

WORK-FAMILY CONFLICT, SOCIAL SUPPORT, ORGANIZATIONAL SUPPORT EFFECTS ON NURSES' JOB SATISFACTION AT SITI AISYAH

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Abstrak

Dalam dunia kerja modern, keseimbangan antara kehidupan keluarga dan pekerjaan menjadi isu yang semakin mendapat perhatian, khususnya pada profesi yang menuntut kesiapsiagaan dan tanggung jawab tinggi seperti tenaga kesehatan (Mardhana et al., 2025). Penelitian ini menggunakan sampel sebanyak 162 perawat dengan teknik pengambilan sampel pada penelitian ini menggunakan metode proporsional sampling. Teknik analisis data dalam penelitian ini menggunakan metode Regresi Linier Berganda. Berdasarkan hasil dari olah data dan pengujian hipotesis yang telah dilakukan, maka dapat ditarik kesimpulan bahwa *work-family conflict* berpengaruh terhadap kepuasan kerja, *social support* berpengaruh terhadap kepuasan kerja, *perceived organizational support* berpengaruh terhadap kepuasan kerja.

Kata Kunci: *Work Family Conflict, Social Support, Perceived Organizational Support, Kepuasan Kerja*

Abstract

In the modern workplace, work-life balance has become an increasingly important issue, especially in professions that demand high levels of readiness and responsibility, such as healthcare (Mardhana et al., 2025). This study used a sample of 162 nurses, with proportional sampling used as the sampling technique. The data analysis technique in this study uses the Multiple Linear Regression method. Based on the results of data processing and hypothesis testing that has been carried out, it can be concluded that *work-family conflict* affects job satisfaction. Social support affects job satisfaction. Perceived organizational support affects job satisfaction.

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

A. INTRODUCTION

Human life cannot be separated from two important areas, namely work and family. These two aspects play a major role in shaping individual well-being, so it is important to maintain a good balance between them (Isa & Indrayati, 2023). In the modern workplace, the balance between family life and work (work-life balance) has become an issue that is receiving increasing attention, especially in professions that demand high alertness and responsibility, such as healthcare workers (Mardhana et al., 2025).

Nurses are at the forefront of healthcare services. High workloads, irregular working hours, and moral responsibilities towards patients often cause nurses to experience psychological stress and fatigue (Sari et al., 2023). These conditions can have a direct impact on their job satisfaction. Job satisfaction is a positive feeling that employees feel towards their work, which arises as a result of their assessment of various aspects of their work, such as working conditions, workload, rewards, and interpersonal relationships (Purwati et al., 2025).

Job satisfaction is an important factor in maintaining the performance and loyalty of nurses (Cahyaningsih et al., 2025). However, in many hospitals, nurses often experience a decline in motivation and enthusiasm for work due to heavy workloads and a lack of social and organizational support. This phenomenon is also evident at RSI Siti Aisyah in Madiun City, a type C hospital with a total of 288 employees, consisting of 162 nurses, 9 doctors, 8 midwives, and 109 non-medical staff (MSDM RSI Siti Aisyah, 2025)..

This hospital operates 24 hours a day and implements a shift system consisting of morning shifts (07:00–14:00), afternoon shifts (14:00–21:00), and night shifts (21:00–07:00). This work pattern requires nurses to remain on standby for long periods of time and often sacrifices their rest time and interaction with their families. As a result, emotional stress arises, which has the potential to reduce job satisfaction. Job satisfaction is one of the important factors that determine the success of an organization in achieving its goals, especially in the service sector such as hospitals..

According to Pasaribu et al. (2025), job satisfaction is a positive feeling that arises from an individual's assessment of their job or work experience. Someone with a high level of job satisfaction will show a positive attitude towards their work, while dissatisfied individuals tend to show a negative attitude. To analyze the job satisfaction of nurses at Siti Aisyah Hospital (RSI) in Madiun City, the following data presents the results of employee performance assessments in non-clinical aspects and behavioral attitudes during the 2023–2024 period, conducted by the hospital's Human Resources Division.

Table 1. Performance Evaluation of Nurses at Siti Aisyah Islamic Hospital in Madiun

NO	Evaluation Aspect	2023	2024
Work Attitude/Non-Clinical Aspects			
1	Loyalty	73%	67%
2	Work Ethic	69%	62%
3	Responsibility	76%	74%
4	Discipline	60%	58%
5	Honesty	65%	75%
6	Cooperation	67%	65%
7	Communication	76%	77%
Attitude and Behavior			
1	Discipline in arriving at work to shift	70%	69%
2	Discipline in performing tasks during effective working	65%	62%
3	Discipline in leaving work on time	64%	60%
4	Cooperation in performing tasks	80%	79%
5	Respect for superiors, subordinates, and co-workers	76%	76%

The source: Siti Aisyah Islamic Hospital in Madiun, 2025

The performance assessment data for Siti Aisyah Islamic Hospital shows a decline in scores in the areas of loyalty (from 73% to 67%), work performance (from 69% to 62%), and cooperation (from 67% to 65%) in the 2023–2024 period. This indicates that nurse job satisfaction has declined. The table above shows that most indicators experienced a decline in scores from 2023 to 2024, particularly in the areas of loyalty, work performance, and discipline. This decline indicates a downward trend in nurses' job satisfaction. Although some aspects, such as honesty and communication, showed an increase, overall, the assessment results reflect that nurses' motivation

and enthusiasm for work are not yet fully stable. This condition can be caused by various factors, such as high workloads, shift work systems, and limited time to interact with family. In addition, perceptions of a lack of social support and fair organizational support may also reinforce the impact of work-family conflict on the decline in job satisfaction among nurses at RSI Siti Aisyah in Madiun.

One factor that affects job satisfaction is work-family conflict. According to Hasanah & Ni'matuzahroh (2018), work-family conflict is a form of role conflict in which the demands of work and family are in conflict with each other, making it more difficult to engage in one role because of involvement in the other role. For healthcare workers such as nurses, this conflict can arise due to high work pressure, excessive workload, and irregular working hours. RSI Siti Aisyah Hospital in Madiun is a hospital that operates 24 hours a day. Therefore, to ensure optimal service, the hospital implements a rotating work system or shift work for nurses. The shift schedule at RSI Siti Aisyah can be seen in the following table:

Table 2. Siti Aisyah Islamic Hospital Work Shifts

No	Work Shift	Working Hours
1	Morning	07.00 – 14.00 WIB
2	Afternoon	14.00 – 21.00 WIB
3	Night	21.00 – 07.00 WIB

The source: Siti Aisyah Islamic Hospital in Madiun, 2025

The rotating work system requires nurses to remain alert and adapt to rapid changes in working hours. Although this system is necessary to maintain continuity of patient care, in practice it can have an impact on work-life balance. Nurses who work night shifts, for example, often experience sleep disturbances, physical fatigue, and limited time to interact with their families. This can potentially lead to emotional stress and mental fatigue due to the imbalance between work demands and personal needs.

According to Filatrovi (2021), heavy workloads and irregular working hours can exacerbate conflicts between work and family life. When someone has to constantly adapt to

changes in their work schedule, time with family becomes increasingly limited, which can lead to feelings of guilt, stress, and decreased life satisfaction. For nurses, this condition also has a direct impact on their performance and work motivation.

Previous studies have shown that work-family conflict has a significant negative relationship with job satisfaction, especially in the healthcare profession. Amanda & Mujiasih (2018) found that the higher the level of conflict between work and family experienced by nurses, the lower their job satisfaction, while spousal support can reduce this conflict and increase job satisfaction. Similar results were shown by Adetya (2025), who found that both work-to-family conflict and family-to-work conflict have a negative effect on nurses' job satisfaction.

In addition to work-family conflict factors, social support also plays an important role in determining nurses' job satisfaction levels. Social support can take the form of emotional support, information, or practical assistance from colleagues or superiors that helps individuals cope with work pressures (Loliyani et al., 2024). Social support includes emotional, moral, and practical assistance provided by coworkers, supervisors, and organizations to employees so that they can better cope with work pressures (Sunyoto & Mulyono, 2025). In the healthcare sector, social support is an important factor because nurses often face physical and psychological pressure due to high workloads and complex professional demands. Therefore, a supportive work environment can help reduce stress, increase a sense of belonging, and strengthen job satisfaction. RSI Siti Aisyah Kota Madiun has a total of 288 employees, consisting of various professions as shown in the following table:

Table 3. Staff of Siti Aisyah Islamic Hospital in Madiun

NO	Description	Number
1	Midwives	8
2	Doctor	9
3	Non-medical Staff	109
4	Nurses	162
Total		288

The source: Siti Aisyah Islamic Hospital in Madiun, 2025

Large workforce with diverse professions indicates that coordination and social relationships between individuals are important aspects in maintaining a harmonious work environment. Social support among coworkers, supervisors, and subordinates plays a role in helping nurses cope with work pressure and maintain motivation. For example, cooperation in completing tasks, empathy among nurses when dealing with difficult patients, and good communication with superiors can create a sense of security and comfort in the workplace. Nisa et al. (2025) found that when nurses feel appreciated and supported by their environment, their job satisfaction increases. Conversely, a lack of social support often makes nurses feel isolated, stressed, and less enthusiastic about their work.

At RSI Siti Aisyah, social support is manifested through cooperation among colleagues in completing tasks, emotional support from fellow nurses, and good relationships between nurses and supervisors in their respective units. This support helps create a harmonious work atmosphere and encourages morale. However, these social relationships tend to be limited to their respective work units, so a sense of togetherness across units has not been optimally formed.

Furthermore, job satisfaction is also influenced by perceived organizational support (POS). According to Loliyani et al. (2024), perceived organizational support is the extent to which employees feel that the organization values their contributions and cares about their well-being. In the context of hospitals, this perception can be formed through management policies, reward systems, fairness in the distribution of incentives, and attention to the balance between workload and employee welfare. The higher the level of perceived organizational support, the greater the sense of belonging, commitment, and job satisfaction that emerges in employees (Mursalim et al., 2023). As a tangible form of organizational support, RSI Siti Aisyah Kota Madiun has implemented various reward and incentive policies for its health workers. These forms of support can be seen in the following table:

Table 4. Staff Rewards at Siti Aisyah Islamic Hospital in Madiun

No	Type of Rewards	Period/Criteria
1	Monthly Bonus (Cash)	Once a month
2	Annual Bonus	One a year
3	Incentive	Nurses who complete difficult tasks
4	Award (Umrah Pilgrimage)	Outstanding nurses

The source: Siti Aisyah Islamic Hospital in Madiun 2025

Organizational support can be manifested in the form of fair management policies, equitable incentive systems, attention to workloads, and career development opportunities. These policies demonstrate management's concern for employee welfare and recognition of good performance. The provision of bonuses, incentives, and umrah awards is a concrete manifestation of the hospital's appreciation for the dedication and efforts of its healthcare workers. However, based on field observations, the implementation of this reward policy is still uneven across work units, leaving some nurses feeling that they do not receive balanced attention and appreciation. This condition shows that the perception of organizational support is not yet fully optimal.

When employees feel that the organization treats them fairly, rewards them according to their achievements, and shows concern for their welfare, their job satisfaction will increase. Conversely, if organizational support is perceived as low, for example due to unfairness in bonus distribution or a lack of attention to workloads, this can lead to disappointment, stress, and decreased job satisfaction (Loliyani et al., 2024).

This study presents new insights by examining three variables in relation to job satisfaction. Research on Work-Family Conflict shows mixed results on job satisfaction. Most studies, such as those conducted by Utoyo & Lataruva (2023), find that Work-Family Conflict has a significant negative effect on job satisfaction, where high conflict between work and family roles can cause stress, emotional exhaustion, and decreased job satisfaction. However, Sutardi et al. (2020) revealed different findings, stating that not all forms of work-family conflict have a negative impact on job satisfaction, as some individuals are able to balance both roles with strong family support. Additionally, a study by Kamaruddin et al. (2024) shows that the impact of Work-Family

Conflict can vary depending on the type of work and shift work system. These differing results indicate a research gap in understanding how Work-Family Conflict affects job satisfaction, particularly among healthcare workers with irregular working hours, such as hospital nurses.

Previous studies have also shown inconsistent results regarding the effect of social support on job satisfaction. Several studies, such as those conducted by Febriansari et al. (2021), found that social support from coworkers and superiors has a significant positive effect on job satisfaction because it reduces stress and increases a sense of belonging within the organization. However, different results were reported by Marlina and Suwandi (2023), who found that social support does not always have a significant effect on job satisfaction if employee relationships are formal and lack emotional connection. Meanwhile, another study by Nirmala et al. (2024) confirms that the level of influence of social support depends on organizational culture and the intensity of communication between employees. These differing results indicate that the role of social support in job satisfaction still needs to be further researched, especially in the context of healthcare workers who work in teams and are highly dependent on each other in carrying out patient care tasks.

Unlike the two previous variables, research findings on perceived organizational support (POS) and job satisfaction also show variation. A study by Oktavianti et al. (2024) shows that the higher employees' perception of organizational support, the higher their level of job satisfaction, because they feel valued and cared for by the company. However, research by Wijayanti and Putra (2022) found that POS does not always have a significant effect on job satisfaction if employees feel that there is a gap between the rewards they receive and the workload they carry. Similar results were also shown by Sani et al. (2024), who explained that the perception of organizational support has a greater influence on organizational commitment than on job satisfaction directly. These differences in results indicate a research gap that needs to be explored further, especially in the health care sector, where perceptions of organizational support can be influenced by reward systems, overtime policies, and management's attention to the welfare of medical personnel.

B. METHOD

This study was conducted at the Siti Aisyah Islamic Hospital (RSI) in Madiun, located at Mayjen Sungkono street number 38, Manguharjo District, Madiun, East Java. The approach used in this study was quantitative. The population in this study was nurses at the Siti Aisyah Islamic Hospital in Madiun. The population in this study consisted of 162 nurses, so the sample used was 162 nurses because a saturated sample was used. The method used in this study was purposive sampling. The questionnaire was compiled using a Likert scale with scoring and tested using SPSS.

C. RESULTS AND DISCUSSIONS

A partial test is a statistical test for regression coefficients where only one regression coefficient affects the dependent variable (Y) (Ghozali, 2018). The following are the results of the partial test.

Tabel 5. Result of the t-test (Uji t)

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	10,792	3,782		2,854	,005
	X1	,419	,094	,363	4,439	,000
	X2	,259	,104	,174	2,493	,014
	X3	,499	,128	,318	3,910	,000

a. Dependent Variable: Y

Sources: *Output SPSS*, 2025

The t-test criteria are that H_0 is accepted if: $t \text{ count} < t \text{ table}$ and H_0 is rejected if: $t \text{ count} \geq t \text{ table}$. The critical value with a significance level of $t = 5\%$. To obtain t table, use a two-tailed test (with a significance level (α) = 0.05 (5%) and degrees of freedom = $n - k - 1 = 162 - 4 - 1 = 157$, with a t tabel value of 1.975.

1. The Effect of Work-Family Conflict on Job Satisfaction Among Nurses at RSI Siti Aisyah in Madiun

The test results in Table 4.22 show that the t-value of 4.439 is greater than the t-table value of 1.975, and the Sig. value of 0.000 is less than 0.05, so H_0 is rejected, and H_1 is

accepted. This means that the hypothesis is accepted. In other words, work-family conflict affects job satisfaction among nurses at RSI Siti Aisyah Hospital in Madiun.

2. The Effect of Social Support on Job Satisfaction among Nurses at RSI Siti Aisyah in Madiun

The test results in Table 4.22 show that the t-value of 2.493 is greater than the t-table value of 1.975, and the Sig. value of 0.014 is less than 0.05, so H_0 is rejected, and H_2 is accepted. This means that the hypothesis is accepted. In other words, social support affects job satisfaction among nurses at RSI Siti Aisyah Hospital in Madiun.

3. The Effect of Perceived Organizational Support on Job Satisfaction among Nurses at RSI Siti Aisyah in Madiun

The test results in Table 4.22 show that the t-value is 3.910, which is greater than t-table 1.975, and the Sig. value is $0.000 < 0.05$, so H_0 is rejected and H_3 is accepted. This means that the hypothesis is accepted. This means that perceived organizational support affects job satisfaction among nurses at RSI Siti Aisyah Hospital in Madiun.

D. CONCLUSIONS

Based on the results of data analysis and hypothesis testing conducted to test the three hypotheses in this study, which include the effect of work-family conflict on job satisfaction, social support on job satisfaction, and perceived organizational support on job satisfaction, it can be concluded that work-family conflict has a significant effect on job satisfaction. Social support has a significant effect on job satisfaction, and perceived organizational support has a significant effect on job satisfaction.

E. SUGGESTIONS

This study is cross-sectional in nature, meaning that data was collected within a specific period of time, so it is not yet able to describe changes in nurses' perceptions of work-family conflict, social support, perceived organizational support, and job satisfaction in the long term.

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