant positive effect on Y because sig <0.05, and t count 8.648> 1.66235, Variable X2 has a significant negative effect on Y. because sig > 0.05, and t arithmetic -288 > 1.66235, Variable X3 has a significant negative effect on Y because sig > 0.05, and t count -2.936 > 1.66235, Variable X4 has a significant effect on Y because sig < 0.05 and F count 34,382> 1.66235.

The effect of family work conflict on the organizational commitment of medical personnel at Puri Husada Hospital Tembilahan

This research is strengthened by the results of research conducted by Nabilla Umm Kulsum and Anna Rozana. The results of this study are as many as 58% of employees have high WIF, 64% of employees have high FIW, and 52% of employees have low Organizational Commitment. The results of the effect of work-family conflict on organizational commitment in this study were R Square = 61% and the coefficient value = 0.000 with (p <0.05).

Research conducted by Madziatul Churiyah shows the results of this study that role conflict on nurse job satisfaction has a significant effect of 0.430; role conflict has a significant direct effect on organizational commitment by 0.164; role conflict has a significant indirect effect on commitment to the organization by 0.353; Nurse job satisfaction has a direct significant effect on organizational commitment with a path coefficient of 0.821.

Research conducted by Dewa Gede Andika Satria Utama and Desak Ketut Sintaasih. The results of the study prove that 1) work-family conflict has a negative and significant effect on organizational commitment, 2) job satisfaction has a positive and significant effect on organizational commitment., 3) work-family conflict has a positive and significant effect on turnover intention.,(4) Job satisfaction has a negative and significant effect on turnover intention, 5) organizational commitment has a negative and significant effect on turnover

intention, and 6) an indirect effect indicates that organizational commitment is not able to reduce the level of influence of work-family conflict on turnover intention. However, the results of this study prove that an increasing level of job satisfaction coupled with better organizational commitment in employees can reduce turnover intention

Conclusion

1. There is a significant effect of social support on organizational commitment.
2. There is a significant effect of work-family conflict on social support.
3. There is a significant effect of work-family conflict on organizational commitment.
4. There is an effect of family work conflict on organizational commitment with social support as a mediating variable.

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