Implementation of Coping Strategy in Work-Family Conflict on Job Stress and Job Satisfaction: Social Support as Moderation Variable

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ABSTRACT

The purpose of this research is to analyze the relationship of work-family conflict towards job stress and satisfaction, with the effect moderated by social support on restaurant employees in Yogyakarta. This research also explains how the implementation of coping strategies in work-family conflict. The samples of this research were employees from three restaurants. The 150 respondents distributed of the questionnaires, and employees properly filled 143 questionnaires. The analytical tool used in this research was multiple linear regressions using SPSS version 24.0. The results of this research show that work-family conflict does not influence job stress. However, the work-family conflict has a negative influence on job satisfaction. Besides, the work-family conflict has no relationship to job stress even after having influenced by social support. Otherwise, the work-family conflict has a negative influence on job satisfaction after having influenced by social support. On the other hand, to overcome work-family conflict, the company must make a special effort, namely, coping strategy. The managers should build a pleasant and supportive organizational culture that could be integrated, into family-friendly organizational culture, and this would help restaurant employees to balance their work and family life, increase job satisfaction and prevent job stress that potentially will happen to the employees.

Keywords: Coping Strategy, Work-Family Conflict, Job Stress, and Satisfaction, Social Support.

1. INTRODUCTION

Nowadays, family concepts become one of the important concepts of developing continuously. The family life needs to achieve a good quality of life; family life needs to be maintained since family conflict can affect the sustainability value of quality life (Karakas & Sahin, 2017). The tourism industry, especially the hospitality industry, must constantly improve the quality of services to satisfy the needs of customers and to remain competitive. The increased competition and expectation for customer satisfaction might give effects to an employee workforce. Competition affects the employee workforce. Employees will have a heavy workload and have irregular working hours and experience difficulties in reconciling work and family life (Mansour & Tremblay, 2016).

Based on a survey conducted by The Chartered Institute of Personnel and Development, it was found that 25% of employees surveyed and reported some negative health impacts from working long hours. Based on a survey done by The *Psychosocial Working Conditions,* it indicated that around one in six of all working individuals through their jobs were very or extremely stressful. Also, 63,000 employees were reported to have work-related heart disease, ascribing their illness to work stress (Dewe, O'Driscol, & Cooper, 2010). A survey done by Regus Asia found that 64% of Indonesian worker's stress has been developing since 2011 (Mahdalia, 2014).

The increased levels of work-family conflict are negatively influenced by several different parts of employee job-related satisfaction. The finding suggested that responsibilities in the workplace and responsibilities at home cannot be filled successfully in the lives of employees (Boles, Howard, & Donofrio, 2001). Work-family conflict is negatively influenced by several subjects, such as job attitudes and consequences, including lower overall job satisfaction (Boles, Howard, & Donofrio, 2001).

The hospitality industry, with its characteristics of late hours, long hours, and low wage level is particularly vulnerable to the effects of work-family conflict (Namasivayam & Mount, 2004). Because of its job characteristics, it is acknowledged that employees in frontline service jobs of the hospitality industry are faced with exhaustion and having less satisfaction on their job (Karatepe, 2010; Zhao & Ghiselli 2016; Adisa, Osabutey, & Gbadamosi, 2016).

The company must make a special effort, namely coping strategy to overcome work-family conflict. Rotondo, Carlson, & Kincaid (2003) discussed the new way to reduce work-family conflict, which was for individuals to have the ability to cope with stressful demands effectively. The relationships among four styles of work and family coping (direct action, help-seeking, positive thinking, and avoidance/resignation) and levels of work-family conflict are considered. Two different forms of work-family conflict (time-based and strain-based) were examined as well as the effect of direction (work interfering with family, family interfering with work) to examine the efficacy of different coping styles. The results suggested that individuals may have greater control and opportunity for positive change within the family domain compared to the work environment. Some of the common results of experienced work-family conflict are increased level of stress, decreased performance at home and work, and decreased life and work satisfaction.

In Yogyakarta itself, the restaurant business is developing continuously. There are many types of supporting businesses for tourism in Yogyakarta, such as hotels, student dorms, and restaurants. This business becomes one of the potential businesses in Yogyakarta because there are lots of tourists and students come to Yogyakarta every year (Dinas Pariwisata Daerah Istimewa (D.I) Yogyakarta, 2017). According to data from Survei Angkatan Kerja Nasional (Sakernas) that was surveyed on February 2015, it was identified that 24.34% of workers in Yogyakarta work in the hospitality industry focusing on restaurant, hotel and selling products (BPS D.I.Yogyakarta, 2016). This research will focus on examining the relationship between work-family conflict towards job stress and job satisfaction on restaurant's employees in Yogyakarta. This research will also explain how the implementation of coping strategies in work-family conflict.

2. LITERATURE REVIEW

2.1 Coping Strategy

Coping strategy is defined as a condition of good enough at home and good enough at work, a delegation at home and delegation at work, and priorities at home. Regarding family interference with work, the relationship between coping strategies (i.e., good enough at home and good work, a delegation at home and work at home) and family interference with work were moderated by sex and gender ideological roles (Somech & Drach-Zahavy, 2007). Kalliath & Kalliath (2014) discussed on resolving work-family conflict with coping strategy and stated that social workers experience in handling work-family conflict, and they adopt several coping strategies to deal with it, including support from supervisors and colleagues, cognitive reframing, timely communication, setting clear expectations, time management, and job flexibility and developing personal hobbies.

Adisa, Gbadamosi & Osabutey (2016) explored the various coping strategies that are used by working mothers to achieve a desirable work-family balance (WFB) in the Cities of London (Great Britain) and Lagos (Nigeria). It will help working mothers in the designated two cities to learn about the different coping strategies that can be adapted to help them combine their work demands and familial responsibilities. The important of WFB for both employers and employees cannot be overstated. A desirable balance between the two domains will enhance job satisfaction, employee performance, organizational commitment, and productivity.

However, a large number of studies argue that strategies to overcome it can mediate the relationship between work demands and family responsibilities, role experiences, and outcomes. The relationship was harmonious between the work-family interfaces, and obtaining satisfactory results can be utilized through various mediation mechanisms. In other words, the effect of the work-family interface can be moderated by the use of coping strategies. Coping has been defined as an effort to create that condition allowing someone to keep moving towards the desired goal. Coping is a response which follows a stressful experience. Coping is any responses to external stressors that prevent or minimize emotional stress. The importance of coping strategies in mitigating work-family conflicts cannot be excessive.

Rotondo, Carlson, & Kincaid (2003) discussed the new way to reduce work-family conflict is designated for individuals to have the ability to cope with the stressful demands effectively. The relationships between four styles of work and family coping (direct action, help-seeking, positive thinking, and avoidance/resignation) and levels of work-family conflict are considered. Two different forms of work-family conflict (time-based and strain-based) were examined as well as the effect of direction (work interfering with family, family interfering with work) to examine the efficacy of different coping styles. The results suggested that individuals may have greater control and opportunity for positive change within the family domain compared to the work environment.

Besides, Wu, Zhang, Imran, Lu & Hu (2018) stated that with time, different conflict coping strategies have different effects on the earnings of individuals and teams at different conflict levels. It is also revealed that conflict coping strategies affect not only

the earnings of individuals and employer's but also their distribution; it also reflects the conflict level in top management team (TMT) of a family enterprise but in reverse.

2.2 Work-Family Conflict

Work-family conflict is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects. That is, participation in the work (family) role made more difficult by virtue participation in the (family) role" (Greenhaus & Beutell, 1985). Work-family conflict is started from simultaneous pressures from the work and family domains that are incompatible in some respects (Baltes, Clark, & Chakrabarti, 2010).

Two main theories are explaining the cause of work-family conflict: scarcity theory and conflict theory. Scarcity theory is explained by assuming that the personal resource of time, energy, and attention are finite and that the devotion of greater resources to one role necessities the devotion of lesser resources to the other roles. Conflict theory proposed that work and family domains are incompatible due to their different norms and responsibilities (Baltes, Clark, & Chakrabarti, 2010).

Adisa, Osabutey, & Gbadamosi (2016) explained some of the causes and the consequences of work-family conflict, which are the cause of work-family conflict and the consequences of work-family conflict. There are several causes of work-family conflicts, such as work pressure, obligatory familial duties, poor infrastructural facilities, lack of proper and practical work-family policies. Work-family conflict gives some consequences for employee's life, such as broken marriages or families, unhappy employees, and poor performance at work.

Greenhaus & Beutell (1985) explained work-family conflict into three specific domains: time-based conflict, strain-based conflict, and behavior-based conflict. First, time-based conflict as work demands that result in home conflict because the employee spends insufficient time tending to family needs. Second, the strain-based work-family conflict will happen when the demands and tensions from work negatively impact the quality of a worker's home life. Third, behavior-based work-family conflict as an incompatibility between the employee's workplace and their role at home.

2.3 Job Stress

National Institute for Occupational Safety and Health has defined job stress as the harmful physical and emotional responses that occur when the requirements of the job do not match with the capabilities, resources, or needs of the worker (Armstrong, Atkin-Plunk, & Wells, 2015). The causes of job stress are related to the work environment, working conditions and hardness of the job, organizations disorder, lack of role task delegation, workplace distance, fast changes and the most importantly, salary insufficiency (Karakas & Sahin, 2017).

Griffin, Hogan, Lambert, Tucker-Gail, & Baker (2010) defined stress into two categories, either a stimulus or a response. Job stress as a stimulus is experienced by correctional staff which are role conflict (receiving conflicting directions or roles), role ambiguity (receiving unclear directions), role overload (being asked to do too many tasks or not

being provided sufficient resources for those tasks), and dangerousness (feeling the job is dangerous). Job stress as a response by workers' feelings of job-related tension, anxiety, frustration, worry, emotional exhaustion, and distress

Dewe, O' Driscol, & Cooper (2010) offered a useful classification framework which includes six general categories of work-related stressors: intrinsic factors to the job itself, roles in the organization, social relationships at work, career development, organizational factors, the work-home interference between work and family life.

2.4 Job Satisfaction

Job satisfaction refers to an individual's complex attitude toward his or her job (Thiagaraj & Thangaswamy, 2017). Job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience," referring to the importance of both affection and cognition (Lee, 2012). Job satisfaction as a judgment of the favorability of the work environment (Lee, 2012).

Herzberg's Two Factor Theory is one of the theories approaching to understand job satisfaction and motivation. Herzberg tried to modify Maslow's hierarchy theory by dividing factors of job satisfaction into two types, motivators and hygiene factors. Motivators are defined as satisfying events in work life, such as achievement, recognition, work itself, responsibility, advancement, and growth. Hygiene factors are the factors that influence job dissatisfaction such as, company policy and administration, supervision, relationship with supervisor, work conditions, salary, and relationships with peers, personal life, and relationships with subordinates, status, and security. Herzberg also defined that the opposite of satisfaction is no satisfaction, not dissatisfaction conversely; the opposite of dissatisfaction is not satisfaction, but no dissatisfaction. Herzberg explained that removing dissatisfying characteristics from a job does not necessarily make the job satisfying. The presence of certain factors in the organization is natural, and the presence of the same does not lead to satisfaction. However, their non-responses lead to dissatisfaction. Similarly, there are certain factors, the absence of which causes no dissatisfaction, but their presence has a motivational impact (Alshmeri, Shahwan-Akl, & Maude, 2017; Thiagaraj & Thangaswamy, 2017; Lee, 2012).

2.5 Social Support

Blanch & Aluja (2012); House & Umberson (1988) defined social support as a social network structure including the availability and quality of social relationships, confirmed by the provision of help, emotional sustenance, or information that might influence health-promoting behaviors. Social supports are categorized into several parts based on the sources, such as supervisors, coworkers, family, or friends (Armstrong, Atkin-Plunk, & Weels, 2015).

Supervisory support explained the employee's perceptions concerning the degree to which supervisors value their contributions and care about their well-being (Knies & Leisink, 2014). Some human resource practices are showing the recognition of employee's contributions, such as pay, promotion, job security, job conditions in terms of training and autonomy (Knies & Leisink, 2014). Peer support usually in the form of

emotional support such as listening each of their concerns and showing empathy to each other (Zhao, Qu, & Ghiselli, 2011)

Social supports could be integrated into a family-friendly organizational culture, and this would help hospitality employees to balance work and family demands and ultimately facilitate the retention of talented employees (Zhao & Ghiselli, 2016). Organizations need to create a supportive organizational environment for employees to achieve the employees' welfare (Namasivayam & Mount, 2004). The organization can imply some family-friendly benefits, such as paid family leave, (subsidized) on-site childcare services, flexible work schedules, and family supportive supervisors (Karatepe, 2010). Such environments do, but also require managers, mentors, and co-workers who are sensitive toward work-family issues and supportive of employees with multiple role demands (Beham & Drobnic, 2010).

2.6 Conceptual Framework

Figure 1: Conceptual Framework
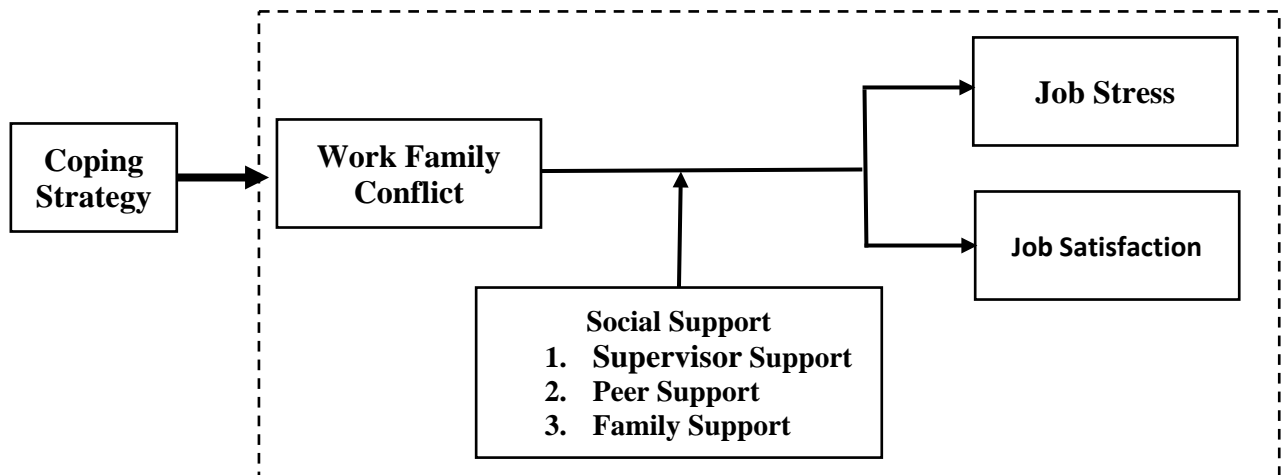
Sources: Beham & Drobnic, (2010); Hsu, (2011); Armstrong, Atkin-Plunk, & Wells, (2015); Zhao & Ghiselli, 2016; Adisa, Osabutey, & Gbadamosi (2016); Mauno & Ruokolainen, (2017); Rabenu, Tziner, & Sharoni, (2017); Lee & Jang, (2017)

2.7 Hypotheses Development

The first hypothesis proposed is about the relationship of work-family conflict to job stress. The higher the stress experienced by employees, the more work-family conflict they experience, and the lower the stress, the less they experience work-family conflict (Rabenu, Tziner, & Sharoni, 2017). It is also found that work-family conflict can be major stress that increases the home health worker's vulnerability to mental distress (Lee & Jang, 2017). Higher levels of strain- and behavior-based work-family conflict is related to higher levels of job stress. Simultaneously, a reciprocal association existed such that family–work conflict was also related to more job stresses (Armstrong, Atkin-Plunk, & Wells, 2015). Thus, the following hypothesis is proposed:

H1: Work-family conflict has a positive influence on job stress

The second hypothesis proposed is about the relationship of work-family conflict to job satisfaction. Work-family conflict harms job satisfaction. Taiwanese correctional officers who experience a higher level of work-family conflict tend to have less satisfaction with their work (Hsu, 2011). Higher levels of strain- and behavior-based work-family conflict is related to lower levels of job satisfaction. Simultaneously, a reciprocal association existed such that family–work conflict was also related to less job satisfaction (Armstrong, Atkin-Plunk, & Wells, 2015). The continuous experiences of work overload, tight deadlines and conflicting demands at work create strain in employees, reduce their ability to take care of their non-work responsibilities, and are accompanied by feelings of dissatisfaction with work-family balance (Beham & Drobnic, 2010). Thus, the following hypothesis is proposed:

H2: Work-family conflict has a negative influence on job satisfaction

The third hypothesis made for further investigation in the relationship of work-family conflict to job stress. Social support could be integrated into a family-friendly organizational culture, and this would help hospitality employees balance work and family demands and ultimately facilitate the retention of talented employees (Zhao & Ghiselli, 2016). High coworker work-family supports protected temporary workers against the negative effects of high work-family conflict on emotional energy at work (Mauno & Ruokolainen, 2017). Correctional officers who perceived that behaviors learned at work were detrimental to be a good parent, spouse, or friend (behavior-based conflict) were significantly more likely to have higher job stress (Armstrong, Atkin-Plunk, & Wells, 2015). Thus, the following hypothesis is proposed:

H3: Work-family conflict affected by social support has a positive influence on job stress

The fourth hypothesis made for further investigation in the relationship of work-family conflict to job satisfaction. Rathi & Barath (2013) found that when employees perceived that demands of their work role interfere with the fulfillment of the family roles, then it may negatively influence their attitudes toward the job, which can further result in reduced job satisfaction. Besides, social support from coworkers significantly moderated the relationship of work-to-family conflict and family-to-work conflict with family satisfaction, but not with job satisfaction (Rathi & Barath, 2013). Temporary workers with low coworker work-family support were at greater risks of job dissatisfaction and diminished emotional energy at home than were their permanent colleagues in the presence of high work-family conflict (Mauno & Ruokolainen, 2017). Correctional officers who perceived that behaviors learned at work were detrimental to be a good parent, spouse, or friend (behavior-based conflict) were significantly more likely to have lower job satisfaction (Armstrong, Atkin-Plunk, & Wells, 2015). A woman works at IT industries that have support from colleague and family (moral & psychological) who help her to acquire pleasurable and enriching experiences from her work and family domain may help her to be a better homemaker and productive worker (Narayanan & Savarimuthu, 2013). Thus, the following hypothesis is proposed:

H4: Work-family conflict affected by social support has a negative influence on job satisfaction

3. RESEARCH METHODOLOGY

3.1 Sample

The population in this research is the employees from three restaurants. The collection sampling method is purposive (judgment) used in this research to collect the data. The characteristics that determine the use of purposive random sampling in this research are: (1) Restaurants that are located in Yogyakarta, Sleman, and Bantul County; (2) Restaurant should have more than 20 employees; (3) All of the job positions will be the respondents.

3.2 Data Collection

This study uses quantitative methods to examine primary data gathered from the companies. Questionnaires will be distributed to three restaurants; they are Koki Joni, Ayam Gobyoss, and Waroeng SS. The questionnaires were distributed to 150 respondents, and the employees properly filled 143 questionnaires. The questionnaire is a closed question and used Likert scale that can be created as the simple sum of questionnaire responses over the full range of the scale (e.g., 1 = strongly disagree to 5 = strongly agree.

3.3 Measurement

Table 1: Variable and Measurement

Variables	Measurement	Source
Work-Family Conflict	**Time-Based:** My job allows me adequate time to be with my family. My time off from work works well with my family members schedule and my social needs. I frequently have to work overtime when I do not want to. My work schedule is stable enough to allow me to plan my family and social life. I can participate in important family or social activities/events outside of work **Strain-Based:** My work allows me to have still the energy to enjoy my family and social life. I frequently argue with my spouse/family members about my job. I can leave my problems from work at work rather than bringing them home. With all my work demands, sometimes I come home too stressed to do things I enjoy. Because of this job, I am often irritable at home. My job has a bad impact on my home life. I can relax away from work, no matter what is happening in my job.	Armstrong, Atkin-Plunk, & Wells, 2015

	I am easily able to balance my work and home lives My family/friends express unhappiness about the time I spend at work My family/friends dislike how often I am preoccupied with work **Behavior-Based:** The behavior I learn at work helps me to be a better parent. The behavior I learn at work helps me to be a better spouse. The behavior I learn at work helps me to be a better friend. **Family-work conflict:** My family and social life interfere with my job. I sometimes have to miss work due to pressing family/social issues or problems. Because of stress at home, I am often preoccupied with family matters at work. I am often tired at work because of the things I have to do at home. I feel that the demands placed upon me at work are unreasonable.	
Job Stress	I feel calm. I feel rushed; I do not seem to have enough time. I have physical aches and pains: sore back, headache, stiff neck, stomachache. I feel preoccupied, tormented, or worried. I feel confused; my thoughts are muddled; I lack concentration; I cannot focus I feel a great weight on my shoulders I have difficulty controlling my reactions, emotions, moods, or gestures I feel stressed	Mansour & Tremblay (2015)
Job Satisfaction	I feel fairly satisfied with my present job. Most days, I am enthusiastic about my work. Each day at work seems like it will never end. I find real enjoyment in my work. I consider my job to be rather unpleasant.	Riaz et al. (2016).
Social Support	**Supervisory Support:** My supervisors encourage us to do the job in a way that we really would be proud My supervisors encouraged us the people I work with if they do their job well. My supervisors blame others when things go wrong, even when it's not their fault. If my supervisors have a dispute with an employee they supervise, they handle it professionally. **Peer Support:** My fellow workers often compliment someone who has done his or her job well.	Armstrong, Atkin-Plunk, & Wells, 2015). The

My fellow workers do not blame each other when things go wrong. My fellow workers encouraged each other to do the job in a way that we would be. My fellow workers encourage each other to think of better ways of getting the work done. **Family Support:** Members of my family understand how tough my job can be. When my job gets me down, I know that I can turn to my family and get the support I need. There is no one in my family that I can talk to about my job. My spouse (or significant other) can't help me much when I get tense about my job.	

3.4 Data Analysis Method

The multiple linear regression models were performed to test the hypothesis from the conceptual framework. The statistics tool is SPSS version 24.0. Validity and Reliability test will be conducted in this research.

4. RESULTS AND DISCUSSIONS

4.1 Descriptive Analysis

Table 2: Respondent's Profile

Profile	Male	Female	≤ Senior High School	Bachelor Degree	Master Degree
Gender	96 (67%)	47 (33%)	-	-	-
Education			97 (68%)	44 (31%)	2 (1%)
Status				**Unmarried**	**Married**
Marriage Status	-	-	-	111 (78%)	32 (22%)
Year	**16-20**	**21-25**	**26-30**	**31-35**	**41-45**
Age	42 (29%)	60 (42)	33 (23%)	7 (5%)	1 (1%)
Year	**< 1**	**1-5**	**5-10**	**10-15**	**-**
Working Period	47 (33%)	85 (59%)	10 (7%)	**1 (1%)**	**-**
Position	**Management**	**Restaurants Crew**	**Research Assistant**	**Chefs**	**Owners/ Directors**
Job Position	64 (45%)	71 (50%)	1 (1%)	2 (1%)	5 (3%)

Source: Processed Data

In this research, the data are gathered through questionnaires that have been filled by employees in Koki Joni, Ayam Gobyoss, and Waroeng SS. The questionnaires were distributed to 150 respondents, and the employees properly filled 143 questionnaires.

According to the identification of gender, it can be concluded that most of the respondents were males because the data showed that 96 (67%) respondents were males and 47 (33%) were females. Continue to the next identification of respondents based on age. The majority of respondents were 21-25 years old, with a total of 60 (42%). There were 42 (29%) respondents within 16-20 years old. Then, 33 (23%) respondents aged 26-30 years old and the rests were 7 (5%) respondents who were 31-35 years old; also 1 (1%) respondent was 41-45 years old.

The next classifications of respondents are based on working period. The majority of respondents have been working for 1-5 years, which was represented by 85 (59%). There were 47 (33%) respondents that have been working on company for less than one year. Then, there were 10 (7%) respondents that have been working on the company for 5-10 years, and 1 (1%) respondent has been working for 10-15 years. Next identifications of respondents based on the job position. The majority of respondents have been working as restaurants' crews, which were about 71 (50%). The respondents that have been working as management staff were about 64 (45%). Then, there were 5 (4%) respondents as owners and directors. There were 2 (1%) respondents working as chefs, 1 (1%) respondent working as a research assistant at the restaurant.

The next classification of respondents is based on the educational level the majority of respondents were graduated from senior high school or less, which were 97 (68%) people. There were 44 (31%) respondents had a bachelor's degree as their last education. Then, there were 2 (1%) respondents had a master's degree as their last education. The next identification of respondents is from marital status. The majority of respondents have not married, which were about 111 (78%). Then, there were 32 (22%) respondents that have already married.

4.2 Reliability and Validity Test

Table 3: Result of Validity and Reliability Test

Indicators	Pearson Correlation		Cronbach Alpha	Significant / Critical Value	Category
Work-family conflict	0.336**	0.392*		0.000	Valid
			0.779	0.6	Reliable
Job Stress	-0.269**	0.853**		0.000	Valid
			0.937	0.6	Reliable
Job Satisfaction	0.719**	0.461**		0.000	Valid
			0.682	0.6	Reliable
Social Support	0.588**	0.407**		0.000	Valid
			0.709	0.6	Reliable

Source: Processed Data, *$\rho < 0.01$ **$\rho < 0.05$

A study was conducted to test items validity and reliability. All the items were reliable with Cronbach Alpha score greater than 0.60 and significant Pearson correlation (see table 3). Therefore, all of the items were valid and reliable.

4.3 Hypotheses Testing

The results of the analysis showed that the score of probability = 0.478 > level of significance (α = 0.05). The data analysis revealed that the independent variable in this current research, which is work-family conflict is not significant and has no influence on job stress. The result of the analysis showed that the score of probability = 0.000 < level of significance (α = 0.05), the researcher found that the independent variable of work-family conflict has a significant relationship toward job satisfaction within the employee's restaurant.

Based on the analysis, the independent variable of work-family conflict that has the score of probability = 0.478 > level of significance (α = 0.05) and it is influenced by social support with the score of probability = 0.70 > level of significance (α = 0.05). The researcher found that work-family conflict, when influenced by social support, still has no significance with job stress. For further results, the result of the analysis showed that the score of probability = 0.000 < level of significance (α = 0.05). It is influenced by social support with the score of probability = 0.000 < level of significance (α = 0.05). The researcher found that the work-family conflict, when influenced by social support, has a significant relationship with job satisfaction. The summary of hypotheses testing can be seen in Table 4.

Table 4: Hypotheses Testing Results

Hypotheses	β Coefficient	t-test	Sig	Results
H1	0.221	0.711	0.478	H1 is not supported
H2	-0.662	-4.334	0.000**	H2 is supported
H3	0.085	1.826	0.70	H3 is not supported
H4	0.193	8.409	0.000**	H4 is supported

Source: Processed Data, *$\rho < 0.05$

4.4 Discussion

The finding of this study is resumed based on several conditions regarding restaurants employees in Yogyakarta. Based on the answers to the questionnaire, it can be assumed that the job of restaurant employees does not become a burden for each employee. In fact, in Yogyakarta, this type of job has a stable work schedule and did not have a big responsibility so that employees still have time and energy for their family at home after work. Besides, it is rarely for restaurant's employees to work overtime when they do not want to. For further information, all of the objected restaurants have good principles, work environment, and do not have any bad impacts for their home life which makes employees learn those behaviors into their guideline role as parents, friends, and spouse. Because of the facts, the restaurant employees rarely bring work problems at home and vice versa. The restaurant employees also rarely feel irritable because of all the work demands rarely make them tired at work, and they can still do the things they have to do at home. Based on all of the characteristics of employees' works in the restaurant as well as their family life, the employees do not feel stressed about their job and their family life. It can be concluded that there is no significant relationship between work-family conflict and job stress.

This study also revealed there is a negative relationship between work-family conflicts on job satisfaction. This finding is supported by Hsu (2011) stated that work-family

conflict harms job satisfaction. Taiwanese correctional officers who experience a higher level of work-family conflict tend to have less satisfaction with their work. Armstrong, Atkin-Plunk also conducted another study, & Wells (2015) found that higher levels of strain- and behavior-based work-family conflict were related to lower levels of job satisfaction. Simultaneously, a reciprocal association existed such that family–work conflict was also related to less job satisfaction. For further information, Beham & Drobnic (2010) explained that the continuous experience of work overload, tight deadlines and conflicting demands at work could create strain in employees, reduce their ability to take care of their non-work responsibilities that are accompanied by feelings of dissatisfaction with work-family balance.

Based on the response of questionnaires, all of the social supports are received by the employee and give a good contribution to their work-life. This fact could reduce the pressure of employees in the workplace. The type of restaurant employees' job does not become a burden. Their job is well-scheduled and balances enough so that they still have time and energy with their family after work. Besides, the employees feel that the responsibility of the job is not so heavy that they rarely have problems or bring their work problems at home. Their work environment seems very supportive because they can build a good personality as friends, parents, or spouses based on their behavior at the workplace. The restaurant employee's families are very supportive of their job so that they rarely feel irritated at home. Even if they have problems at home, they can act professionally in the workplace and do not bring their problem at the workplace. Based on this condition, the restaurant's employees do not feel any job stresses. It can be concluded that there are no significant relationships between work-family conflict and job stress, even if the source of support influences them.

This study also revealed there is a negative relationship between work-family conflict and job satisfaction when influenced by social support. This finding is supported by Hsu (2011) found that perceived supervisors' support could moderate the relationship between work-family conflict and job satisfaction. This research suggested that top administrators and immediate supervisors should practice a supportive leadership style when their subordinates work under stressful conditions resulted from work-family conflict (Hsu, 2011). The study by Beham & Drobnic (2010) explained that employees who experience high levels of work-to-home conflict tend to be less satisfied with their ability to balance work and non-work responsibilities. However, job-related resources, such as control over work and social support at work function, works as a cushion against dissatisfaction (Beham & Drobnic, 2010). The other study by Mauno & Ruokolainen (2017) found that temporary workers with low coworker work-family support were at greater risk of job dissatisfaction and diminished emotional energy at home than were their permanent colleagues in the presence of high work-family conflict. Armstrong, Atkin-Plunk, & Wells (2015) also found that correctional officers who perceived that their work life resulted in arguments and increased irritability at home, as well as family expressions of unhappiness about the time spent away from home as a result of their job, experienced higher levels of job stress and lower levels of job satisfaction. It is interesting that correctional officers who perceived that behaviors learned at work were detrimental to be a good parent, spouse, or friend (behavior-based conflict) were significantly more likely to have lower job satisfaction (Armstrong, Atkin-Plunk, & Wells, 2015). The study by Narayanan & Savarimuthu, 2013 found that woman works at IT industries that have

support from colleague and family (moral & psychological) that helps her to acquire pleasurable and enriching experiences from her work and family domain which may help her to be a better homemaker and productive worker.

After identifying the effect of working family conflict on job satisfaction and job stress, a company strategy is needed to overcome the problems of work-family conflict. Adisa, Gbadamosi & Osabutey (2016) provided solutions related to work-family conflict through copying strategy, which includes:
• decreasing individual and family susceptibility to work-life conflict by removing the causes of stress;
• strengthening and maintaining the resources used to protect an individual and their family from damage (for example, family cohesiveness and adaptation);
• decreasing or eliminating the stressor events and their corresponding adversity;
• manipulating the individual's and their family's environment by actively seeking alternative societal circumstances; and
• controlling the impact of stress and its destabilizing impacts on an individual and their family, if the stress cannot be avoided.

5 CONCLUSIONS AND MANAGERIAL IMPLICATIONS

5.1 Conclusions
From the data analysis that has been conducted previously, it has been proven that the independent variable (work-family support) tested in this research is negatively influence one of the dependent variables which are job satisfaction even after affected by social support. The independent variable (work-family conflict) does not have any influence with job stress as one of the dependent variables in this research even after affected by social support. On the other hand, to overcome work-family conflict, the company must make a special effort, namely, coping strategy.

5.2 Managerial Implications

Based on the conclusion, the researcher proposes several recommendations:
1. To maintain job satisfaction and avoid job stress, it would be better if the managers clarify employee's duties annually, give performance feedback, and communicate task objectives.
2. Besides, managers should build a pleasant and supportive organizational culture in which employees can have a better bonding with supervisors and coworkers.
3. Managers and supervisors should practice a supportive leadership style to prevent employees from experiencing stressful conditions as a result of the work-family conflict.
4. Managers can also manage the coworkers and family bonding by giving one-day family trip for all of the employees and doing some team working activities together with the employee's family. All of those activities above could be integrated into family-friendly organizational culture, and this would help restaurant employees to balance work and family life, increase job satisfaction, and prevent job stress happened to the employees.
5. Managers can resolve work-family conflicts with coping strategies by adopting several coping strategies to overcome them, including support from supervisors and

colleagues, cognitive framing, timely communication, setting clear expectations, time management, job flexibility and developing personal hobbies.

5.3 Limitations

This research was performed only in several areas of Yogyakarta, such as Yogya city, Sleman county, and Bantul county with different sizes of company. Besides, this research implied various job positions with different responsibilities that might affect the results of the study. This research was only carried out through questionnaires. Therefore the discussion only covers the description of the questionnaire results without further explanation on the actual condition of companies.

5.4 Suggestions

It is recommended for the future possible studies to research other sectors of hospitality industries such as hotel, travel agent, guest house, and other sectors outside the hospitality industry to enrich the topics of this study since the different findings might be found. Besides, it is recommended to use the same size companies to get more general results. In future studies, it would be better to consider other variables or intermediaries to make this research complete.

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