

The Role of Perceived Social Support to Work Family Conflict on Employees of PT Bank Mandiri (Persero) TBK Jakarta Branch Head Office

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Abstract: This study aims to determine whether there is a significant role between perceived social support to work family conflict on employees of PT. Bank Mandiri (Persero) Tbk Head Office Branch Jakarta. This research uses quantitative method with non-probability sampling technique. Methods of data collection are done by distributing questionnaires to 75 employees of PT. Bank Mandiri (Persero) Tbk Head Office Branch Jakarta. Perceived social support variables were measured using Multidimensional Scale of Perceived Social Support (MSPSS) prepared by G. Zimet, N. Dahlem, S. Zimet, G. Farley (1988). Work family conflict variables were measured using Work Family Conflict Scale (WFCS) measured by Greenhaus and Beutell (1985) which have been used in previous research by R.E Handini (2013). This study has a sig value of 0.003 which means $p < 0.05$ which means that there is a role of perceived social support to work family conflict on the employees of PT Bank Mandiri (Persero) Tbk Branch Office Jakarta.

1 INTRODUCTION

1.1 Background

Every standing company or organization for sure want to be able to achieve success and organizational goals that they have well. This is certainly not something that is easy to achieve. To achieve success, companies need employees who have good and maximum performance. In addition, the workload owned by employees will also be greater which will have an impact on employees, where one of them is experiencing stress. Bankers or people who work in the financial sector are among employees who are prone to stress. This was supported by the Chairperson of the Indonesian Consumers Foundation (YLKI), Zumrotin K Soesilo, who gave an assessment that the level of stress experienced by bank financial service company employees was quite high. This assessment is the conclusion of research conducted by YLKI regarding consumer complaints about financial services. Zumrotin said that the stress experienced by all bank employees, both at the head office and

sub-branches was caused by the number of customer targets applied by the bank (Tempo.co, 2014).

One news website, (JPNN, 2013) also revealed that stress is a major problem experienced by banking employees because they worry about losing their jobs and being replaced by younger employees, unable to achieve sales targets, experiencing salary cuts, and other things. A study conducted by the Swiss-based UNI Global Union found that more than 80 percent of banking and insurance companies in 26 countries experienced deteriorating health conditions experienced by their employees over the past two years. Lyn Mackenzie, author of the report 'Banking: The Human Crisis', says that bankers are often blamed for the global financial crisis. Two published deaths also highlight the pressures faced by workers in the financial sector. "Pressure on salary cuts and sales targets has created a climate of fear in workers so they are too worried about their jobs. In fact, they are reluctant to admit that they suffer mentally" said Mackenzie (JPNN, 2013).

Researchers have conducted a direct online survey of several employees at PT Bank Mandiri located in the Jakarta Capital Special Region area. The survey contains a number of question items

about challenges faced at work, how the work environment responds and also the impact of the challenges on spouses or families. The results of the survey revealed that PT Bank Mandiri employees are often asked to work overtime, have a lot of workload or projects, as well as deadlines for fast work. These challenges have an impact on one of them on the family. Employees feel that their intensity of meeting their family is reduced due to additional work and this makes families complain often because they are too busy with work. In addition, the condition of employees who are too busy with work in this office has an impact on the number of family matters or household needs that are not handled. The symptoms experienced by employees are finding it difficult to meet the family, families who complain because they are too busy with work and difficult to meet and handle family affairs or needs which can lead to the emergence of Work Family Conflict.

Work family conflict generally refers to the extent to which roles in work and roles in families are contradictory so that roles in one aspect become more difficult to fulfill due to roles in other aspects (Greenhaus, J., & Beutell, 1985). (Willis, A., O'Conner, B., & Smith, 2008) define Work Family Conflict as a consequence of inconsistent demands between roles at work and family. This conflict occurs when the expectations of certain roles cannot meet the needs of other roles and can prevent the efficient performance of those roles (Greenhaus, H., Tammy, D., & Spector, 2006).

According to (Greenhaus, J., & Beutell, 1985), there are three dimensions of Work family conflict, namely Time-based conflict, Strain-based conflict, and Behavior-based conflict. Time-based conflict is a conflict that occurs when the time needed to work makes someone difficult to fulfill a role in the family. From the results of observations on PT Bank Mandiri employees that have been discussed from previous survey results that employees are often unable to meet the family due to additional work and families often complain because they are too busy with work is one example of the time-based conflict that occurs. Furthermore, Strain-based conflict occurs when the pressure placed on work makes the role in the family unfavorable. From the results of observations on the employees of PT. Bank Mandiri, which has been discussed from the survey results above, employees are often asked to work overtime and deadlines from fast work so that many family matters or household needs that are not handled because they are too busy with work are examples of strain-based conflict.

Work Family Conflict has several factors that can influence it, namely individual factors and work factors, wherein the work factor there are role stressors, role involvement, job characteristics, and social support (Michel, et al, 2011).

In addition to conducting a survey, researchers also conducted interviews with 2 employees of PT Bank Mandiri. Based on the results of the interview, the employees felt they were not supported by their families in terms of work. When employees have to go home late due to piled-up tasks, families often question the reasons why the employee often arrives late. In addition, employees also feel that their friends don't care about their situation. So when an employee is feeling stressed or depressed, he feels there is no place to share or tell stories. Based on the results of this interview, researchers chose perceived social support because most of the dimensions in perceived social support are problems that are felt by employees.

The perception of social support is an individual's way of interpreting the availability of sources of support that can play a role as a buffer against symptoms and stressful events (Zimet, G., Dahlem, N., Zimet, S., & Farley, 1988). (Zimet, G., Dahlem, N., Zimet, S., & Farley, 1988) explained that the perception of social support has three dimensions, namely social support that comes from friends, family, and significant others. Researchers have previously discussed that the results of observations to employees based on survey results are employees who find it difficult to meet family, families of employees who complain because they are too busy with work and the difficulty of employees to meet and handle family affairs or needs are symptoms that cause work family conflict. Social support felt by someone who comes from these friends, family, or other meaningful people can reduce the stress that causes work family conflict. This is supported by the opinion of Carlson and (Carlson, D., & Perrewe, 1999) who say that along with research on work-family, stress models have identified social support as an important source of coping mechanisms that can reduce the negative effects of sources of stress. (Thoits, 1986) also believes that social support can operate primarily as an aid in dealing with stress. (Carlson, D., & Perrewe, 1999) add that the level of social support a person receives in a situation can affect the overall stressful process. Social support refers to comfort, attention, appreciation, and assistance given by others to someone (Sarafino, 2006).

(Stoner, J., & Charles, 2009) added that support from family can influence the level of work family

conflict that a person feels. The results of research conducted by (Greenhaus, J., & Beutell, 1985) also revealed that the support given by the husband in the form of participation in parenting or household activities can reduce the dual role conflict experienced by the wife. Furthermore, research conducted by (Ahmad, 1997) also gives the result that a multiple role conflict experienced by a person can be reduced if he gets social support from four sources of support namely colleagues, superiors, family, and friends.

Based on the description above, between the two variables that have been observed and strengthened by the phenomenon, the researcher makes a description that the Work Family Conflict can be influenced by perceived social support. Therefore, researchers are interested in conducting research under the title "**The Role of Perceived Social Support for Work Family Conflict in Employees of PT Bank Mandiri (Persero) Tbk Jakarta Branch Head Office**".

1.2 Problem Formulation

Is there a role of perceived social support to work family conflict among employees of PT Bank Mandiri (Persero) Tbk Jakarta Branch Head Office?

1.3 Research Purposes

Based on the background of the problem and the identification of the problems that have been revealed previously, the research objective to be achieved is to determine the role of perceived social support for work family conflict in employees of PT Bank Mandiri (Persero) Tbk, Jakarta Branch Head Office.

2 RESEARCH METHODS

2.1 Research Design

The design used in this study is quantitative research. Quantitative research is a way to calculate a variable in order to get data in the form of numbers that are calculated through static analysis and the final results will be interpreted (Gravetter, F., & Forzano, 2012).

2.2 Sampling Technique

In this study, researchers used a non-probability sampling technique. Non-probability sampling is a

sampling method in which the population is not fully known, the probability of individuals cannot be known, and the selection of participants is based on factors such as acceptable or reasonable by efforts to maintain representativeness and avoid bias (Gravetter, F., & Forzano, 2012). In addition, (Sugiyono, 2010) also provides a definition of non-probability sampling, which is a sampling technique where each member of the population has an unequal opportunity to be chosen as a participant. While the type of non-probability sampling used in this study is convenience sampling where sampling involves individual selection based on their availability and willingness to respond, it is because they are easy to obtain. Sometimes it can also be called accidental sampling or haphazard sampling (Gravetter, F., & Forzano, 2012).

2.3 Characteristics of Research Participants

In general, participants who were included in this study had the following criteria:

1. Has the status of an employee who works at PT Bank Mandiri (Persero) Tbk Jakarta Branch Head Office
2. Employees who are married

2.4 Research Measuring Tools

Measuring tools in this study were in the form of questionnaires, in which the researcher asked a number of questions to participants in the form of a list of questions and asked respondents to provide responses to the answers provided.

1. Work Family Conflict Measuring Tool
The work family conflict measurement tool used in this study is the Work Family Conflict Scale (WFCS) which is a measurement adapted from previous research conducted by (Handini, 2013). This measuring tool is made based on the dimensions of work family conflict from (Greenhaus, J., & Beutell, 1985). This questionnaire uses a modified Likert scale having a range of scales, namely 1. Strongly Agree (SA), 2. Agree (A), 3. Disagree (D), and 4. Strongly Disagree (SD). The questionnaire in this study consisted of 15 items representing each dimension in work-family conflict. The dimensions of work family conflict measured in this study are time-based

conflict, strain-based conflict, and behavior-based conflict.

2. **Perceived Social Support Measuring Tool**
 The Perceived Social Support measuring tool used in this study is the Multidimensional Scale of Perceived Social Support (MSPSS) which is a measurement tool adapted from research conducted by (Zimet, G., Dahlem, N., Zimet, S., & Farley, 1988). This questionnaire uses a modified Likert scale that has a range of scales, namely: 1. Strongly Disagree (SD), 2. Disagree (D), 3. Somewhat Disagree (SWD), 4. Neutral (N), 5. Rather Agree (RA), 6. Agree (A), 7. Strongly Agree (SA). The questionnaire in this study consisted of 12 items representing each dimension in Perceived Social Support. The dimensions of Perceived Social Support measured in this study are friends, family, and significant others.

2.5 Research Procedure

2.5.1 Research Preparation

This study began when researchers saw a phenomenon that occurs at the place of researchers running an internship program. Researchers see that employees are often asked to undergo official assignments out of town which usually lasts for one to three days, whereas most employees who work are married and also have children. The official assignment causes reduced family time with the family. The phenomenon discovered by this researcher is a basic assumption for scientific writing.

When meeting with the supervisor for the first time, the researcher tells about the phenomenon found and it turns out that the phenomenon can enter the topic of work family conflict because the role of employees in the workplace can disrupt its role in the family.

Therefore, researchers make work family conflict one of the variables that will be used in this study. Whereas for the second variable, researchers chose perceived social support because based on previous studies discussed in chapter 1, work family conflicts can be reduced by social support originating from family, spouse, or friends/relatives. Most of the sources of support are the dimensions that exist in perceived social support. Therefore, researchers want to find out whether, with perceived social

support, work family conflicts perceived by someone can be reduced or prevented.

2.5.2 Research Implementation

Researchers have conducted a preliminary study in the form of a questionnaire survey containing open-ended questions on ten employees at PT Bank Mandiri (Persero) Tbk Jakarta Branch Headquarters online via google forms. Of the ten people, there were six people who filled in completely and sent their responses to the researchers. This survey was conducted with the aim that conclusions from the results of the survey could be drawn to be used as a phenomenon in this study.

This research was conducted in a Bank Mandiri workspace located in the South Jakarta area. The researcher distributed questionnaires to 75 Bank Mandiri employees at the Jakarta Branch Headquarters who had characteristics in accordance with the characteristics of the participants in this study. There were 2 questionnaires given, the Work Family Conflict questionnaire consisting of 15 items and the Perceived Social Support questionnaire consisting of 12 items. The distribution of this questionnaire was carried out on 14 May 2018-16 May 2018.

After all the questionnaire results from the respondents have been received by researchers, researchers input these results into Ms. Excel, where some participant's biodata is made into several groups and input in coding. Then the data is processed using version 22 of the Statistical Package for Social Science (SPSS) program. And data processing in this study uses a simple linear regression test to find out whether there is a role between Perceived Social Support for Work Family Conflict on employees of PT Bank Mandiri (Persero) Tbk Jakarta Branch Headquarters.

3 RESULTS AND DISCUSSION

Table 1: Coefficients calculation results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.923	14.367		.064	.949
	Perceived Social Support	.571	.189	.334	3.028	.003

a. Dependent Variable: Work Family Conflict

Table 2: Model summary calculation results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.334 ^a	.112	.099	4.931

a. Predictors: (Constant), Perceived Social Support

Based on the analysis results above, obtained $R = 0.334$ sig against $P = 0.003 (<0.05)$ which means that H_a is accepted so it can be concluded that there is a role of work family conflict on perceived social support.

Based on the table of regression equation coefficients in this study it can be interpreted that the constant (0.923) states that if the increase in the value of the variable perceived social support, then the value of the work family conflict is 0.923. The regression coefficient of 0.571 states that each added one score perceived social support gives an increase in score of 0.571.

Based on the summary model table, it can be explained that the role of Perceived Social Support for Work Family Conflict is 0.112. The variable contribution of perceived social support is $KP = r^2 \times 100\% = 11.2\%$. These results mean that the contribution of 11.2% to the work family conflict variable is explained by perceived social support.

4 CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

This research was conducted with the aim to see whether there is a role perceived social support for work family conflicts. Based on the data processing and analysis that has been done, it can be seen that there is a perceived role of social support for work family conflicts at PT Bank Mandiri (Persero) Tbk Jakarta Branch Head Office. This result was obtained from 75 respondents. Based on the results of calculations and analysis in the previous chapter, it can be concluded that there is a role of perceived social support for work family conflicts in PT Bank Mandiri (Persero) Tbk Jakarta Branch Head Office, this can be seen based on a few simple linear regression test calculations. From the results and analysis, the results show that Perceived Social Support has a role in the Work Family Conflict with a contribution of 11.2%. In addition, the results of the correlation test that have also been previously calculated give 0.334 results which means that the

relationship between Perceived Social Support and Work Family Conflict has a positive relationship.

4.2 Suggestion

There are a number of suggestions that researchers can provide relating to discussions and findings during conducting this research, including:

1. To PT Bank Mandiri (Persero) Tbk. The Jakarta Branch Head Office is expected to pay more attention to workloads or work hours that can cause symptoms or stressful events experienced by employees. This is because based on the results of the work family conflict score categories discussed earlier, most employees at PT Bank Mandiri have a high level of work family conflict. Strain-based conflict is a dimension of work family conflict that has the highest reliability. So this means that the pressure held by these employees is high. Based on these results, the company is expected to be more concerned with the amount of workload given to employees that might affect employee welfare. Employees who have good welfare are expected to carry out their work more optimally.
2. For further research, it is expected to consider other factors that affect work family conflicts in addition to perceived social support or can use IV or more than one independent variable.

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