

The Impact of Leaders and Family Social Support on Work Family Balance and Individual Job Satisfaction

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ABSTRACT

This study aims to explain the impact of leadership social support on work family balance in health workers at the Kec. Bagan Sinembah. Specifically, this study uses the Work Family Balance mechanism/balance between family and work at work as the psychological mechanism that underlies the relationship between the two variables. By involving 71 respondents who worked as health workers. Sinembah Chart and using SEM-PLS analysis, in which this study found that perceived leadership social support had a positive and significant effect on Work Family Balance, while perceived family social support had a positive and significant effect on Work Family Balance. Furthermore, this study found that Work Family Balance / family and work balance at work mediates the relationship between perceived social support and job satisfaction of Health Workers in Kec. Bagan Sinembah. The managerial implications felt by employees in this study are that social support from leaders can increase job satisfaction, through Work Family Balance, and family social support for Work Family Balance, so as to create Job Satisfaction for Health Workers at the Kec. Bagan Sinembah. Furthermore, this study found that work-family balance at work mediates the relationship between perceived social support and job satisfaction of health workers at the Puskesmas Kec. Bagan Sinembah.

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Introduction

Companies need to provide social support and a good leadership style so that the quality of work of employees can be maintained and obtain superior and quality Human Resources (HR). Employees are an important aspect in the development of a company. Social support is an incentive that can affect employee performance. Muhaimin (2013) Social Support is a bond of social functions and includes emotional support by expressing feelings, giving advice, providing input, providing information, and providing assistance and morale.

A leader is someone who because of his personal skills with or without an official appointment can influence the group he leads to direct joint efforts towards achieving certain goals (Robbins & Judge, 2017). According to Luthans (2006), the leader as part of a group process, personality, fulfillment of certain behaviors, persuasion, power, goals, achievement, role differentiation, initiation of structure, as well as a combination of two or more of these. Meanwhile, Bernardin & Russel (2005), states that effective leaders are generally able to motivate employees to work better.

In recent decades there has been a widespread dichotomy of "work-family" due to the rigidity of the work environment which does not allow demands from the working

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family. This can last a long time because in general work is dominated by men while women are responsible for their families and provide encouragement to husbands who work. The changes that occur demographically and sociologically in the public and private sectors have increased the focus of attention on the need for a work environment to help employees align life in the work environment and their families. Increasing the participation of women with families in the world of work should be in line with increasing welfare for women, bearing in mind a number of literatures shows that the combination of roles in work and family is basically a combination that is conducive to women's health and well-being.

Recognizing the importance of employees for government agencies, it is necessary to pay attention to the balance between work and personal life which has become the main factor that determines the level of happiness of an employee and the level of retention of an institution. Where a person is able to be productive with his job responsibilities and is able to carry out his duties in his family and environment well too. Mothers who work as health workers carry out two roles, namely as housewives and as health workers. The demands of roles and responsibilities in both roles lead to the need for a work-family balance or what is known as a work-family balance. In general, the notion of work-family balance is a condition in which there is a lack of conflict or interference between roles at work and in the family.

Work-family balance is the extent to which individuals are involved and satisfied with their roles in work and family matters. Work-family balance can be achieved by individuals when they have a balance of time (time balance), balance of involvement (involvement balance), and balance of satisfaction (satisfaction balance) both at work and in the family. The conceptualization of work-family balance finds that work-family balance not only feels the level of balance, but also that individuals feel satisfaction and appreciation from the effectiveness of the role they are carrying out. The benefit of achieving work-family balance is an increase in the quality of life of individuals because individual involvement in several roles can protect individuals from the negative effects of one role and are able to respond in the face of a role demands. Individuals with high work-family balance.

Because there is a balance between the role involvement that occurs in the life of the health worker itself where the health worker can enjoy life both in the work environment and outside of work such as recreation, gathering with friends and family. Work-life balance has a positive influence on job satisfaction. Health workers are divided into three types. The first is medical, namely health workers such as doctors, dentists. Second, medical personnel, namely health workers such as nurses, midwives, laboratories and pharmacists. Third, non-medical staff, namely office workers and cleaners. Based on the description of the roles and duties of medical personnel, it can be seen that the main function of medical personnel is to serve and provide health services. Health workers at the Kec. Bagan Sinembah provides health services 7 working days, inpatient and 24-hour emergency services. For health service registration hours, Monday to Thursday from 7:30 to 14:30. For Friday it is open from 07:30 to 11:30, then Saturday from 07:30 to 13:00.

As a result of the gap between job responsibilities, working hours and compensation received, many health workers at the Puskesmas feel overwhelmed by the work they are handling. If this is allowed to continue for a long time, it will affect family harmony and also the leadership of the puskesmas. This is based on the results of research that has been conducted by several previous researchers as conducted by: Alfi Sabella Rosyad (2017) with research results showing that the level of multiple role conflict indicates that the majority of respondents have low multiple role conflict, namely as many as 119 respondents, respondents with medium multiple role conflict, namely as many as 26 respondents and respondents with high multiple role conflict, namely as many as 4 respondents.

Researcher Sakti Nofriyaaldi, Ika Zenita Ratnaningsih (2018) with research results showing that these results indicate that there is a significant positive relationship between spiritual intelligence and work family balance. The higher the spiritual intelligence, the higher the work family balance and vice versa. Spiritual intelligence makes an effective contribution of 31.1% in influencing work family balance.

Further research was carried out by Lusia Henny Mariati, Eufrasia Raming, (2019) with the results of the research showing that there is a relationship between multiple role conflict and the performance of female nurses at the Dampek Health Center. As a suggestion, it is hoped that the puskesmas, especially the puskesmas leadership, will be sensitive to female nurses who experience multiple role conflicts by making policies that can facilitate the needs of female nurses.

Furthermore, according to Rook (Kumalasari & Ahyani, 2012) that social support is a function of social ties, and social ties describe the level of general quality of interpersonal relationships. Bonds and friendships with others are considered as aspects that provide emotional satisfaction in an individual's life. The difference in the results of this study is what makes it interesting to develop research with the title: *The Impact of Leaders' Social Support on Work Family Balance in Health Workers at the Puskesmas Kec. Cinema Chart*

Theoretical support

Leadership

Definition of Support Hammer et. al (2009) suggests that superior support is a behavior of giving attention to subordinates to achieve common goals. According to Chenhall (2004), superior support is a manager's involvement in gaining progress and being able to provide the necessary resources, with support it will be able to influence the productivity of his subordinates to achieve the desired organizational goals.

Superior support is very important, this is due to the power factor of managers in managing the resources needed by Shield, (1995). Providing support can be a leader's approach so that it can foster basic satisfaction for its workers, Rubenstein (2005). Research conducted by Halton et al (2017), explains that in order to increase adherence to infection prevention and control, support from superiors is needed. Nurses do not carry out infection prevention if the leaders themselves do not comply with carrying out infection prevention.

Furthermore, Halton et al (2017) explained that strong organizational support is a key element of good clinical governance, with good clinical governance on an ongoing basis can improve safety and service quality. To improve the ability of his subordinates a manager must be able to provide constructive feedback, by providing effective delegation and providing opportunities for staff to improve knowledge, attitudes and skills will be able to produce better performance, Roup & Scaletta (2011), Baddar, Salem & Hakam (2016).

Work Stress

Leadership includes influencing processes in determining organizational goals, motivating the behavior of followers to achieve goals, influencing the interpretation of the events of their followers, organizing activities to achieve goals, maintaining cooperative relationships and group work, obtaining and supporting and cooperation from people outside the group or organization (Veizal Rivai 2009:2).

Work stress is something that is felt to put pressure due to an imbalance between the workload received and the individual's personality ability to respond both physically and mentally to various work matters that are considered unpleasant (Sukmono, 2012). According to Handoko (2008) work stress is an unpleasant condition experienced by a person when working which is caused by a condition of tension that can affect one's emotions, thought processes, and physical condition.

Luthans (in Permatasari & Prasetyo, 2018: 89) explains that work stress is a condition when individuals are under pressure or tension at work and in their work environment so that individuals respond negatively and feel burdened in completing their obligations. Wijono (2010: 144) explains that work stress is a feedback on employees both physiologically and psychologically towards organizational targets. The definition of work stress according to Vanchapo (2020: 37) is an emotional state that arises due to an incompatibility of the workload with the individual's ability to deal with the pressures they face.

Beehr and Newman (in Lutjans, 2006: 441) define job stress as a condition that arises from human interaction with work and is characterized by humans as human changes that force them to deviate from their normal functions.

From several definitions of work stress according to experts, the authors conclude that work stress is a response to feelings that arise from within the individual based on the way the individual assesses a pressure or burden he receives, due to an imbalance between individual potential and work demands and organizational goals.

Work Family Balance

According to Greenhaus, Collins & Shaw (2003) work family balance is a situation where individuals feel bound and satisfied with their roles at work and in the family. This definition is in accordance with the opinion of Clark (2000) which states that work family balance reflects individual satisfaction in their role in the family and in their role at work with minimal conflict. The same opinion was put forward by Frone (in Kalliath & Brough, 2008) that work family balance is presented by the minimum number of conflicts that arise due to carrying out roles at work and in the family and gain advantages in carrying out these roles.

Grzywacz & Carlos (2007) define work family balance as achieving expectations related to roles that are negotiated and shared between individuals and their role partners in the work and family spheres. According to Kirchmeyer (in Kalliath & Brough, 2008) work family balance is the achievement of satisfaction in all aspects of life that require energy, time and commitment that are properly distributed to all aspects.

Work family balance is the extent to which individual effectiveness and satisfaction in work roles and family roles are in accordance with individual life priorities (Greenhaus and Allen, 2010). According to Voydanoff (2005), work family balance is considered a global assessment that work and family resources are sufficient to meet the demands of work and family so that participation is effective in both domains.

Based on the explanation above, it can be concluded that work-family balance for working women is a condition in which individuals feel bound and satisfied with their roles at work and in the family.

Family Social Support

Family support according to Friedman (2013) is an attitude, an act of family acceptance of family members, in the form of informational support, appraisal support, instrumental support and emotional support. So, family support is a form of interpersonal relationship that includes attitudes, actions and acceptance of family members, so that family members feel that someone is paying attention. People who are in a supportive social environment generally fare better than their counterparts without these advantages, because family support is thought to reduce or buffer the effects of individual mental health.

Family support is assistance that can be given to other family members in the form of goods, services, information and advice that can make the recipient of support feel loved, valued and at ease. This support is the attitude, action and acceptance of the family towards sick sufferers. Family members perceive that people who are supportive will always be ready to provide the help and assistance needed. Family support received by one family member from another family member in order to carry out the functions contained in a family. The form of family support for family members is morally or materially. The existence of family support will have an impact on increasing the confidence of sufferers in dealing with the treatment process of their illness (Misgiyanto & Susilawati, 2014).

Research Framework

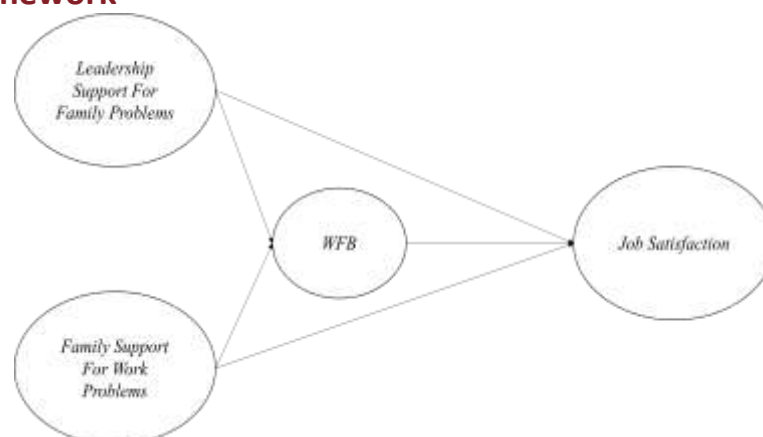


Figure 1. Research Framework.

Research method

Quantitative Method

This type of research is a quantitative research. Siregar (2017) states that quantitative research uses data in the form of numbers which are analyzed using statistical calculations. This research is included in the type of correlational quantitative research. The researcher wants to see that the leadership's social support has an effect on work family balance in the workplace of health workers in Kec. Bagan Sinembah.

Based on the time dimension of data collection, this research uses a cross-sectional technique, namely the data collected comes at one time (single point in time) or a short period of time (Johnsons & Christensen, 2017).

Results

Analisis SEM-PLS

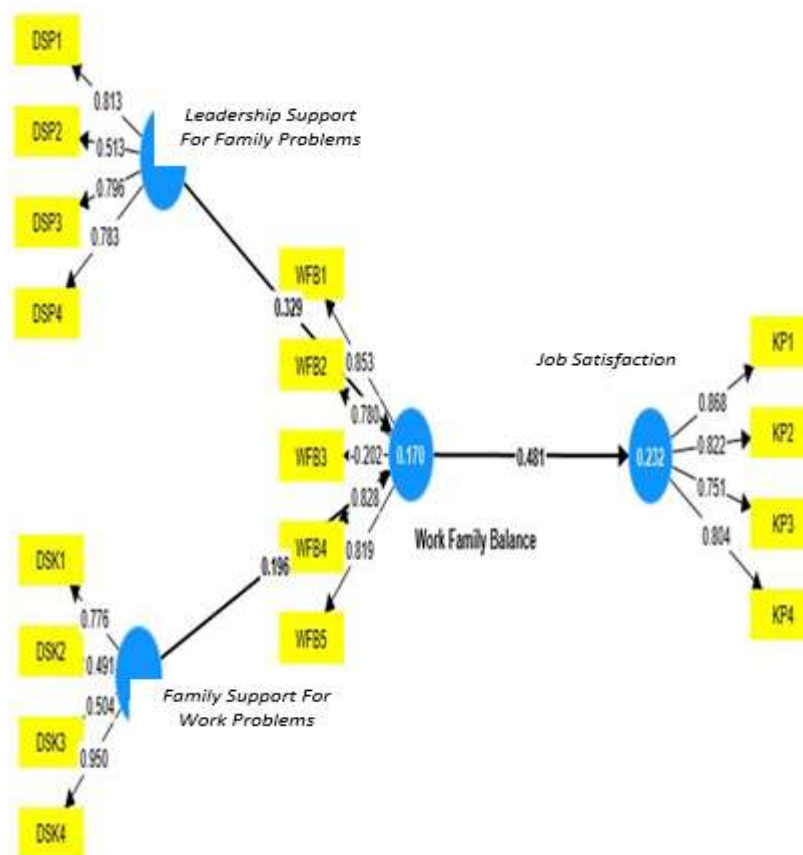


Figure 2. Path Chart.

Discussions

The perceived impact of leadership social support is a potentially interesting phenomenon because it can assist in understanding the relationship between individuals and their social environment. According to Pierce (in Mahmudi & Suroso, 2014), the impact of leadership's social support is emotional, informational or mentoring resources obtained from people in an individual's environment so that individuals are able to face the problems and crises they are facing in life. Based on the job-demand resource theory,

this study aims to explain why and how the perceived impact of social support from leaders can affect employee involvement in job satisfaction. In particular, the findings in this study indicate that the impact of social support from leaders that is felt indirectly has an important role in influencing employees to engage in job satisfaction.

Furthermore, work family balance / family and work balance in the workplace functions as a mediating mechanism that explains the influence of perceived leadership social support on employee job satisfaction. The findings of this research provide a valuable contribution in broadening understanding of the underlying mechanisms between the impact of perceived leadership social support on employee job satisfaction regarding work-family balance in the workplace. Then we will discuss the theoretical and practical contributions of this research.

This study examines the mechanisms underlying the process of the relationship between the perceived impact of social support from leaders on employee job satisfaction. In particular, this study investigates the mechanism of work family balance / family and work balance in the function of the perceived impact of social support from leaders. The findings clearly show that the perceived impact of leadership social support has a positive effect on work family balance/family and work balance. In addition, the results of this study state that the perceived impact of leadership social support on employee job satisfaction is fully mediated by work family balance / family and work balance.

The findings in this study explain that the perceived impact of leadership social support affects employee job satisfaction. This study states that the impact of the social relations of leaders that are felt directly has a positive effect on job satisfaction (hypothesis 1). This finding state that the impact of social support from leaders that is felt high by employees affects employee job satisfaction so that employee performance will be higher. On the other hand, the impact of social support from the leadership that is felt low by employees affects employee job satisfaction so that employee performance will be lower.

Based on job-demand resource theory (Hobfoll, 2001, 2002), this study states that the perceived impact of social support from leaders has a positive effect on work family balance and work at work (hypothesis 2), happiness at work has a positive effect on satisfaction work (hypothesis 3), work family balance and work at work mediate the relationship between perceived leader social support and job satisfaction (hypothesis 4). These findings provide a strong understanding of the mechanisms underlying the process between perceived leader social support and job satisfaction. This finding describes the leader's social support felt by employees causing Work Family Balance / Family and Work Balance in the workplace. In addition, the Work Family Balance mechanism in the workplace gives us a good understanding of why and how perceived social support from leaders can affect employee job satisfaction.

Then, the findings of this research also provide an understanding of the role of perceived social support from leaders in forming work-family balance in the workplace as has been found by previous researchers (Salas-Vallina & Alegre, 2018). Based on job-demand resource theory, the findings of this research state that job resources such as social characteristics, which in this case are represented in the perceived social support of leaders, can stimulate positive employee attitudes such as work-family balance / balance between family and their work at work. Work. When employees have work-family balance in the workplace, it can be seen from feelings of positive passion and high enthusiasm,

satisfied objective evaluations of job characteristics, and high affective feelings about the organization which tend to influence job satisfaction.

Apart from having theoretical implications, this research also has practical (managerial) contributions or implications. The findings of this research provide useful insights for managers or leaders to design strategies in an effort to provide leadership social support for work-family balance and job satisfaction for employees. Then will explain some of the implications of leadership social support felt by employees in this study.

This research explains that perceived leadership social support can create work-family balance in the workplace. This plays a role. According to Sarafino (2018) there are several impacts of social support from leaders, namely: a). increasing individual work productivity; where workers who have high availability of leadership social support have lower blood pressure than those who have little availability of support. b). managing stress (pressure) and improving and maintaining physical health and individuals who have high leadership social support, have a low tendency to die, in contrast to individuals who have low leadership social support who have a high tendency to die. c). reducing stress and increasing individual self-esteem, social activities can reduce stress. So that the social support that employees feel from leaders at work influences the employee's performance.

The findings of this research explain that work-family balance in the workplace mediates the relationship between perceived leadership social support and employee job satisfaction. Psychological characteristics such as work family balance / family and work balance in the workplace can encourage positive and constructive behavior and create environmental conditions and consider other factors that can build happiness in the workplace.

The results of this study have limitations that can serve as guidelines and suggestions for researchers in conducting research. First, this research only took a sample of employees working in government institutions (non-profit organizations) in one province in Indonesia, namely health workers. Thus, the results of the research may be limited to generalizing context, organizational characteristics and culture. In further research, it is recommended that factors such as organizational characteristics and culture can be considered as control variables in research.

Second, the nature of this research is "cross-sectional" which cannot provide a strong picture in justifying the results of a "causal-effect relationship." Therefore, it is hoped that future research will use longitudinal data or utilize an experimental study design to prove the theoretical model in this research.

Third, this research uses the "self-report measurement" technique where variable data is collected from the same source at the same time, namely employees who take measurements on all variables at one time. Statistically, the research data is free from CMV (common method variance) (Podsakoff et al., 2003). Future research is expected to use different sources and time so that the data is free from CMV problems.

Fourth, this research uses perceived leadership social support as well as family social support which reduces problems at work through the work family balance mechanism in influencing job satisfaction. Therefore, future research is expected to consider leadership

social support and family social support in influencing job satisfaction. Leadership Social Support for Work Family Balance in Health Workers at the District Health Center.

Conclusion

Based on data analysis, conclusions can be drawn:

1. This research states that the impact of perceived leadership social support directly has a positive effect on job satisfaction (hypothesis 1). These findings state that the impact of the leader's social support which is felt by employees to be high influences employee job satisfaction so that employee performance will be higher.
2. This research states that the perceived impact of social support from leaders has a positive effect on work family balance in the workplace.

Specifically, this research investigates the mechanism of work-family balance in the function of perceived leader social support. The findings in this study explain that perceived leadership social support influences employee job satisfaction. Based on job-demand resource theory, this research states that perceived social support from leaders has a positive effect on work family balance / family and work balance at work (hypothesis 2), happiness at work has a positive effect on job satisfaction (hypothesis 3), Work Family Balance /Family and Work Balance at work mediates the relationship between perceived leader social support and job satisfaction (hypothesis 4). These findings explain that the social support of leaders and the social support of families felt by employees give rise to Work Family Balance in the workplace. Then, the findings of this research also provide an understanding of the role of perceived social support from leaders in forming work-family balance in the workplace as has been found by previous researchers.

The findings of this research provide useful insights for managers or leaders to design strategies in an effort to provide leadership social support for work-family balance and job satisfaction for employees. Then we will explain some of the implications of leadership social support and family social support felt by employees in this research. This research explains that the perceived social support of leaders and family social support can create work-family balance in the workplace.

The findings of this research explain that work-family balance / work-family balance in the workplace mediates the relationship between perceived social support from leaders and family social support and employee job satisfaction. The results of this study have limitations that can serve as guidelines and suggestions for researchers in conducting research. Third, this research uses the "self-report measurement" technique where variable data is collected from the same source at the same time, namely employees who take measurements on all variables at one time.

Statistically, the research data is free from CMV. For further research, it is hoped that different sources and time will be used so that the data is free from CMV problems. Fourth, this research uses leadership social support and family social support which is felt through the work family balance mechanism in influencing job satisfaction.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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