

Influence of Work Family Conflict and Job Satisfaction on Medical Employee Performance through Organizational Commitment

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ABSTRACT

This study aimed to determine the influence of work family conflict (WFC) and job satisfaction (JS) on medical employee performance (EP) through the organizational commitment (OC) in PKU Muhammadiyah Hospital Yogyakarta, Indonesia. This quantitative research utilized questionnaire as the data collection method. After employing the census method, this research gathered a total of 133 nurses as respondents consisting of 80.8% females and 19.2% males. The quantitative analysis techniques employed in this research included t test, F test, multiple linear regression analysis, and path analysis with validity, reliability, and classical assumption tests. The study found that WFC had no significant influence on OC, whereas JS had significant and positive influence on OC. WFC indicated significant and negative influence on EP, and JS had significant and positive influence on EP. WFC and JS had greater direct influence on EP than the indirect influences of WFC and JS on EP through OC.

Keywords: Work Family Conflict, Job Satisfaction, Organizational Commitment, Employee Performance.

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1. INTRODUCTION

One of the organizational resources, which plays an important role in achieving organizational goals is human resources (HR). Companies should be aware that HR is an important asset requiring management that addresses business needs to improve company competitiveness. In accordance with the theories expressed by Bangun (2012), enhancing human capital must be the task of human resource management (HRM) to adapt to environmental changes and serve as a competitive advantage source.

Performance is generally defined as a person's success in performing a task. Employee performance (EP) is work achieved by a person in carrying out assigned tasks to achieve a work target. This definition is in accordance with the theory expressed by Bernadin and Rusell (1993) that work performance is a record of the results obtained from certain job functions or activities over a period. Individual performance is a combination of ability, effort, and opportunity that can be measured from the results generated. Therefore, performance is unrelated to personal characteristics directed by someone but work that has been and will be performed by someone.

EP is also defined as organizational success determinants to achieve

organizational goals. Iswesvaran and Ones (2000) explained that performance is an action, a measurable outcome that involves, relates to, and contributes to the achievement of organizational goals (Zahra and Ajmal, 2015). Therefore, organizational leaders should pay extra attention to EP because the decline of the latter can generally affect company performance. EP can be improved in an organization through various efforts, such as creating employee job satisfaction (JS) and building a comfortable work environment by managing conflicts among employees. As an important issue in today's business world, the study utilizes work family conflict (WFC) as the sample. Notably, workers are frequently unable to find a balance between their careers and their families, given the existing priority between one rule and the other. This observation is accordance with the theory put forward by Greenhaus and Boutell (1985) which states that WFC tends to stem from the conflict between roles arising as a consequence of the inconsistent demands between workplace and in-family roles, leading to unbalanced demand as the main trigger of inter-role conflicts.

In addition, EP can also be influenced by JS. This finding is in accordance with a previous research (Carmeli and Anat, 2004), which found an existing positive relationship between JS and EP. Another research (Gu and Ricardo, 2009) also concluded that JS is significantly correlated with performance, while training opportunities, salaries, benefits, and support from peers and superiors are significant drivers of JS. Similarly, Maharani et al. (2013) found that JS directly affects EP.

JS is important in identifying employee performance levels. In practice, JS fosters employee morale. Conversely, job dissatisfaction reduces employee morale and passion, which affects EP within the company. Nitisemito (1992) supported this assumption stating that organizational effectiveness and productivity are strongly influenced by JS, whereas job dissatisfaction decreases enthusiasm and morale. In addition, Nelson (2006) in Maharani et al. (2013) also stated that JS can also be interpreted as an employee's feelings toward a job that can influence how employees work. A satisfied employee will tend to improve their performance in quantity and quality (Maharani et al., 2013).

To minimize the occurrences of WFC and employee dissatisfaction that may affect EP, the company required a commitment that is expected to improve EP in the workplace. Luthans (2006) defined organizational commitment (OC) as an attitude that reflects employees' loyalty to the organization and an ongoing process whereby organizational members express their concern for an organization to succeed. Thus, employees with high commitment to their organization will display high attention to the company while continuously improving their performance.

Commitment affects employee decisions to maintain their performance and membership in the organization; this is because the former includes an active relationship with the organization wherein individuals are willing to give something more of themselves to attain organizational success and prosperity. Coinciding with this statement, Robbins (2006) described OC as an employee condition in which employees favor the organization with a particular purpose and intend to maintain membership in the organization. OC explains the relative strength of individual identification with EP involvement and presents loyalty to the organization.

The organization is a crucial key for building OC through organizational support. This idea is in accordance with Pack and Soetjipto's statement in the research by Ratika and Sunjoyo (2011), which states that organizational support has a positive relationship with OC. Several previous studies have suggested a positive relationship between OC

and several other variables (Casper et al., 2002, Li et al., 2013, and Casper et al., 2011), stating that WFC affects OC. Other research (Imran et al., 2014; Aydogdu and Asikgil, 2011) has concluded that JS affects OC. Similarly, other studies (Yavas et al., 2008; Zahra and Ajmal, 2015; Li et al., 2013) has confirmed that OC affects EP. From the results of these studies, commitment can be concluded to provide a positive effect on organizational sustainability. In hospital organizations, commitment can help achieve the quality of effective health services.

Certain factors described above must be a concern for an organization to strengthen its organizational position in facing the global era competition. Hospital organizations have high levels of competition. Recently, Indonesia experiences an increasing development in health business competition, sequentially anticipating an increase in the competition for health services. Researchers choose hospitals as research objects, considering their important role in health services for the community. Nursing is an important profession in hospitals. The quality of service provided by a nurse is closely related to hospital services in general, considering the dominant quality of the nursing profession with a service period of up to 24 hours a day. Thus, a nurse can be considered as the heart of the hospital. According to the preliminary results of the study, medical employees in PKU Muhammadiyah Hospital tend to experience WFC, especially the married employees. According to a ward supervisor, married employees tend to have claims that may affect individual or even ward performance because the demands are related to work delay, work hours, and time off. Finally, the current research is conducted based on the abovementioned previous studies.

2. LITERATURE REVIEW

2.1 Previous Research

2.1.1 Relationship between WFC and OC

Research on the influence of WFC on OC (Li, Lu, and Zhang., 2013) has stated that FWC was negatively related to affective commitment; WFC was insignificantly positively related to affective commitment; and FWC was negatively related to normative commitment. In support of this relationship, Mubassyir and Nuri (2014) found a positive and significant influence of WFC on OC. The results were also supported by Chang (2007) who found that WFC was significantly negatively related to OC and JS. Furthermore, Casper *et al.* (2011) indicated that work interfering with family (WIF) than family interfering with work (FIW) was unrelated to affective commitment; WIF was positively related to continue commitment but not with FIW. Buhali and Margaretha (2013) also showed that WFC negatively affects OC, whereas JS positively influences OC. Based on these studies, the current research hypothesizes the following:

H1: WFC has a significant influence on OC.

2.1.2 Relationship between JS and OC

Research on the influence of JS on OC (Aydogdu and Asikgil, 2011) found that JS has a significant and positive relationship with three dimensions of OC. Similarly, Yucel (2012) found that JS positively affects affective, continuous, and normative commitments. Furthermore, Fu and Deshpande (2014) showed that JS variables have a

direct and significant influence on OC and also indirectly affect performance. This relationship is also supported by Tsui, Yi-shyuan, and Tung-han (2013) who concluded that JS has a significant and positive relationship with OC; OC has a significant and positive relationship with EP, and JS has a significant and indirect relationship with EP as mediated by OC. Similarly, Bailey, Faisal, and Soad (2016) found a positive relationship between JS and OC. Based on these studies, the current study proposes the following hypotheses:

H2: JS has a significant influence on OC.

H5: The variables WFC and JS have a significant influence on OC.

2.1.3 Relationship between WFC and EP

Research on the influence of WFC on EP (Yavas, Emin, and Osman, 2008) found that a positive and significant influence exists between WFC on work performance, whereas FWC negatively affects work performance. Li, Lu, and Zhang (2013) reported that FWC has a stronger negative relationship with performance than WFC. The study was supported by Zahra and Ajmal (2015) who found that WFC significantly affects job performance. However, OC has a positive and significant influence on work performance without the moderating effects of FWC. Based on these studies, the current study proposes the following hypotheses:

H3: WFC has a significant influence on EP.

H8: A direct influence (WFC toward EP) is greater than indirect influence (WFC on EP through OC).

2.1.4 Relationship between JS and EP

Research about the influence of JS on EP (Carmeli and Anat, 2004) found a positive relationship between JS and work performance. In support of this relationship, Gu and Ricardo (2009) determined that JS was significantly correlated with job performance. Maharani, Eka, and Noermijati (2013) argued that JS directly affects EP. Furthermore, Khan et al. (2014) reported that aspects of JS significantly influence the level performance among the autonomous medical institutions in Pakistan. Imran et al. (2014) indicated a significantly positive relationship between JS and performance. In addition, Lis and Yunus (2016) found that JS has a positive and significant impact on performance. Tsui, Yi-shyuan, and Tung-han (2013) stated the following: JS has a significant and positive relationship with OC, OC has a significant and positive relationship with EP, JS has a significant relationship with EP, and JS will have a significant and indirect correlation with EP, mediated by OC. Based on these studies, the current study proposes the following hypotheses:

H4: JS has a significant influence on EP.

H6: The variables WFC and JS have a significant influence on EP.

H9: An direct influence (JS toward EP) is greater than indirect influence (JS on EP through OC).

2.1.5 Relationship between OC and EP

Studies about the influence of OC on EP (Imran et al., 2014) found a significantly positive relationship between OC and performance. In support of these results, Fu and Deshpande (2014) concluded that the OC variable has a significant direct effect on performance. Tsui, Yi-shyuan, and Tung-han (2013) then determined that OC has a significant and positive relationship with performance. This finding is also supported by

Zahra and Ajmal (2015) who found the positive and significant influence of OC to EP without the moderating effects of FWC. Thus,
H7: OC has a significant influence on EP.

3. THEORETICAL BACKGROUND

3.1 HRM. Dessler (2004) defined HRM as the process to obtain, train, appraise, compensate, and take care of their labor relation, health, and safety, as well as matters relating to justice. HRM is a human management approach based on three basic principles. First, human resource is the most important asset owned by an organization, whereas effective management is the key to organizational success. Second, organizational success is achieved if the policies and procedures relating to employees are interconnected and contribute to the achievement of organizational goals and strategic planning. Third, organizational culture and values are interconnected, and they considerably impact the best outcomes (Armstrong, 1988).

3.2 WFC. Greenhaus *et al.* (2000) defined WFC as a form of inter-conflict/ conflict between roles, which are contradictory in certain aspects. Thus, participation in job and family roles becomes increasingly difficult with conflict. In addition, Spector (1996) argued that WFC is a form of role conflict occurring between the demands of work and family life. This conflict can be experienced by every employee, especially for dual career couples with children and for single parents. Among employees, WFC is a conflict between the requirement to complete office work and required attention to the family as a whole; consequently, a blurring distinction occurs between the work-disturbs-family and family-disrupts-work (Frone, Russell, and Cooper, 1992). Based on several definitions of WFC above, the researcher concludes that it is a conflict in individuals who play a dual role between roles in work and family.

3.3 JS. Luthan (1997) defined JS as a result of employee perceptions on how their work can provide something considered important. Mathis and Jackson (2006) also stated that JS is a positive emotional state of evaluating one's work experience; job dissatisfaction arises when a difference exists between expectations and reality. The critical factor is what employees expect from their work and what they receive as rewards from it. Spector (1996) defined JS to be generally treated as a collection of feelings or affective responses associated with work situations or simply how people feel regarding various aspects of their work. Based on the definition of a few experts, job satisfaction can be concluded as a reflection of a person's feelings toward his work. The latter is a positive thing that employees feel toward their work, which will then be manifested by employee reciprocity to the company.

3.4 EP. Dessler (2004) defined performance as a work achievement, that is, the comparison between work outcomes and work standards. In addition, Bernadin and Russell (1993) defined performance as a record of the results obtained from certain job functions or activities over a period. Mathis and Jackson (2006) then stated that performance is basically what employees do or do not do. From a few of these definitions, performance is the result of work that can be achieved by a person or group of people within the organization than the criteria that have been established

together and in accordance with the results expected by the organization to realize organizational goals.

3.5 OC. OC is defined as a situation wherein an employee sides with a particular organization and the purpose of its purpose and desire to maintain its membership in the organization (Robbins and Timothy, 2008). Alternately, Mathis and Jackson (2006) defined OC as the level of trust and acceptance of labor to organizational goals and a desire to remain in the organization. Meyer and Allen (1997) defined OC as a psychological construct of the members' characteristic relationship of the organization to its organization and has implications for individual decisions to continue their membership in that organization. Members committed to their organization can survive as part of the organization. From the above statement, OC can be concluded to describe the extent to which a person identifies his relationship with his organization and willingness to remain in the organization. In essence, OC is defined as the process of individual keryawan in identifying themselves with values, rules, and organizational goals.

4. CONCEPTUAL FRAMEWORK

The current research framework is designed as follows.

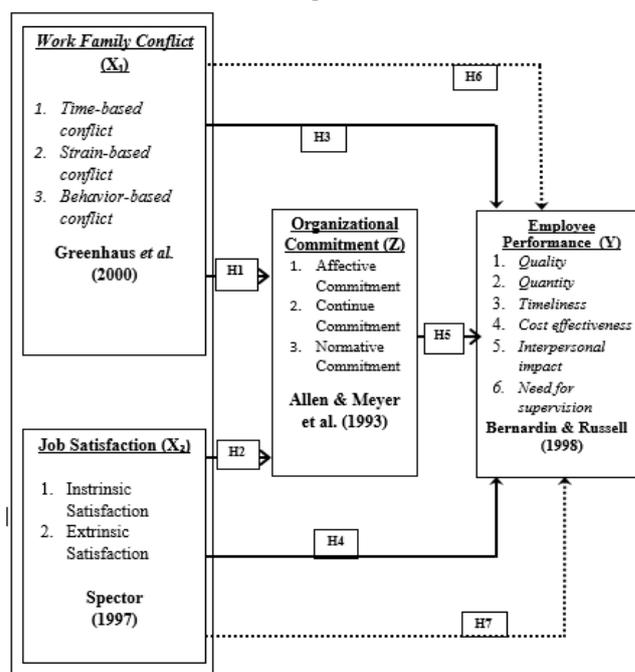


Figure 1: Conceptual Framework

Source: Li, Lu, and Zhang (2013); Mubassyir and Nuri (2014); Chang (2007); Karatepe and Mehmet (2006); Aydogdu and Asikgil (2011); Yucel (2012); Fu and Deshpande (2014); Tsui, Yi-shyuan, and Tung-han (2013); Bailey, Faisal, and Soad (2016); Yavas, Emin, and Osman (2008); Li, Lu, and Zhang (2013); Zahra and Ajmal (2015); Patel et al. (2006); Mubassyir and Nuri (2014); Carmeli and Anat (2004); Gu and Ricardo (2009); Khan et al. (2014); Imran et al. (2014); Narimawati (2007); Imran et al. (2014); Tsui, Yi-shyuan, and Tung-han (2013)

5. RESEARCH METHODS

5.1 Research Approach. The current research employed quantitative approach using survey via questionnaire. Sugiyono (2011) defined quantitative research as a research method used to study the population or a particular sample; sampling techniques are generally randomly performed, with data collection using research instruments, namely, quantitative/statistical data analysis, to test the hypotheses that have been set before. This method was employed to determine the influence of WFC and JS on EP through OC.

5.2 Research sites. The research was conducted in PKU Muhammadiyah Hospital Yogyakarta, Indonesia. This hospital is located in KH. Ahmad Dahlan Street Number 20, Gondomanan, Yogyakarta, Indonesia 55152 with Telephone/faxcimile: (0274) 512653, 512653. Email: info@rspkujogja.com.

5.3 Population and Sample. The population of the current study comprised all married medical employees, totaling 133 persons. This research considered the population of 133 people using the census sampling method.

5.4 Research Variables.

5.4.1 WFC. Greenhaus et al. (2000) defined WFC as a form of inter-conflict/conflict between roles, which are contradictory in certain respects. Indicators of WFC include time-, strain-, and behavior-based conflicts (Greenhaus et al., 2000).

5.4.2 JS. Spector (1996) described JS to be generally treated as a collection of feelings or affective responses associated with work situations or simply how people feel regarding various aspects of their work. Spector (1996) identified nine aspects of job satisfaction in the JS Survey (JSS), namely, JS Indicators, such as Salary, Promotion, Supervision, Compensation Rewards/ Additional Benefits, Operational Conditions/ Procedures and Work Regulations, Co-workers, Nature of Work, and Communication.

5.4.3 EP. Bernardin and Russell (1993) described performance as a record of the results obtained from certain job functions or activities over a period. Bernardin and Russell (1993) stated six criteria to measure EP, namely, Quality, Quantity, Timeliness, Cost Effectiveness, Interpersonal Impact, and Need for Supervisor.

5.4.4 OC. Allen and Meyer (1990) defined OC as a psychological construct of the members' characteristic relationship of the organization to its organization and has implications for individual decisions to continue their membership in that organization. Members committed to their organization will have the ability to survive as part of the organization. Indicators of OC include Affective Commitment, Continuous Commitment, and Normative Commitment (Allen and Mayer, 1990).

5.5 Instrument Test

5.5.1 Validity Test. Validity test in this research was calculated for each item of question/statement from the variables of WFC, JS, OC, and EP. Data obtained

from 130 respondents were processed using program SPSS 22.0. Calculation of instrument validity was based on a comparison between r_{count} and r_{table} , where $r_{table} = 0.1723$ [$df = N-2$ (130-2)] with significance level of 5% (0.05). If the r_{count} is larger than the r_{table} ($r_{count} > r_{table}$), then, the question or statement is considered valid.

5.5.2 EP Variables (Y). Based on the validity test result on each item of question or statement on EP variable, One (1) to 18 (eighteen) statements were considered valid for the performance variable (Y), proven with ($r_{count} > r_{table}$). The item above can be used in subsequent research to measure EP variable.

5.5.3 WFC Variables (X1). One (1) to 14 (fourteen) statements were considered valid for the variable work family conflict (X1), proven with ($r_{count} > r_{table}$). The item above can be used in subsequent research to measure WFC variable.

5.5.4 JS Variable (X2). Based on the validity test results, one (1) to 32 questions were considered valid for JS variable (Z), proven with ($r_{count} > r_{table}$). The item above can be used in subsequent research to measure JS variable.

5.5.5 OC Variables (Z). From the results, one (1) to 15 (fifteen) statements were considered valid for OC variable (Z), proven with ($r_{count} > r_{table}$). The item above can be used in subsequent research to measure the OC variable.

5.5.6 Reliability Test Results. Reliability testing in this research was performed by calculating the value of *Cronbach's alpha* instrument from each of the tested variables. Based on data analysis result, the value of coefficient Cronbach's Alpha for four variables tested had a coefficient value of Cronbach's Alpha greater than 0.6, which concludes that the instrument is reliable and can be used in further research. The result of variable EP (Y) had a coefficient value of Cronbach's Alpha, 0,952; variable WFC (X1) had a coefficient value of Cronbach's alpha, 0,825; variable JS (X2) had a coefficient value of Cronbach's alpha, 0,832; and variable OC (Z) had coefficient value of Cronbach's Alpha, 0,899.

5.6 Data Analysis Techniques

5.6.1 Regression Model I. Analysis of Regression Model I was employed to determine the magnitude of the direct influence of WFC and JS on EP. Linear regression equation is used. Equation: $Z = a + b_1 X_1 + b_2 X_2$.

5.6.2 Regression Model II. Analysis of Regression Model II is utilized to find the magnitude of indirect influence of WFC and JS on EP. Equation: $Y = a + b_1 X_1 + b_2 X_2$.

5.6.3 Regression Model III. Analysis of Regression Model III was used to derive the indirect effects of WFC, JS, and OC on EP. Equation: $Y = a + b_1 X_1 + b_2 X_2 + b_3 Z$.

Description: Y is the EP, X1 is the WFC, X2 is the JS, Z is the OC, b1 is the regression coefficient, b2 is the regression coefficient, and b3 is the regression coefficient.

6. FINDINGS

6.1 Descriptive Analysis. Descriptive analysis of variables is an analysis of data mainly aimed to explain or define a set of data in a variable under study. Processed data are the perception of respondent data in the research variables of WFC, JS,

OC, and EP. The following is a recapitulation presenting respondents' perceptions on the research variables used in this study. In the 1–5 scale, Mean of EP is 3,91, which can be categorized as high perceptions; Mean of WFC is 2,28 that can be categorized as low perceptions; Mean of JS is 3,34 that can be categorized as high perceptions; and Mean of OC is 3,87 that can be categorized as high perceptions.

6.2 Classical Assumption Test Results. A classic assumption test aims to determine whether the regression model obtained can produce a good linear estimator. The regression model obtained is free from symptoms of multicollinearity, heteroscedasticity, and normal distribution. The classical assumption test consists of the following.

6.3 Normality Test Results. The normality test aims to determine whether a variable on the regression model or residual has a normal distribution (Ghazali, 2011). The data, which are distributed normally, can minimize the possibility of bias. Normality test in this research employed the Kolmogorov-Smirnov test. Residual distribution is normal if the level of significance is greater than 0.05. Based on the Kolmogorov-Smirnov test, the data processed can be concluded as a normally distributed data because the value of significance is $0.151 > 0.05$. Thus, the normality test is met.

6.4 Multicollinearity Test Results. The multicollinearity test aimed to show whether a correlation exists between independent variables in a multiple regression model. If a correlation exists, then, multicollinearity problem exists. A good regression model should not be correlated with independent variables (Ghozali, 2011). Based on the results, the calculation using SPSS 22.0 indicated that the VIF value is less than 10 ($VIF \geq 10$) for all independent (free) variables (WFC [1.083], JS [1.236], and OC [1.176]). The regression model equation can be concluded to have no multicollinearity problem. Thus, no multicollinearity exists among the independent variables, thereby considering the equation feasible for further analysis.

6.5 Heteroscedasticity Test Results. The heteroscedasticity test aimed to determine whether in the regression model of the residual variance, inequality occurred from one observation to another. If the residual variance from one observation to another remains, then, it is called Homoscedasticity; otherwise, it is called, heteroscedasticity (Ghozali, 2011). The heteroscedasticity test in this study employed the Gleijser method. From the results, no heteroscedasticity is observed because $\text{Sig.} > 0.05$, thereby concluding that no heteroscedasticity exists.

7. Multiple Regression Analysis

7.1 Influence of WFC and JS on OC. Based on the calculation results of regression obtained, multiple linear regression equation could be made as follows: $Z = a + b_1 X_1 + b_2 X_2 + \epsilon$ then, the equation is considered in the equation influencing the WFC and JS on OC as follows: $Z = 1,956 + (-0,60)X_1 + (0,366) X_2 + \epsilon$

Table 1
Multiple Linear Regression Results of WFC and JS on OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,956	,544		3,593	,000
	WFC (X1)	-,053	,074	-,060	-,710	,479
	JS (X2)	,548	,127	,366	4,305	,000
a. Dependent Variable: OC (Z)						

Sources: Primary data processed, 2017

7.2 Influence of WFC and JS on EP. Based on the calculation results of regression obtained, multiple linear regression equation can be made as follows: $Y = a + b_1 X_1 + b_2 X_2 + \epsilon$ then, the equation is considered in the equation influencing the WFC and JS on EP as follows: $Y = 2,179 + (-0,206) X_1 + 0,368 X_2 + \epsilon$

Table 2
Multiple Linear Regression Results of WFC and JS on EP

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,179	,552		3,949	,000
	WFC (X1)	-,190	,075	-,206	-2,532	,013
	JS (X2)	,582	,129	,368	4,516	,000
a. Dependent Variable: EP (Y)						

Sources: Primary data processed, 2017

7.3 Multiple Linear Regression Testing Using Three Independent Variables of WFC, JS, and OC on EP. Based on the calculation results of regression obtained, multiple linear regression equation can be made as follows: $Y = a + b_1 X_1 + b_2 X_2 + b_3 Z + \epsilon$ The multiple linear regression testing results of WFC, JS, and OC on EP can be shown in equation multiple linear regression as follows. With regard to linear regression equation, $Y = 1,510 + (-0,187)X_1 + 0,250 X_2 + -0,323Z + \epsilon$

Table 3
Multiple Linear Regression Results of WFC, JS, and OC on OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,510	,547		2,760	,007
	WFC (X1)	-,172	,071	-,187	-2,421	,017
	JS (X2)	,395	,131	,250	3,029	,003
	OC (Z)	,342	,085	,323	4,020	,000
a. Dependent Variable: JP (Y)						

Sources: Primary data processed, 2017

8. Path Analysis Results

Path analysis aims to understand the significant influence between the variable

WFC and JS on EP through or not through OC. Path analysis is the extension of multiple linear regression analysis; alternately, path analysis is the use of regression analysis to estimate the causality relationship between variables (casual model) predetermined by theory (Ghozali, 2005).

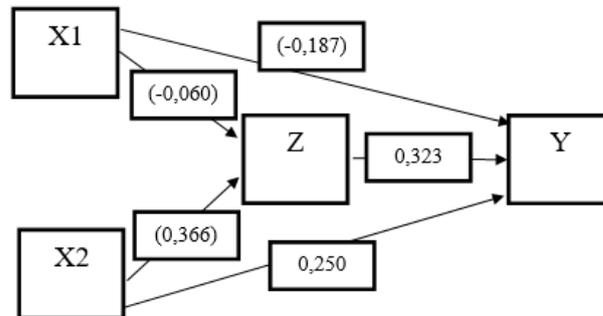


Figure 2: Analysis of Direct and Indirect Influence Paths

Sources: Primary data processed, 2017

The following is a summary of the path coefficient, direct influence, indirect, and total influence of WFC (X1), JS (X2) on EP (Y) through OC (Z):

Table 4
Summary of Path Coefficients, as well as Direct and Indirect Effects

Influence Variables	of	Direct	Indirect (Through OC)	Total
X ₁ → Z		(-0,060)	0	(-0,060)
X ₂ → Z		0,366	0	0,366
X ₁ → Y		(-0,187)	0	(-0,187)
X ₂ → Y		0,250	0	0,250
Z → Y		0,323	0	0,323
X ₁ → Y		(-0,187)	(-0,019)	(-0,206)
X ₂ → Y		0,250	0,118	0,368

Sources: Primary data processed, 2017

8.1 Influence of WFC on EP through OC

From the calculation of path analysis, the value of coefficient regression of WFC on EP could be concluded as (-0.187), and coefficient regression of WFC indirectly to the EP as $(-0,060 \times 0,323) = (-0,019)$. The direct regression coefficient is greater than the indirect coefficient. This finding means that the direct influence of WFC on EP could be concluded as greater than the indirect effect of WFC on EP $(-0,019) > (-0,187)$. Thus, H8 is proven, which reads that “Assumed the direct influence of WFC variable on EP is greater than the indirect influence of WFC variable on EP through OC.”

8.2 Influence of JS on EP through OC

From the calculation of path analysis, the value of coefficient regression of JS on EP could be concluded as 0.250, regression coefficient of indirect JS on EP as $(0,366 \times 0,323) = 0,118$. Indirect regression coefficient is greater than direct coefficient. This result means that the direct influence of JS on EP could be concluded as greater than the

indirect effect of JS on EP, that is, $0.251 > 0.118$. Thus, H9 is proven, which reads “Assumed the direct influence of JS on EP is greater than the indirect effect of JS variable on EP through OC.”

Table 2. Recapitulation Hypothesis Test Results

Number	Hypothesis	Result
H1	WFC has a significant influence toward OC	Unproven
H2	JS has a significant influence toward OC	Proven
H3	WFC has a significant influence toward EP	Proven
H4	JS has a significant influence toward EP	Proven
H5	The variable WFC and JS had a significant influence on OC	Proven
H6	The variable WFC and JS had a significant influence on EP	Proven
H7	OC has a significant influence toward EP	Proven
H8	An direct influence (WFC toward EP) is greater than the indirect influence (WFC toward EP through OC)	Proven
H9	An direct influence (JS toward EP) is greater than the indirect influence (JS toward EP through OC)	Proven

Source: Primary data processed, 2017

9. DISCUSSION

9.1 Influence of WFC on OC

Based on the data analysis results, the variable WFC had no significant influence on OC. The findings were consistent with several previous studies. Karatepe and Mehmet (2006) found that family–work conflicts did not have a significant influence on the affective commitment of the organization. Similarly, Buhali and Margaretha (2013) determined that WFC had no significant influence on OC. Rantika and Sunjoyo (2010) then found that no influence exists on WFC against OC in the nursing profession at the Dr. Moewardi Hospital. The result of interview revealed that the nurses in PKU Muhammadiyah Hospital have proven their commitment since the beginning of their work, before, or after marriage, either through training or supply has been done before.

9.2 Influence of JS on OC

Based on the research data analysis, JS variable had a significant and positive effect on OC. This result is in line with a few previous studies (including Aydogdu and Asikgil, 2011). The results of this study indicate that JS has a significant and positive relationship with three dimensions of OC to employees in the production and service areas. Yucel (2012) then showed that JS had a positive effect on affective, continuous, and normative commitments. Fu and Deshpande (2014) concluded that JS variable has a direct and significant influence on OC. This study shows that JS is closely related to OC.

9.3 Influence of WFC on EP

Based on the research data analysis, the WFC variable had a significant and negative effect on EP. This research is in line with several previous studies (including Yavas, Emin, and Osman, 2008). The results of this study indicate the existing significant influence of WFC on performance and the negative influence of FWC on

performance. Zahra and Ajmal (2015) showed the variable that the WFC influenced although insignificant to performance. Li, Lu, and Zhang (2013) then concluded that FWC has a significantly negative relationship with performance, whereas WFC and performance have an insignificant relationship.

9.4 Influence of JS on EP

Based on the data analysis results, JS variables had a significant positive effect on EP. This finding is in accordance with the previous research (Carmeli and Anat, 2004), which states that a positive relationship exists between JS and performance. In addition, another previous research corroborates the results of this study (Gu and Ricardo, 2009). This study proves that JS is significantly correlated with performance and that training opportunities, salaries and benefits, and support from peers and superiors are significant drivers of JS. Then, Maharani, Eka, and Noermijati (2013) also found that JS directly affects the performance of employees of Bank Syariah Mandiri Malang, Indonesia. Khan et al. (2014) proved that aspects of JS, such as salary, promotion, work safety, security, working conditions, work autonomy, relationships with colleagues, relations with superiors, and nature of work, significantly affect EP levels in autonomous medical institutions in Pakistan.

9.5 Influence of OC on EP

Based on the data analysis results, OC variable had a significant positive effect on EP. This study is in line with those of a few previous studies. First, Imran et al. (2014) proved a significant positive relationship between OC and EP in different educational institutions (public and private) in Pakistan. Fu and Deshpande (2014) also supported an early study, which found that OC has a direct and significant effect on performance. Then, Tsui, Yi-shyuan, and Tung-han (2013) found that OC has a significant and positive relationship with performance. Other studies also supported the results of this study (Zahra and Ajmal, 2015), suggesting a positive and significant influence of OC to work performance. Then, Mubassyr and Nuri (2014) confirmed the significant positive influence between OC to EP.

9.6 Simultaneous Influence of WFC and JS on OC

Simultaneous influences of the independent variables (WFC and JS) on OC were noted. Supporting this finding, Utama and Desak (2015) found that WFC and JS significantly affect OC. In addition, Li, Lu, and Zhang (2013) found that WFC is positively and insignificantly associated with affective commitment. The relationship is also supported by Mubassyr and Nuri (2014) who found that a positive and significant influence of WFC on OC. Aydogdu and Asikgil (2011) also found that JS has a significant and positive relationship with three dimensions of OC. Similarly, Yücel (2012) found that JS has a positive effect on affective, continuous, and normative commitments. Thus, both can be concluded to have a significant effect on OC.

9.7 Simultaneous Influence of WFC and JS on EP

Simultaneous influences of the independent variables (WFC and JS) on EP were noted. Supporting this finding, Rikantika (2015) found that WFC has a significant negative effect on performance, and JS has a significant positive effect on performance. Thus, both can be concluded to have a significant effect on performance. Then, Yavas, Emin, and Osman (2008) strengthened this finding by confirming the positive and

significant influence between WFC on performance. Mubassyr and Nuri (2014) also found that WFC influences nurse performance. Moreover, Maharani, Eka, and Noermijati (2013) confirmed that JS directly affects EP. Similarly, Khan et al. (2014) found that aspects of JS significantly affect performance. Thus, both can be concluded to have significant effects on performance.

9.8 Indirect Effect of WFC on EP through OC

From the calculation of path analysis, the value of coefficient regression of WFC on EP could be concluded as (-0.187), and the coefficient regression of WFC indirectly toward EP is (-0.019). The direct regression coefficient is greater than the indirect coefficient. This finding means that the direct influence of WFC on EP could be concluded as greater than the indirect effect of WFC on EP through OC $(-0.019) > (-0.187)$. Supporting these results, Sumiarsih (2015) found that role conflicts (WFC) had no significant influence on OC and no mediation influence of OC on the relationship between WFC and performance. Yavas, Emin, and Osman (2008) further reinforced these findings when they confirmed a direct positive and significant influence of WFC on work achievement. Li, Lu, and Zhang (2013) found that FWC has a strong negative relationship with the performance than WFC. In principle, if the employee's rate of WFC is low, then the possible effect on the EP and with the OC are expected to strengthen employee performance.

9.9 Indirect Influence of JS on EP through OC

From the calculation of path analysis, the value of coefficient regression of JS on EP could be concluded as 0.250, regression coefficient of indirect JS on EP as $(0.366 \times 0.323) = 0.118$. Indirect regression coefficient is greater than the direct coefficient. This finding means that the direct influence of JS on EP could be concluded as greater than the indirect effect of JS on EP through OC, that is, $0.251 > 0.118$. Supporting these findings, Fu and Deshpande (2014) also indicated that JS variable has a direct and significant influence on OC and also indirectly affects the performance, and OC has a significant and direct effect on performance. Kristianto et al. (2013) also found that JS had a positive and significant effect against OC and EP. In addition, JS has an indirect influence on EP through OC, but the value of direct influence is greater than the indirect influence. Similarly, Rosita and Tri (2016) found that JS can also have an indirect influence on EP through OC, but the value of direct influence is greater than the indirect influence. Tsui, Yi-shyuan, and Tung-han (2013) strengthened the results, which showed that JS has a significant and positive relationship with OC; OC has a significant and positive relationship with performance, JS has a significant relationship with performance, and JS will have a significant and indirect correlation with performance as mediated by the OC. In principle, if employees have high JS that will affect the performance of these employees, then OC is expected to strengthen the EP within the organization.

9.10 General Discussion

In the previous research, several variables, namely, OC and EP were identified in an organization, namely, Motivation, Conflict, Job Satisfaction, Caring climate, Leadership, Work Stress, Emotional Exhaustion, and Psychological Contract. However, most previous studies concluded that a significant relationship exists among JS, EP, and OC in the relationship of different variables. Thus, the next research contribution is as

follows: the researcher will modify the regression flow for these three variables by adding WFC as independent variable, making JS as an independent variable and OC as an intervening variable. This research also employs path analysis to determine the direct and indirect influences of WFC and JS on EP. Other differences lie in the research object. Most previous studies have combined several samples of companies with different characteristics (manufacturing, IT, healthcare, and banks). By contrast, the current study focused only on medical employees in a hospital, especially married nurses. Although several studies have investigated the effect of variables in the current research, researchers will study a private hospital that certainly has a model, structure, and policies that tend to differ. The next research theory used in this study includes WFC using Greenhaus et al. Theory (2000), JS using Spector theory (1997), OC using Allen and Mayer theory (1990), and EP using Bernardin and Russel (1993) theory.

The current research proposes nine hypotheses requiring proof in this study. Of the nine proposed hypotheses, one hypothesis is not proven. Moreover, eight proven hypotheses are supported with the results of primary data analysis and prior research. A few of the findings supported in this study are the influence of JS on OC, the influence of WFC on EP, the influence of JS on EP, the influence of OC on EP, the influence of WFC and JS on EP, and the influence of WFC and JS on OC. This study also proves the direct and indirect influence of WFC on EP through OC and the direct and indirect influence of JS on EP through OC but with greater value on direct influence.

10. CONCLUSION AND RECOMMENDATION

10.1 Conclusion

Based on the results of data analysis obtained through questionnaires distributed to medical employees (nurses) at PKU Muhammadiyah Hospital in Yogyakarta, we can conclude that WFC had no significant influence on OC, but JS had significant and positive influence toward OC. WFC had significant and negative influence toward EP, and JS had significant and positive influence toward EP. The direct influence of WFC and JS toward EP was greater than the indirect influence of WFC and JS toward EP through OC.

10.2 Recommendation

In reference to the WFC levels that fall into the low category with time-based conflict as the highest item value, which refers to the time required to run one of the demands coming from family or work roles that can reduce the time to run other demands and behavior-based conflict. The latter is a conflict associated with a mismatch between the behavioral pattern and the ones desired by both parts (work or family). Both are family problems that can interfere with work productivity. The company should be capable of providing feedback expected by employees and provide support and encouragement to employees for the latter to overcome difficulties in work, especially in terms of time management associated with differences in pressure and demands of family and work roles. Hospitals are also recommended to implement work–life balance, that is, a balanced state in two role demands by not neglecting all aspects, including in work, personal, family, spiritual, and social lives.

In reference to the level of JS that entered the high category but is still followed by the perception of the lowest indicator item that lies in the operational conditions, the organization must increase the factors that affect employee perceptions through

indicators of operational conditions to maintain and improve JS. These operational conditions include matters relating to workplace procedures and regulations, such as bureaucratic policy and workload.

PKU Muhammadiyah Hospital in Yogyakarta must conduct a satisfaction survey periodically related to JS (promotion opportunity, supervisor role, co-worker, job characteristic, job operational condition, salary, allowance, and award) to determine whether the conditions are in accordance with the perception of organizations relating to employee JS itself or something that still requires improvement and thus must be added to improve employee JS.

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