



THE INFLUENCE OF WORK, FAMILY, AND WORK ENVIRONMENT ON THE EMPLOYEE SATISFACTION WITH WORK STRESS AS A MEDIATOR AT PT. BABA STUDIO: A CONCEPTUAL MODEL

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ABSTRACT

PT. Baba Studio is a company engaged in the field of computer education. Lately, the level of employee satisfaction in working at PT. Baba Studio is decreasing. The company is interested to know the variables causing this issue. This paper is intended to develop a conceptual model to determine the effect of work, family, work environment, and work stress on employee satisfaction with a case study of PT. Baba Studio. This paper proposes a conceptual model for decreasing employee satisfaction level, with a literature review, hypotheses, and research methodology. The implementation of this paper can provide information about the effects of work, family, work environment, and work stress on employee satisfaction.

KeyWords

Conceptual Model, Employee Satisfaction, Work, Family, Work Environment, Work Stress

INTRODUCTION

PT. Baba Studio is a company that provides services in the computer or information technology (IT) field by offering courses for digital marketing, SEO, SEM, and programmers. The company has been receiving many awards, both nationally and internationally. The Baba Studio has produced plenty of graduates who work in various private companies and government institutions.

Based on a survey conducted by the management of human resources of PT. Baba Studio regarding employee satisfaction can be seen in Table 1 below.

Table 1.
Employee Satisfaction Level at PT. Baba Studio in 2018-2020

No	Division	Number of employees	2018		Number of employees	2019		Number of employees	2020	
			Satisfaction Level			Satisfaction Level			Satisfaction Level	
			Satis- fied	Dissatis- fied		Satis- fied	Dissatis- fied		Satis- fied	Dissatis- fied
1	Customer service	25	10	15	30	10	20	23	8	15
2	HRD	5	2	3	5	2	3	7	2	5
3	Admin	20	5	15	25	10	15	25	10	15
4	Finance	25	10	15	20	5	15	30	10	20
5	Project	25	10	15	30	10	20	35	10	25
Total		100	37	63	110	37	73	120	40	80
Percentage			37%	63%		34%	66%		33%	67%

Source: PT. Baba Studio's Data Report of the year 2018-2020

Table 1 describes the employee evaluation from 2018 to 2020. It shows the high level of work dissatisfaction each year, starting at 63% in 2018 and increasing to 67% in 2020.

Based on the explanation of the head of human resources of PT. Baba Studio that in the 2018-2020 timeframe, the company has experienced a decline in performance. Several factors that lead to this decline are work stress, family relations, and work location. A remote work location from the family caused a high level of stress for the workers. This statement is also based on the recapitulation of the causes of employee dissatisfaction by PT. Baba Studio in the 2018-2020 period, as follows.

Table 2.
Recapitulation of Causes of Employee Dissatisfaction at PT. Baba Studio from 2018-2020

No	Year	Work stress	Reasons of dissatisfaction		
			Family relations	Remote work location	Total dissatisfied employees
1	2018	20	23	20	63
2	2019	23	25	25	73
3	2020	20	30	30	80
Total		63	78	75	216
Percentage		29%	36%	35%	100%

Source: Recapitulation of Dissatisfaction by PT. Baba Studio from 2018-2020 (processed)

Based on the background and problems mentioned above, this conceptual paper will discuss the effects of work, family, and work environment on employee satisfaction by using work stress as a mediator.

LITERATURE REVIEW

A. Work

A career is a job title and rank that a person obtains during their employment. A career path means the position levels in a company. In other words, a career is the life path of an employee during their work life. This statement indicates that as long as a person works, they will experience a change in position or rank. A person's career can rise, stay, or sometimes drop for some period.

A position is a person's managerial level in a company, for example, the President, Director, Manager, Supervisor, Head of Office, Head of Branch, Head of Section, or staff. A rank is the level of a person at work, such as group IIA, IIB or IIIA, etc. Grades from 1 to 16 could also be used. A position promotion usually will be followed by a rank promotion. On the other side, a rank promotion is not necessarily followed by a position promotion. This means that a person may only be promoted to one position or rank or both. For this ascension, we are familiar with the name of the promotion.

In practice, a person's career not only could rise but could also drop to a lower level. This phenomenon is called a demotion. There are various reasons for a person's demotion. One of the main reasons is that there are violations of rules that have been set by the company. Another reason may be because the person's performance is considered degrading continually. Another possible reason is that the person resigns on their own decision because they are not able to carry out their designated position. It can also happen that a person's career remains at the same level or is transferred to the same position. This is called rotation, mutation, or transfer.

B. Family

Family is the base of social institutions. In any society in the world, a family is a universal human need and is the most important center of activity of an individual's life (Barwoko and Suryanto, 2004).

The role of family, among others, is as follows: 1) As an Educator, a family is the first teacher for their children, including the children with disabilities. 2) As a Protector, a family protects their children from any considered harmful situation. 3) As a Motivator, a family encourages and supports their children's prosperity. 4) As a Servant, a family provides exemplary service to meet their children's physical, psychological, and social needs, especially for children with disabilities, limitations, and weaknesses. 5) As a Bestfriend, a family is expected to be a comfortable place for their children to express their feelings and help them overcome their problems.

C. Work Environment

A work environment is the tools and materials faced by a worker in the surrounding environment where they work, on their work methods, and their work regulations, whether they work individually or in groups (Sedarmayanti, 2009). There are many kinds of work environments, such as office buildings, home stores/shops, and even housing areas. All workers go to their workplace every day; therefore, they should maintain a comfortable work environment to be able to achieve their optimal performance.

In general, a work environment is divided into two aspects, physical and non-physical. A physical work environment is all the physical circumstances around the workplace that could affect the workers directly and indirectly (Sedarmayanti, 2008). A physical work environment is divided into two categories, namely: 1) A work environment that is directly related to the workers, such as work centers, desks, chairs, etc. 2) The intermediary or general environment that could affect the workers' condition, such as temperature, lighting, noise, vibration, color, etc. A non-physical work environment is a situation that occurs within the workers' work relations, including their relationship with their superiors, co-workers, or subordinates.

The benefit of the work environment is to create employee morale with the intention of improving productivity and performance. An advantage of having good employee morale is that their work can be accomplished properly, which means that the work will be completed in accordance with the standards and the scale of time that has been determined. Productivity and performance will be monitored appropriately, which will not lead to excessive supervision.

D. Employee Satisfaction

Employee satisfaction is fundamentally individual. Each individual has a different level of satisfaction according to the value system that applies to them. The more obedience of an activity to an individual's desire, the higher the individual's satisfaction towards the activity. Hence, satisfaction is an evaluation that describes a person's feelings towards the work, whether they are contented or discontented, satisfied or dissatisfied.

Factors affecting employee satisfaction can practically be divided into two groups, namely intrinsic and extrinsic factors. Intrinsic factors come from within each employee and are brought by them since they start working in the company. In contrast, extrinsic factors concern the things that come from outside of each employee, namely the physical work environment, interaction with other employees, the payroll system, and so forth.

One theory developed by Frederick Herzberg is the 'motivator-hygiene' (M-H) theory, which explains employee satisfaction. However, research showed a positive correlation between employee satisfaction and employee turnover and between employee satisfaction and employee commitment. To enhance employee satisfaction, Herzberg suggested that companies should conduct a "job enrichment", which is an attempt to create a job with more significant challenges, responsibility, autonomy.

Theoretically, numerous factors can influence employee satisfaction, including leadership style, work productivity, behavior, locus of control, fulfillment of salary expectations, and work effectiveness. Factors that are usually used to measure employee satisfaction are: (a) the content of the job, the impression of the actual duties, and the control over the job; (b) supervision; (c) organization and management; (d) opportunities for advancement; (e) wages and other financial profits like incentives; (f) co-workers; and (g) working conditions.

In addition, according to the Job Descriptive Index (JDI), factors that build employee satisfaction are (1) convenient workplace, (2) appropriate payment, (3) organization and management, (4) proper supervision, (5) suitable job. One way to determine whether employees are satisfied with their work is to compare them with other ideal work (discrepancy theory).

Employee satisfaction is how people feel about their work and its aspects. There are several reasons why companies should pay attention to their employee satisfaction, which can be categorized according to the focus of the employee or the company, namely: 1) Humans have the right to be treated fairly and respectfully, according to the perspective of humanity. Employee satisfaction is an extension of the reflection of a good treatment. It is also necessary to pay attention to the emotional or psychological indicators. 2) Usefulness perspective, that employee satisfaction can create a behavior that affects the company's functions. Differences in employee satisfaction between organizational units can detect potential problems. Buhler (1994) emphasizes that sustainable organizational

efforts should be placed on employee satisfaction and economic impact on the company. "Companies that believe that employees can be replaced easily and do not invest in their employees will face danger. The aftermaths are usually in high levels of turnover, accompanied by congested costs of training and salaries, which will result in a similar behavior among employees. They tend to bounce easily in between companies and, thus, become less loyal.

E. Work Stress

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand associated with one's wish, while the results are perceived as uncertain yet important (Schuler, 1980). Stress is an umbrella term that includes pressure, burden, conflict, fatigue, tension, panic, anxiety, melancholy, and discouragement. Work stress is a condition of tension that creates physical and psychological imbalances, which affects an employee's emotions, thought processes, and well-being.

According to Rice (1999), a person can be categorized as experiencing work stress if there are the following elements: a) The stress also involves the organization or company where the person works. However, the core problem is not only in the company, but it could also be household problems that got carried into work or work issues that got carried into the home that cause the work stress. b) Leads to a negative impact on the company and the person. c) Therefore, cooperation between the two parties is needed to solve the problem.

The potential sources of stress are listed into three categories, namely environmental factors (economic uncertainty, politics, and technology), organizational factors (task demands, roles, interpersonal relations, structure, leadership, and organizational life stage), and individual factors (family, economic, and personality problems). In managing stress, two approaches can be applied: individual and organizational approaches. An individual approach includes implementing time management techniques, improving physical exercise and relaxation training, and extending of social support network. An organizational approach includes revising personnel selection and placement, realistic goal setting, job redesigning, increasing employee engagement, improving communication, and implementing a welfare program.

CONCEPTUAL MODEL

The general objective of this research is to test the effect of work, family, and work environment on employee satisfaction by using work stress as a mediator. The conceptual model produced in this study can be seen in the following figure.

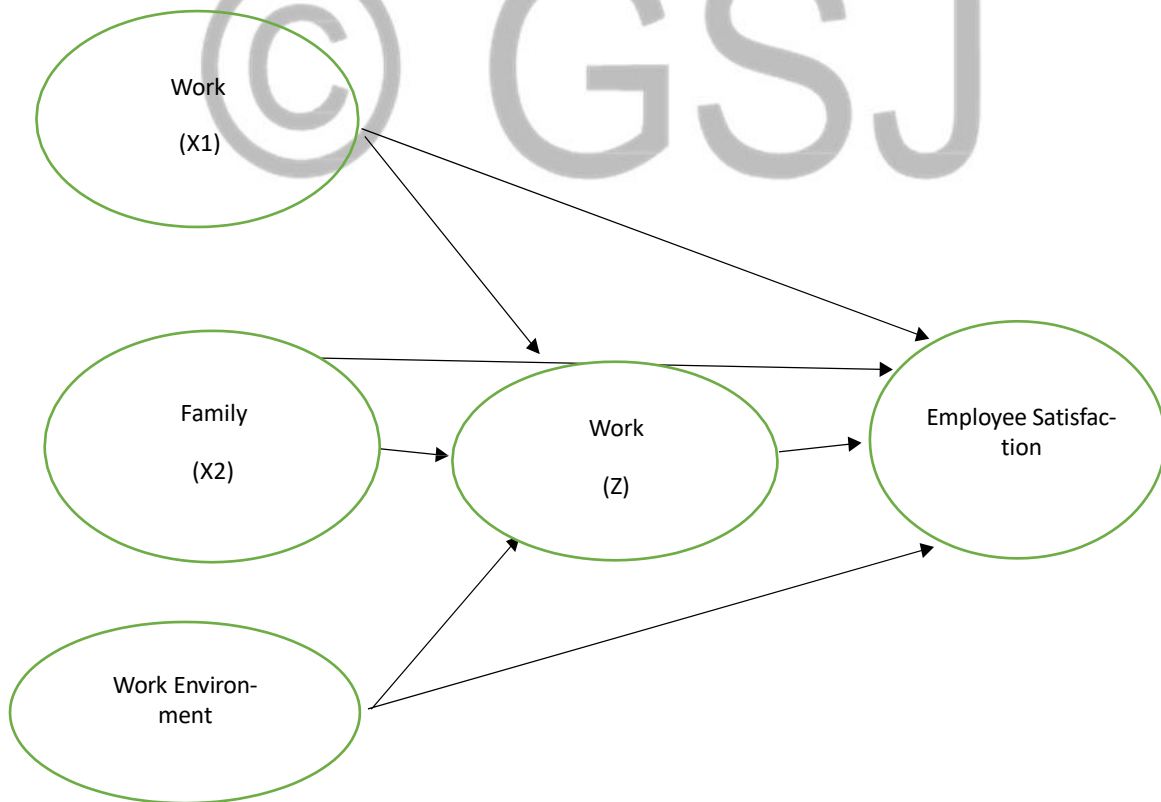


Figure 1 The Conceptual Model

HYPOTHESIS DEVELOPMENT

Based on the conceptual model in Figure 1, ten hypotheses were developed as follows:

- H1: Work affects work stress
- H2: Family affects work stress
- H3: Work environment affects work stress
- H4: Work affects employee satisfaction
- H5: Family affects employee satisfaction
- H6: Work environment affects employee satisfaction
- H7: Work stress affects employee satisfaction
- H8: Work affects employee satisfaction through work stress
- H9: Family affects employee satisfaction through work stress
- H10: Work environment affects employee satisfaction through work stress

METHODOLOGY

The method of this research is quantitative and will be conducted at the PT. Baba Studio, an IT training center company in Jakarta. The population of this study is all of the 200 employees of the company. The calculation of the Slovin formula determines the number of 133.33 samples, which is then rounded up to 134. Samples will be taken randomly.

Data collection will be done using a Likert scale questionnaire. This study will be tested for validity and reliability using Smart Partial Least Square (PLS) software, and the results will be analyzed using the same software (Sugiono, 2019).

CONCLUSION

This paper aims to develop a conceptual model in order to investigate the effects of work, family, and work environment on employee satisfaction by using work stress as a mediator. This conceptual paper consists of literature review, conceptual model, hypotheses development, and research methodology of the problem at PT. Baba Studio Jakarta. The implementation of this paper can provide information about the relationship of employee satisfaction with work, family, work environment, and work stress as a mediator at PT. Baba Studio Jakarta.

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