

## The Effect of Perceived Organizational Support on Job Satisfaction in Nurses through Work-Family Conflict as a Mediator Variable

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**Abstract:** This study aims to analyze the influence of perceived organizational support (POS) on nurses' job satisfaction with work-family conflict (WFC) as a mediator variable. Perceived organizational support (POS) is employees' perception of the extent to which the organization cares about their well-being. Work-family conflict (WFC) refers to the tension that arises due to an imbalance between work demands and family responsibilities, which can affect job satisfaction. This study uses a quantitative approach with a path analysis method to test the relationship between variables. The results of the analysis showed that POS had a significant effect on WFC with a t-statistical value of 22.033 ( $>1.96$ ) and a p-value of 0.000 ( $<0.05$ ), so the first hypothesis was accepted. Furthermore, WFC was shown to have an effect on job satisfaction with a t-statistical value of 10.248 ( $>1.96$ ) and a p-value of 0.000 ( $<0.05$ ), supporting the second hypothesis. POS also had a direct effect on job satisfaction with a t-statistical value of 3.041 ( $>1.96$ ) and a p-value of 0.002 ( $<0.05$ ), so that the third hypothesis was accepted. In addition, WFC acts as a mediator in the relationship between POS and job satisfaction, which is shown by a t-statistical value of 3.092 ( $>1.96$ ) and a p-value of 0.002 ( $<0.05$ ), supporting the fourth hypothesis. The results of this study show that perceived organizational support not only has a direct influence on job satisfaction, but also indirectly through the reduction of work-family conflicts. These findings underscore the importance of creating a supportive work environment to improve nurses' job satisfaction while reducing conflict between work and family.

**Keywords:** Job Satisfaction, Organizational Support, Work-Family Conflict

### A. Introduction

Nurses are the largest number of health workers in Indonesia. Based on data Ministry of Health (2023) as of January 4, 2023, there are 1.26 million health workers in Indonesia. Most of the nurses are women of reproductive age (Killien, 2004), as well as their role as a perpetrator or caregiver The Greatest Professional (Killien, 2004). Nurses are the spearhead of hospital services that deal directly with patients where the quality of hospital services is highly determined by nurses who must be responsible for their patients (Sahrah, 2017).

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To get optimal service quality, job satisfaction from employees is needed (Harjianto, 2019; Nursalam, 2002). Job satisfaction is an important factor that affects employee performance and motivation in an organization where job satisfaction is related to various aspects related to organizational effectiveness and human resource management, such as employee performance, quality, and loyalty. In addition, job satisfaction also has an impact on the physical and mental health of employees (Riggio, 2015; Spector, 1997).

Job satisfaction is also an important variable to see how an individual acts in his or her job (Syani et al., 2021). Job satisfaction in nurses can be caused because nurses like the work done, are comfortable with colleagues, like supervisors or superiors and strict organizational regulations but do not hinder nurses from doing their job well. This job satisfaction can increase the motivation, loyalty, and productivity of nurses in providing quality health services (Zakiah et al., 2020). Moreover The work environment of nurses is one of the external factors that affect the behavior of nurses (Enns & Sawatzky, 2016). Milieu The work of nurses who support and pay attention to the psychological well-being of nurses will increase job satisfaction in nurses (Pahlevan Sharif et al., 2018; Yasin et al., 2020).

Nurses' job satisfaction is influenced by various aspects, such as a conducive work environment, structural empowerment that allows nurses to participate in decision-making, organizational commitment that reflects nurses' loyalty and identification to the hospital, professional commitment that shows nurses' dedication and responsibility to the profession, work stress that can reduce nurses' motivation and performance, patient satisfaction which is an indicator of service outcomes health, patient-nurse ratios that determine the workload and quality of nurse care, social capital that includes relationships between nurses and patients, colleagues, superiors and others, evidence-based practices that refer to the use of the latest scientific knowledge in health care, and ethnic backgrounds that can influence nurses' perceptions and attitudes towards work. Therefore, it is important for hospitals to improve the job satisfaction of hospital nurses by paying attention to these aspects (H. Lu et al., 2019).

Job satisfaction will be achieved when the needs of employees are met through work (Kahair & Noormijati, 2012). Various efforts will be made to be able to increase job satisfaction in nurses such as meeting expected needs in work arrangements, happiness or positive emotional response to work conditions, and the value or balance of the job. These attributes are also influenced by emotional conditions, demographics, job characteristics and also environmental factors. Nurse job satisfaction will have a significant impact on the nurse herself as well as the patient (Liu et al., 2016).

One of the causes of job dissatisfaction for nurses comes from the existence of *Work-family conflict* (Allen et al., 2013). Mauno & Ruokolainen, (2015) indicates that lack of support *Work-family conflict* has a great risk to job satisfaction. Several previous studies



in many countries confirm that the prevalence of *Work-family conflict* among nurses is quite high and most are at a high level (Grzywacz et al., 2006; Suresh & Kodikal, 2017; Zandian et al., 2020). *Work-family conflict* is a condition experienced by a person who finds it difficult to fulfill the dual role of worker and family member. *Work-family conflict* can be bidirectional, i.e. when the demands of work interfere with family life (*work-to-family conflict*) or when family demands interfere with work (*Family-to-work conflict*). *Work-family conflict* can have a negative impact on the well-being of individuals and organizations (Frone et al., 1997; Kelly & Carter, 2014). Chen et al (2015) added that job dissatisfaction is indirectly influenced by the high *Work-family conflict* experienced by workers.

Intensity of occurrence *Work-family conflict* more likely to occur in female workers than men (Apperson et al., 2002; Fox et al., 2011) and married status (Hayati & Armida, 2020). Condition *Work-family conflict* this will get worse and often occurs especially in ER nurses who have to work at high speed and intensity (Fei et al., 2023). Nurses who are dominated by women will experience *Dual Career* who concurrently play the role of housewives and workers, is a significant burden. This situation gives rise to a high level of dual role intensity, which in turn can contribute to a decrease in work performance. This can be caused by negative impacts such as depression, increased physical complaints, and decreased energy levels (Afrilia & Utami, 2018). It is supported by Pietromonaco et al (1986) which reports that the more roles a woman plays, the more different areas of her life can be a source of personal pleasure. Then Untitled (2020) adding that there is a dual role in women who have a tendency to increase their life satisfaction due to the demands of work as a wife or mother outside the home.

In addition, there is a *Shift* in nurses is the cause of an increased risk of experiencing conflicts associated with *work-to-family conflict* And *family-to-work conflict*, There is a decrease in the quality of work life which will have an impact on the quality of services provided by nurses (Al-Hammouri & Rababah, 2023). In facing these challenges, and overcoming these conflicts, social workers use various means such as seeking support from superiors and co-workers, *cognitive reframing* to change perceptions, communicate well with family and clients, create clear boundaries between work and personal life, manage time efficiently, take advantage of available job flexibility, and develop personal hobbies that can give them satisfaction (Kalliath & Kalliath, 2014). The relationship between nurses and organizations can be explained by the theory of organizational support. This theory states that employees who feel supported by the organization will have better well-being, because the employee believes that the organization will appreciate the effort that has been made, pay attention to the interests of the people, and strive to meet the needs of the employees. Perceived organizational support (POS) is a measure of an employee's perception of how much the organization supports employees (Kurtessis et al., 2015). POS is a guarantee that the organization will provide assistance to employees when needed so that employees will feel satisfaction at work (Rhoades & Eisenberger, 2002).



Perceived organizational support was found to have a major effect and buffer on nurses' emotional attachment to the organization so that it can reduce adverse effects on nurses' workload and distractions *Work-family conflict* (Tayfur Ekmekci et al., 2021). The efforts made by the organization to improve the physical and psychological health of employees will provide a positive response to the value of the organization's behavior (Avey et al., 2009). Ultimately, the ultimate goal is to improve employee performance (Luthans et al., 2007), employee well-being (Avey et al., 2010), and also job satisfaction of the employees themselves (Larson & Luthans, 2006). This is in line with the results of research from Wattoo et al., (2018) Where a positive assessment of the organization will provide abundant resources, better conflict management capabilities and improve facilities within the work-family scope. Research on nurses related to this was carried out by Hashish, (2017) Where there is a positive and meaningful relationship between how nurses assess the ethical work climate in their workplace and how they feel organizational support, loyalty, and happiness in their work.

Based on research conducted by Sharif et al (2018) found that Nurses' perception of organizational support is related to service quality, job satisfaction and psychological well-being. In Indonesia itself, research related to this variable was carried out by Laning et al (2019) and Shirley (2019) Where the second research provides an overview of the importance of nurses' perceptions of the support provided by the organization and job satisfaction.

The results of the study show that nurses who experience *Work-family conflict* will have an impact on relationship between *perceived organizational support* (perceived organizational support) and job satisfaction (Muzakki & Heryyanto, 2022). When the nurse is unable to complete *Work-family conflict* experienced properly, will cause psychological distress, anxiety or depression (Amstad et al., 2011; Hayati & Armida, 2020). *Work-family conflict* It is understood that it will have consequences on the employee's satisfaction with their work, the employee's satisfaction with his or her organization, and also on the employee's affective commitment, their willingness and enthusiasm to support the organization in which they are located (Lu et al., 2017; Nohe et al., 2015). Consequences of *Work-family conflict* will have implications for employee performance (Haar, 2013), satisfaction and commitment (Allen et al., 2013). With the phenomenon of increasing the number of women working in line with the high level of education. The role of women can no longer be underestimated. Those who are highly educated will also tend to pursue business, work, and professional careers according to their fields of expertise (Handini, et al., 2014). As for women's reasons for working outside the home, women are motivated to work for three reasons. First, economic needs; Where the increasing price of household needs and other urgent needs often makes women feel difficult to manage family finances so they decide to work. Insufficient husband's income is often a reason for women to work. Second, by having their own income, women also want to reduce their economic dependence on



their husbands, especially to buy things that he likes. The third reason is to meet psychological needs, such as status and social contact, realization of potential, and desire to be useful to society. By working, women will feel able to show their social position and the network of friends they have. The role of women today is increasingly recognized so that they have the same opportunities as men which is known as women's emancipation.

Female workers have both positive and negative consequences from the dual roles they play. In addition, she also has the responsibility of being a mother who must take care of and educate her children well as being a wife who must serve her husband. The role of women as workers can improve family welfare because there are two sources of income, namely from working husbands and wives. This is expected to meet the demands of household needs which are increasing over time. The cost of children's education is also increasing so that a larger income is needed, one of which is by means of a working married couple. However, it is possible that the wife's role as a worker triggers conflicts between roles (Junaidi, 2017). This causes a gap in the two roles that are carried out so that dual role actors need to be considered for their prosperous survival. This event can be called a work family conflict. According to Retnaningrum & Musadieg (2016), *work family conflict* is divided into two, namely *work interference with family* (WIF) and *family interference with work* (FIW). WIF is a conflict that occurs between the role of the organization as an employee and the role of the family as a mother which then the time with the family becomes confiscated due to work matters. For example, a working woman has to work on tasks in her organization until overtime at the office or take care of children at home. So, fulfilling your role as a worker can reduce time with your family. Meanwhile, FIW is a conflict that occurs between roles in the family causing a gap in the role of an employee so that the role in the family affects the role in the organization. For example, a working woman had to cancel the agenda of a meeting with her boss and colleagues because her child was sick.

The problem is even more common in households where housewives work with a shift system, both morning, day and even night shifts and this is more common for women who work as nurses in hospitals. Based on this, the researcher is interested in researching problems that occur in households, especially women who work as nurses in several health centers in Bendahara Aceh Tamiang District.

## B. Methods

This study uses a quantitative approach with an explanatory design. According to Sugiyono (2022), the quantitative method is a research method that aims to determine the value of a variable, either single or multiple (independent), without comparing or connecting with other variables. This method is based on the positivism paradigm and



is used for research on certain populations or samples with a systematic approach, data collection using standardized instruments, and data analysis is carried out statistically to test the formulated hypotheses. In this study, an explanatory approach was used to explain the relationship between variables by utilizing the Structural Equation Modeling (SEM) technique based on Partial Least Square (SmartPLS 3.0). The research sample consisted of 203 nurses working in Aceh Tamiang Regency, who were selected by purposive sampling based on certain criteria, including marital status, number of children, and work experience. Data were collected through validated instruments to measure perceptions of organizational support, work-family conflict, and job satisfaction levels.

## C. Results and Discussion

### Results

This research started from September 9, 2024 to October 9, 2024, the data collection tools used in this study consisted of the job satisfaction scale, the Perceived organizational support (POS) scale, and the work-family conflict scale. The results of the analysis of respondent characteristics by age range can be seen in table 1, which presents the age distribution of respondents in detail to provide a clearer picture of their demographic profile in this study."

**Table 1. Age Distribution of Respondents**

Category Characteristics	Category Characteristics	Number of Respondents	Percentage (%)
Age 25-30 years	Age 25-30 years	61	30%
31-40 years	31-40 years	85	42%
41-50 years	41-50 years	51	26%
>50 years	>50 years	4	2%
Last Education Bachelor (S1)	Last Education Bachelor (S1)	71	35%
Diploma (D3)	Diploma (D3)	132	65%
Marriage Age 2-10 years	Marriage Age 2-10 years	117	58%
11-20 years	11-20 years	59	29%
21-30 years	21-30 years	27	13%
Work Period 2-5 years	Work Period 2-5 years	60	30%
6-10 years	6-10 years	62	30%
11-15 years	11-15 years	33	16%
16-20 years	16-20 years	20	10%
21-30 years	21-30 years	28	14%
Number of Children 1 child	Number of Children 1 child	65	20%
2 children	2 children	88	30%
3 children	3 children	42	40%
4 children	4 children	8	10%



Based on the demographic table presented, it can be seen that the majority of respondents in this study are in the productive age range, with 42% of respondents aged between 31-40 years. This group is the largest, followed by the 25-30 age group which contributes 30% of the total respondents. This shows that most nurses working in Bendahara District, Aceh Tamiang, are at a professionally active age. Meanwhile, only 2% of respondents are over 50 years old, indicating that older age groups are rarely found in this profession in that location. In terms of education, the majority of respondents have a Diploma (D3) educational background, which is 65% of the total respondents, while the other 35% have a Bachelor's degree (S1). This shows that the nursing profession in this area is dominated by workers with D3 education, who may enter the workforce faster than those with undergraduate education. In addition, based on length of service, most respondents (30%) have between 2-5 years and 6-10 years of service experience, indicating that many nurses in the area are just starting their careers or have sufficient work experience. Regarding the number of children, most respondents have 2 or 3 children, with 40% of respondents having 3 children, reflecting a larger family pattern among medical personnel in the area.

### **Instrument Validity Test**

The results of data processing using SmartPLS show that in the first iteration there are 30 indicators with loading factor values of less than 0.50, which must be eliminated. In the Job Satisfaction variable, there are 13 indicators (KK1, KK2, KK12, KK13, KK14, KK15, KK16, KK17, KK18, KK19) that are deleted because they have low loading factor values. In the Perceived Organizational Support variable, 5 indicators (POS1, POS2, POS7, POS8, POS11) are also deleted because their loading factor values are below 0.50. Likewise, in the Work Family Conflict variable, there are 11 indicators (WFC3, WFC4, WFC6, WFC9, WFC10, WFC13, WFC14, WFC15, WFC17, WFC19, WFC20, WFC21) that have loading factor values of less than 0.50 and are therefore deleted. Indicators that have a loading factor value greater than 0.50 indicate a high level of validity and meet convergent validity. By removing these indicators, a re-iteration was carried out on the SEM-PLS model which resulted in an increase in the loading factor value on the remaining indicators, although several indicators were still found to be eliminated in the second iteration.

In the second iteration, the Job Satisfaction variable lost 2 indicators (KK3, KK4), and the Work Family Conflict variable lost 1 indicator (WFC22), because their loading factor values were still below 0.50. After removing these indicators, the SEM-PLS model was re-run. In the third iteration, no indicators were found with a loading factor value below 0.50. All remaining indicators have a loading factor value of more than 0.50, indicating that the model is fit or in good condition. Furthermore, a Discriminant Validity test was carried out by observing the cross-loading value.



The results of data processing show that the correlation between the construct and its indicators is greater than the correlation between the construct and indicators of other constructs. Therefore, it can be concluded that all constructs in this model have met good discriminant validity, which means that the indicators in each construct block are more relevant than the indicators in other construct blocks. The results of data processing using SmartPLS show that in the first iteration there are 30 indicators with loading factor values of less than 0.50, which must be eliminated. In the Job Satisfaction variable, there are 13 indicators (KK1, KK2, KK12, KK13, KK14, KK15, KK16, KK17, KK18, KK19) that are deleted because they have low loading factor values. In the Perceived Organizational Support variable, 5 indicators (POS1, POS2, POS7, POS8, POS11) are also deleted because their loading factor values are below 0.50. Likewise, in the Work Family Conflict variable, there are 11 indicators (WFC3, WFC4, WFC6, WFC9, WFC10, WFC13, WFC14, WFC15, WFC17, WFC19, WFC20, WFC21) that have a loading factor value of less than 0.50 and are therefore removed. Indicators that have a loading factor value greater than 0.50 indicate a high level of validity and meet convergent validity. By removing these indicators, a re-iteration was carried out on the SEM-PLS model which resulted in an increase in the loading factor value of the remaining indicators, although several indicators were still found to be eliminated in the second iteration.

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## Reliability Test

The outer model, in addition to being measured by assessing convergent validity and discriminant validity, can also be done by looking at the reliability of constraints or latent variables measured by composite reliability values. Based on the SmartPLS output results in Table 1, the composite reliability value for all variables is greater than 0.70, which indicates that all constructs in this model are reliable and meet the required limits according to Ghazali (2011):



**Table 2. Composite Reliability Values**

Variable	Cronbach's Alpha	Composite Reliability
Job Satisfaction (Y)	0.853	0.885
Perceived Organizational Support (X)	0.857	0.883
Work Family Conflict (M)	0.912	0.928

Table 2 shows the R-Square value for each dependent variable in the model. Job Satisfaction (Y) can explain 71.5% of the variability of Perceived Organizational Support (X), while Work Family Conflict (M) explains 52.8% of its variability. The rest is explained by other factors outside this research model:

**Table 3. R-Square Values**

Variable	R Square	R Square Adjusted
Job Satisfaction (Y)	0.715	0.712
Work Family Conflict (M)	0.528	0.525

Based on the r-square value in Table 4.6, it is shown that Job Satisfaction is able to explain the variability of Perceived Organizational Support by 71.5% and the remaining 28.5% is explained by other constraints outside of those studied in this study. Meanwhile, the Work Family Conflict variable was able to explain the variability of the Perceived Organizational Support construct of 52.8%, and the rest of it was 47.2%, explained by other constructors outside of those studied in this study.

## Hypothesis Testing

Hypothesis testing is carried out based on the results of the Inner Model test (structural model) which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among other things, by paying attention to the significance values between contracts, t-statistics, and p-values. Testing of the hypothesis of this study was carried out with the help of SmartPLS (Partial Least Square) software version 3.0. These values can be seen from the results of boots trapping. The rules of thumb used in this study are t-statistics >1.96 with a significance level of p-value of 0.05 (5%) and a beta coefficient of positive value. The test value of this research hypothesis can be shown in Table 7.

**Table 7. Chase: Path Coefficients**

Influencer Analysis between Research Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/ST DEV )	P Values
Moderation Effect 1 -> Satisfaction Work (Y)	0.108	0.102	0.035	3.092	0.002
Perceived Organizational Support (X) → Satisfaction Work (Y)	0.209	0.218	0.069	3.041	0.002
Perceived Organizational Support (X) → Work Family Conflict (M)	0.726	0.730	0.033	22.033	0.000



Work Family Conflict (M)					
→ Satisfaction Work (Y)	0.631	0.628	0.062	10.248	0.000

Based on Table 7. Path Coefficients, an analysis of the influence between the research variables, according to the hypothesis proposed, can be made as follows:

The first hypothesis tested whether there was an effect of *perceived organizational support* on *work-family conflict* in nurses. The test results showed that there was an effect of *perceived organizational support* on *work-family conflict* in nurses, with a t-statistical result of  $22.033 > 1.96$  and or with a p-value of  $0.000 < 0.05$ , so that the first hypothesis was accepted. The second hypothesis tested whether there was an influence of *work-family conflict* on job satisfaction in nurses. The test results showed that there was an effect of *work-family conflict* on job satisfaction in nurses, with a t-statistical result of  $10.248 > 1.96$  and or with a p-value of  $0.000 < 0.05$ , so that the second hypothesis was accepted. The third hypothesis tested whether there was an effect of *perceived organizational support* on job satisfaction in nurses. The test results showed that there was an effect of *perceived organizational support* on job satisfaction in nurses, with a t-statistical result of  $3.041 > 1.96$  and or with a p-value of  $0.002 < 0.05$ , so that the third hypothesis was accepted. The fourth hypothesis tests whether there is a role in *work-family conflict* as a mediator in the influence of *perceived organizational support* on job satisfaction in nurses. The test results showed that there was a role of *work-family conflict* as a mediator in the influence of *perceived organizational support* on job satisfaction in nurses. From this result, it was stated that the t-statistical result was  $3.092 > 1.96$  and/or with a p-value of  $0.002 < 0.05$ , so that the fourth hypothesis was accepted.

## Discussions

The purpose of the research is to find out the relationship between *Perceived Organizational Support* and *Work Family Conflict* on Job Satisfaction, as well as to find out the role of *Work Family Conflict* as a mediator in the influence of *Perceived Organizational Support* on Job Satisfaction in nurses. A total of four hypotheses were developed and tested using the *Structural Equation Modeling* (SEM) method and assisted by SmartPLS 3.0 software, the results of this study show the following:

### The influence of perceived organizational support on job satisfaction in nurses

Based on the descriptive analysis of the previous data, where the demographic characteristics related to the respondents in this study, were summarized using descriptive statistics. As a result of the descriptive analysis, it is known that the majority of respondents in this study are nurses with female gender, between the ages of 31 and 40 years. The majority of respondents already have 2 children. Then, the majority of respondents are with the last level of education of Diploma III. The majority of respondents have been married for approximately between 2 and 11 years.



According to the author's observations, the majority of respondents have worked as nurses for approximately between 6 and 10 years.

### **The influence of perceived organizational support on work-family conflict in nurses**

Based on the results of the analysis of the first hypothesis test, it is proven that there is an influence *perceived organizational support* towards *Work-family conflict* in nurses. The results of the analysis are based on the results of a t-statistical value of  $22.033 > 1.96$  and or with a p-value of  $0.000 < 0.05$ . These findings are in line with opinion (Mulyaningsih & Tanuwijaya, 2023) which states that a company may focus on its own vision and mission rather than paying attention to the condition of employees. This can lead to conflicts between work and family, especially if no tolerance is applied. This condition can magnify the potential for conflict, as employees must cope with various roles in their social and personal lives. Basically, an individual has limited ability to manage his responsibilities at work and at home. If a person is under immense stress at work, it can affect their ability to perform roles at home (Natalin & Satrya, 2021). Conflicts between work and family can be reduced if the organization provides fair and mutually beneficial support, thus creating trust from employees (Eisenberger et al., 2001). The existence of social support from an organization can help individuals deal with the stressors they face in their daily lives, both at work and at home (Jex, 1998). With adequate social support, individuals can increase their emotional and psychological resources and reduce negative perceptions of stressors. This can have a positive impact on work-family balance, as individuals feel better able to manage the problems that arise from dual roles (Frone et al., 1992). Thus, social support can reduce conflicts between work and family that can be detrimental to individual well-being. This is in accordance with research conducted by Casper et al., (2002) shows that the perception of organizational support has an influence on *Work-family conflict* in working mothers, where the height *perceived organizational support* create a level *Work-family conflict* become lower because the organization provides support in order to maintain the demands of work and household well.

### **The influence of work-family conflict on job satisfaction in nurses**

Based on the results of the analysis of the second hypothesis test, it proves that there is an influence *Work-family conflict* on job satisfaction in nurses. The results of the analysis are based on the results of a t-statistical value of  $10.248 > 1.96$  and or with a p-value of  $0.000 < 0.05$ . These findings are in line with and support the opinion (Haar, 2013), where *Work-family conflict* will affect employee performance, low job satisfaction and commitment (Allen et al., 2013; Aryee et al., 1999). *Work-family conflict* can negatively affect employee performance and retention. When employees experience conflicts between their roles at work and at home, they feel depressed and dissatisfied (Eby et al., 2005; Farquharson et al., 2012). This conflict can reduce employees' commitment to the organization and increase their desire to quit. *Work-family conflict* In the nursing profession it is inevitable, because nurses in their work



have high demands ranging from physical, cognitive, and emotional demands (Buonocore & Russo, 2013; Shacklock & Brunetto, 2012). Difficulty balancing work and family can lead to *Work-family conflict*, that is, when work interferes with the family or otherwise affects job satisfaction. Research Kurnia, (2016) prove that *Work-family conflict* has a negative impact on job satisfaction. The woman in this case is a nurse who experiences *Work-family conflict* tend to experience dissatisfaction with work and personal life (Hochwarker & Wayne, 2003). Other research conducted by Amanda & Mujiasih, (2017) in nurses conclude the lower *Work-family conflict* felt by the nurse, the higher the nurse's job satisfaction, and the higher the *Work-family conflict* nurses, the lower the job satisfaction of the nurse. Job dissatisfaction also indirectly affects the desire to move through the height *Work-family conflict* (Chen et al., 2015). Therefore *Work-family conflict* can be balanced if individuals have the flexibility to determine their working hours and avoid situations that could arise *Work-family conflict* (Podsakoff et al., 2007).

### **The role of work-family conflict as a mediator in the influence of perceived organizational support on job satisfaction in nurses**

Based on the results of the analysis of the third hypothesis test, it proves that there is an influence *Perceived Organizational Support* on Job Satisfaction. The results of the analysis were based on the results of a t-statistical value of  $3.041 > 1.96$  and or with a p-value of  $0.002 < 0.05$ . These findings are in line with and support the opinion Rhoades & Eisenberger (2002) which explains *perceived organizational support* (POS) as employees' perception of the organization in appreciating the contributions they have made and caring about their welfare. POS can trigger a process of social interaction and increase attachment between employees and the organization, where individuals feel obligated to support the organization in achieving its goals so that they receive greater rewards (Biswas & Bhatnagar, 2013). POS plays a positive role in employee job satisfaction when employees feel that the organization assesses their participation in the organization's goals well and is aware of their well-being (Aydogmus et al., 2018; Maan et al., 2020). This is in accordance with the results of research from several researchers who support this (McCarthy et al., 2013; Rhoades & Eisenberger, 2002; Stamper & Johlke, 2003). Employees who receive organizational support show more satisfaction with their work and have a higher level of *Turnover* the lower (Lamm et al., 2015).

Another opinion added by Carvalho et al (2020) that employees who feel satisfied with their work will be more likely to help their organization to achieve its goals more effectively. When employees feel supported by the organization, they are more likely to feel connected and feel the organization is part of who they are. That way, employees feel responsible for their work contributions and can increase work productivity (Putra et al., 2019). Kim & Mor Barak, (2015) Adding employees who feel their organization supports them completely, will be more likely to provide the best for the organization. Research from Claudia (2018) Educators point out that the impact



of poor perceived organizational support will result in low job satisfaction, which ultimately results in low commitment to the organization. Employees feel that the organization supports them well, it will make them feel better and have a positive effect on their well-being (Septiani & Wijono, 2022) and also affect their perception of satisfaction regarding salaries, promotional opportunities, awards, or other rewards received (Simatupang & Salendu, 2019). Posts are also felt to have a positive and significant influence on job satisfaction for employees in Turkish universities (Akkoca, 2023).

Based on the results of the fourth hypothesis testing analysis, it is proven that exist The Role of Mediation *Work-Family Conflict* in Relationships *Perceived Organizational Support* Towards Job Satisfaction. The results of the analysis are based on the results of a t-statistical value of  $3.092 > 1.96$  and or with a p-value of  $0.002 < 0.05$ . These findings are in line with and support the opinion of the (Mohammad et al., 2023), which states that job satisfaction plays an important role in the quality of life and health of working individuals Job satisfaction is achieved when the needs of nurses are met through work (Kahair & Noormijati, 2012). This is because job satisfaction will affect the performance and motivation of nurses in the organization, where job satisfaction is related to various aspects related to organizational effectiveness and human resource management (Riggio, 2015; Spector, 1997). Job satisfaction is closely related to *Work-family conflict* (Armstrong et al., 2015). Lack of support *Work-family conflict* have a significant risk to job satisfaction (Mauno & Ruokolainen, 2015). Work and family are two things that are important for individuals (Harjianto, 2019) and the type of work that gives rise to *Work-family conflict* is the type of job that requires a high commitment to others (Dierdorff & Ellington, 2008). *Work-family conflict* It becomes a problem when a nurse is unable to balance her role at work and her role as a mother to the point of negatively impacting her performance, well-being and life satisfaction (Netemeyer et al., 1996).

Individual involvement in multiple roles will have an impact on the non-fulfillment of certain demands and roles (Anggraeni & Wahyuni, 2019). Efforts to improve job satisfaction not only by improving working conditions but also by improving working conditions *Work-family conflict* also taken into account (Chen et al., 2015). The work environment is part of job satisfaction. What is meant by the work environment includes work characteristics, relationships with colleagues, salary, and organizational treatment of employees (Spector, 1997). Job satisfaction can also be seen from the contribution of POS to positive results. This can be seen from the existence of good treatment such as gifts from the organization, good working conditions, and fairness received by employees directly connected to perceived organizational support (POS) so that it can cause job satisfaction (Rhoades & Eisenberger, 2002). In addition, the positive role of POS on job satisfaction persists when individuals feel that their organization assesses their participation towards the organization's goals well and is aware of their well-being (Maan et al., 2020). This further strengthens previous research by Alcover et al., (2018). *Work-family conflict* play a role in



supporting full mediation to see the impact *perceived organizational support* On life satisfaction Dixon & Sagas, (2013). Research Muzakki & Heryyanto, (2022) shows that *Work-family conflict* serves as a negative intermediary in the relationship between perceived organizational support and job satisfaction. Perceived organizational support refers to employees' views on the extent to which the organization provides support in dealing with issues outside the scope of their work, including daily life issues. Empirical evidence also shows a link between *Work-family conflict* with negative impacts such as poor mental and physical health, low organizational commitment, job dissatisfaction, decreased marital happiness, and quality of family life (Higgins et al., 2014). Both the company and the employee will guide their respective priorities, including the company that has the right to demand employees to contribute professionally (Dhir et al., 2020). Size *Work-family conflict* felt by employees will cause stress, fatigue, and the desire to leave their place of work (Mansour & Tremblay, 2018). But on the other hand, when employees' perceptions of how they are valued by the company will have an impact on their attitudes and behaviors in the workplace and will ultimately affect the employee's job satisfaction (Conway, 2015).

#### D. Conclusions

This study confirms that perceived organizational support (POS) plays a crucial role in reducing work-family conflict (WFC) and improving job satisfaction among nurses. The findings highlight that WFC acts as a mediating variable, suggesting that managing the challenges of balancing work and family life is essential for improving nurse well-being. By providing a supportive work environment, healthcare institutions can alleviate the stress associated with these dual roles. Additionally, implementing family-friendly policies, offering psychological support, and promoting a culture of empathy are key strategies to reduce WFC and boost job satisfaction. These efforts can ultimately lead to better job performance, lower turnover rates, and improved quality of care. Future research should extend these findings to a broader range of healthcare settings, examining how POS and WFC dynamics impact different roles within the healthcare sector. Understanding these factors can inform strategies to create more supportive workplaces for healthcare professionals.

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