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## The influence of work-family conflict, family-work conflict, and the work environment on the job satisfaction of teachers and district elementary school employees

Wazirman Wazirman<sup>1\*)</sup>, Elmiati Elmiati<sup>1</sup>, Mike Agnes<sup>1</sup>

<sup>1</sup>Sekolah Tinggi Ilmu Ekonomi, Keuangan Perbankan dan Pembangunan, Padang, Indonesia

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### ABSTRACT

This study aims to see the effect of (1) Work-family conflict on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district (2) Family-work conflict on job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district (3) The work environment on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District (4) work-family conflict, work-family conflict and work environment have a joint effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District. The population in this study is all 54 teachers and employees of SDN Koto Baru, Kota Sungai Penuh District. Technique of determining the number of sample taken as respondents using total sampling. Results of this study shows that (1) Work-family conflict has a negative significant effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district (2) Family-work conflict has a negative effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District (3) Work environment provide a positive influence on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District (4) Work-family conflict, work-family conflict and work environment jointly have a positive effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District.



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### Corresponding Author:

Wazirman, W.,  
Sekolah Tinggi Ilmu Ekonomi, Keuangan Perbankan dan Pembangunan, Padang, Indonesia  
Email: [wazirman97@gmail.com](mailto:wazirman97@gmail.com)

## Introduction

Work and family are two important areas in adult social life (Mian et al., 2012). Without work, a person will not be able to meet the needs and needs of his family. Without family, a person will feel alone and there is no place to pour love. Work and family are both important, so each requires a lot of attention. This attention can be in the form of time, energy, and thoughts that are devoted to both work and family (Carr et al., 2008).

The work of a health worker is a job that is devoted to the health sector and has knowledge and skills in the health sector which for certain types requires the authority to carry out health efforts. This job is certainly not easy and time-consuming where this job has a 24-hour duty in treating patients, in other words, this job has 3 shifts, namely morning, afternoon and evening.

An individual can have two roles at once. First, acting as an employee who carries out his work and responsibilities while at the puskesmas. The second is having a role in the family as a father, mother or child. Role is a set of behaviors expected of someone who occupies a certain position in an organization or group (Wexley and Gary, 2003).

In adult life, work and family are two demanding roles that must be lived. However, the demands of work and family roles do not always run in a balanced way. In fact, sometimes they can contradict each other and cause conflicts or problems. Dual role conflict is a form of conflict between roles caused by the demands of roles at work and the family contradict each other in several ways (Greenhaus and Beutell, 1985). For example, the demand for an employee to work overtime on the weekends, so that he cannot take time to vacation with his family. Another example is husband and wife quarrels, resulting in employees not concentrating at work.

According to Netemeyer et al. (1996) there are two types of dual role conflict, namely work-family conflict (WFC) and family-work conflict (FWC). Netemeyer et al. (1996) defines WFC as a form of conflict between roles including, demands, time, and tension that comes from work that interferes with someone in carrying out their responsibilities in the family. For example, the obligation from the agency to employees to continue their education abroad, makes the employee have to leave his family. Another example of WFC is that the company requires employees to work overtime on national holidays, making them unable to gather with their families and enjoy holidays together (Mian et al., 2012).

FWC is a form of conflict between roles including, time, and tension that comes from the family interfering with someone in carrying out their responsibilities at work (Netemeyer et al., 1996). For example, when a child is sick it makes employees not concentrate on work and if it happens continuously, it can reduce their performance. Another example is an employee who does not get permission for overtime by her husband so that it interferes with her work (Mian et al., 2012).

WFC and FWC both have consequences on employees. However, previous research turned out to have done more research on WFC than FWC. This is because WFC is considered to have a serious impact on employees compared to FWC (Bagger and Andrew, 2012). job satisfaction, organizational commitment, and increased turnover intention (Alsam et al., 2013; Li et al., 2013; Afzal and Yasir, 2014).

One of the consequences that can arise from WFC and FWC is a decrease in employee job satisfaction. Job satisfaction is an employee's evaluative feeling about work (Spector, 1985). Job satisfaction describes a person's positive emotional feelings such as feeling happy, comfortable, happy about the job. Job satisfaction is a positive emotional response to work that comes from within the employee and is internal (Sopiah, 2008). Organizations need to pay attention to things that can affect employee job satisfaction, because the employee's internal feelings have a big influence on the organization. If job satisfaction is high, it makes employees more enthusiastic and shows good performance, otherwise employees who lack or even do not feel job satisfaction will be unhappy, uncomfortable, depressed, and not eager to work so that it can reduce performance. The following is the initial survey data on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District:

Table 1 <Preliminary Survey Data on Job Satisfaction of Teachers and Employees of SDN Koto Baru, Kota Sungai Penuh District>

No	Question	Answer Score (%)	
		Agree	Don't agree
1	I feel that the school has given teachers salaries in accordance with applicable standards.	40	60
2	I enjoy working with coworkers who provide me with sufficient support	25	75
3	I feel that my boss can provide support to his subordinates	35	65
4	I like interesting and challenging work	40	60
<b>Average</b>		<b>35</b>	<b>65</b>

Source: Initial Survey of Respondents

Based on Table 1, it can be seen from the results of the initial survey that researchers conducted on average, teachers in Koto Baru District, Sungai Penuh City, disagreed with the answers to questions posed by researchers at 65% and those who answered agreed were very low on average at 35%. It can be seen that the job satisfaction of the 20 respondents who were interviewed in the initial survey was problematic.

An individual must have a different view of what is most important in his life. Individuals who have the view that work is more important will believe that work is important in their lives and will do their best and excel in their work. Meanwhile, individuals who have the view that family is more important in their lives then prioritize their activities and lives for the benefit of the family (Bagger and Andrew, 2012).

The views of individuals regarding the importance of work and family have contributed to influencing the conflicts experienced by individuals and how to resolve them (Carlson and Kacmar, 2000). The employee's view of which is more important between work or family is also called work-family centrality or work-family centrality. Work-family centrality is an expression of an individual's value regarding work or family which is the main focus in his life (Carlson and Kacmar, 2000).

Table 2 <Results of the Preliminary Survey of Work-Family Conflict of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District>

No	Statement Material	Agree	Don't agree	Total
1	The demands of my job do not interfere with home, family and social life	45%	55%	100%
2	Busy work does not interfere with the family home	35%	65%	100%
3	Due to my job, I am not able to involve myself as much as I would like to maintain close relationships with my family, partner, or friends.	30%	70%	100%

Source: Pre-survey, (data processed by the author, 2021)..

The results of the initial survey related to work-family conflicts in the teachers and employees of SDN Koto Baru, Kota Sungai Penuh Sub-district, are shown in Table 2. In the table it can be seen that many teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district answered they did not agree. Such as statement 1 "The demands of my work do not interfere with home, family and social life" 55% answered disagree. Likewise, statements 2 and 3 answered that they disagreed as much as 65% and 70%. This condition means that the work-family conflict between teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district is still high.

Then, the results of the initial survey related to the family-work conflict of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District, are shown in Table 3. In the table it can be seen that many teachers and employees of SDN Koto Baru, Kota Sungai Penuh District, answered that they did not agree. Such as statement 1 "The demands of family, partner, or friends do not interfere with work-related activities" 70% answered disagree. Likewise, statements 2 and 3 answered that they disagreed as much as 65% and 80%. This condition means that the family-work of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district, still exists and is problematic.

Table 3 <Preliminary Survey ResultsTeacher's Work-Family Conflict at Teachers and employees of SDN Koto Baru, Kota Sungai Penuh District>

No	Statement Material	Agree	Don't agree	Total
1	The demands of family, partner, or friends do not interfere with work-related activities	30%	70%	100%
2	I don't get reprimand from my family due to work	35%	65%	100%
3	I don't lose my job to fulfill my family and social responsibilities	20%	80%	100%

Source: Pre-survey, (data processed by the author, 2021).

As for other factors that affect the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district, namely the work environment. The work environment is the environment in which the employees work. The work environment for employees will have no small influence on the operation of the agency. The work environment will affect the employees so that directly or indirectly will be able to affect the productivity of the agency. A good and satisfying work environment will certainly improve the performance of employees. On the other hand, a bad work environment will reduce the performance of employees and indirectly also reduce the productivity of the agency.

The work environment has a significant contribution in improving performance. The work environment refers to several aspects including management, organizational structure, and job descriptions, freedom, a satisfactory physical environment, such as the availability of places of worship, a comfortable enough room to work, good ventilation, security, appropriate working hours and tasks clear. Environmental conditions in relatively modest variations in temperature, noise, lighting or regional quality can induce significant effects on employee attitudes and performance. In addition, the design that takes into account the number of workspaces, their arrangement or layout and the level of personal power given, affects the performance and level of employee satisfaction.

Table 4 <Results of the Preliminary Survey of the Working Environment of SDN Koto Baru, Kota Sungai Penuh District>

No	Statement Material	Agree	Don't agree	Total
1	I feel that the work atmosphere in the office is quite comfortable in completing work	35%	65%	100%
2	I consider that unauthorized parties who visit the office are very disturbing work activities in completing work profession	45%	60%	100%
3	Communication between me and fellow employees or leaders is well established, open and smooth.	50%	50%	100%

Source: Pre-survey, (data processed by the author, 2021)

The results of the initial survey related to the work environment for teachers and employees of SDN Koto Baru, Kota Sungai Penuh District, are shown in Table 4. In the table it can be seen that many teachers and employees of SDN Koto Baru, Kota Sungai Penuh District, answered that they did not agree. Such as statement 1 "I feel the work atmosphere in the office is quite comfortable in completing work" 65% answered disagree. Likewise for statements 2 and 3 who answered that they disagreed as much as 60% and 50%. This condition means that the work environment is problematic with employees at the teacher and employees of SDN Koto Baru, Kota Sungai Penuh District

As for other factors that affect teacher job satisfaction in Koto Baru District, Sungai Penuh City, namely the work environment. The work environment is the environment in which the employees work. The work environment for employees will have no small influence on the operation of the agency. The work environment will affect the employees so that directly or indirectly will be able to affect the productivity of the agency. A good and satisfying work environment will certainly improve the performance of employees. On the other hand, a bad work environment will reduce the performance of employees and indirectly also reduce the productivity of the agency.

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## Method

The population in this study were all teachers in Koto Baru District, Sungai Penuh City, amounting to 54 people. The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be valid.

not for the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely all teachers in Koto Baru District, Sungai Penuh City, totaling 54 people..

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100, the entire population is used as a research sample

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

**Where:**

Y	= Job Satisfaction
a	= Intercept Constant
X1	= Work-Family Conflict
X2	= Work-Family Conflict
X3	= Work Environment
b1, b2, ....	= Regression Coefficient
e	= Error Term

## Result and Discussion

### Normality test

This is normality test is used by the author to test the normality of the regression model. The test was carried out using the kolmogorov-smirnov test method on each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05. The results of the normality test can be seen in table 5.

Table 5 <Normality Test Results>

One-Sample Kolmogorov-Smirnov Test			Y	X1	X2	X3
N			54	54	54	54
Normal Parameters	mean		46.5741	40.0556	41.0556	26.7593
	Std. Deviation		8.26815	4.07207	4.73213	1.81124
Most Extreme Differences	Absolute		.133	.110	.106	.198
	Positive		.083	.076	.066	.108
	negative		-.133	-.110	-.106	-.198
Kolmogorov-Smirnov Z			.978	.810	.782	1.453
asympt. Sig. (2-tailed)			.295	.528	.574	.129
a. Test distribution is Normal.						

**Source:**SPSS output results, 2022.

From Table 5 which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the job satisfaction variable (Y) is 0.295 > 0.05 the work-family conflict variable (X1) is 0.528 > 0.05; the work-family conflict variable (X2) is 0.574 > 0.05; work environment variable (X3) is 0.129 > 0.05. So it can be concluded that the variables of job satisfaction, work-family conflict, family-work conflict, and the work environment of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district are normally distributed.

### Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10 then the data is free from multicollinearity symptoms can be seen in Table 6.

Table 6 &lt;Multicollinearity Test Results&gt;

Model	Coefficients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Work-Family Conflict (X1)	0.971	1.030
	Work-Family Conflict (X2)	0.962	1.039
	Work Environment (X3)	0.983	1.017
a. Dependent Variable: Job Satisfaction			

Source: SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

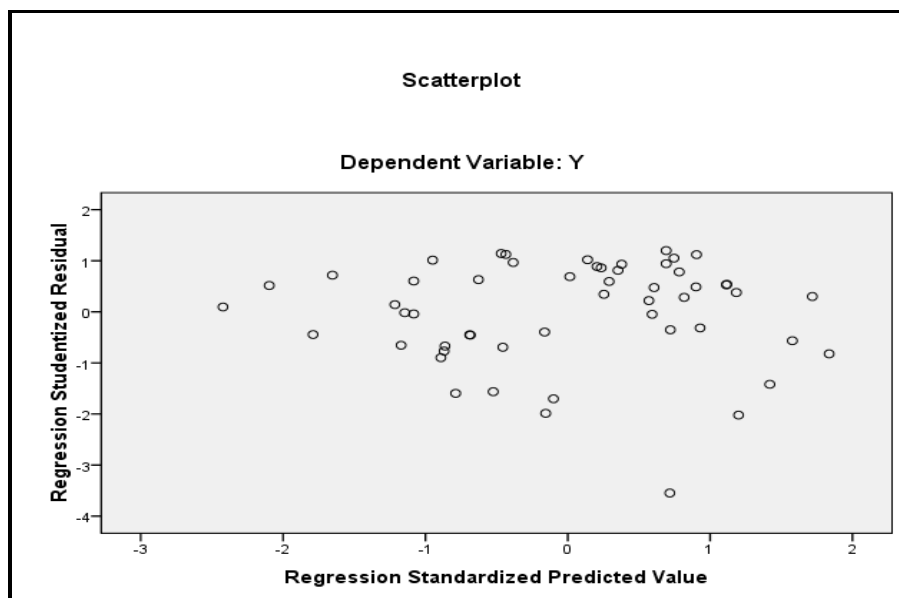


Figure 1 &lt;Heteroscedasticity Test Results&gt;

In Figure 1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur Heteroscedasticity

### Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via a computer using the IBM SPSS for Windows Version 26.0 program.

Table 7 &lt;Recap of Multiple Linear Regression Analysis Test Results&gt;

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	18,440	20,746		.889	.378
	Work-Family Conflict (X1)	-.641	.271	.316	-2,361	.022
	Work-Family Conflict (X2)	-.365	.162	.209	-2.253	.037
	Work Environment (X3)	.651	.128	.143	5.073	.001
a. Dependent Variable: Y						

a. Dependent Variable: Y

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

Based on the regression results above, the estimation model can be analyzed as follows:  $Y = 18,440 - 0.641(X1) - 0.365(X2) + 0.651(X3)$ . Based on the above equation it can be explained that:

1. From the above equation it can be seen that there is a constant value of 18,440 which means that if work-family conflict, work-family conflict, work environment is zero, then the value of the job satisfaction variable is at 18,440. This means that the variables of work-family conflict, work-family conflict, and work environment contribute to increasing the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District.
2. Work-family conflict regression coefficient value is negative 0.641. This means that if the work-family conflict decreases by one unit, it will result in an increase in job satisfaction of 0.641 unit.
3. The value of the family-work conflict regression coefficient is negative, namely 0.365. This means that if the work-family conflict decreases by one unit, it will result in an increase in teacher job satisfaction by 0.365 unit.
4. The value of the work environment regression coefficient is positive, namely 0.651. This means that if the work environment increases by one unit, it will result in an increase in teacher job satisfaction by 0.651 unit.

### T-Test Results (Partially)

#### *Hypothesis Testing 1*

The first hypothesis put forward, that work-family conflict partially negatively affects teacher job satisfaction. Based on the results of the analysis of the t test, it is known that the significance level of the work-family conflict variable is  $0,022 < \text{of the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between work-family conflict on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District.

#### *Hypothesis Testing 2*

The second hypothesis proposed is that work-family conflict partially negatively affects teacher job satisfaction. Based on the results of the analysis of the t test, it is known that the significance level of the work-family conflict variable is  $0,037 < \text{of the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between family-work conflict on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District.

#### *Hypothesis Testing 3*

The third hypothesis proposed is that work environment partially positive effect on job satisfaction. Based on the results of the analysis of the t test, it is known that the significance level of the work environment variable is  $0,001 < \text{dai significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. The alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the work environment on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District.

#### *Hypothesis Testing 4*

The fourth hypothesis proposed, that work-family conflict, work-family conflict, and work environment collectively have a positive effect on teacher job satisfaction.

Table 8 &lt;F. Test Results&gt;

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	477,839	3	159,280	4,532	.003a
	Residual	3145,365	50	62,907		
	Total	3623,204	53			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Based on the results of the analysis of the F test, it is known that the significance level of the work-family conflict, family-work conflict, and work environment variables is  $0.003 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. The alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between work-family conflict, family-work conflict, and work environment on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District.

### Testing the Coefficient of Determination ( $R^2$ )

Analysis of the coefficient of determination for hard skills, soft skills and motivation on employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

Table 9 &lt;R Square Result&gt;

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863a	.744	.712	7.93141

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

Based on the analysis results Adjusted R square is 0,712 This means that 71.2% of teacher job satisfaction is influenced by the independent variables of work-family conflict, work-family conflict, and work environment. While the remaining 28.8% is influenced by other variables outside the model.

### Influence Work-Family Conflict on Job Satisfaction of Teachers and Employees of SDN Koto Baru, Kota Sungai Penuh District

The results of this study indicate that work-family conflict has a significant negative effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District. This indicates that work-family conflict determines the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district. This means that the higher the work-family conflict accepted by the teacher, the lower the job satisfaction of the teacher.

From the results of this study, it appears that the work-family conflict variable has a coefficient of -0.641 which means that work-family conflict has a great influence. This indicates that work-family conflict can play a role in increasing teacher job satisfaction. If at SDN Koto Baru, Kota Sungai Penuh sub-district, you want to increase teacher job satisfaction, then you must reduce teacher work-family conflict.

This is in line with the opinion of Netemeyer et al. (1996) defines WFC as a form of inter-role conflict including: demands, time, and tension that comes from work interfere with a person in carrying out his responsibilities in the family. Carr, et al. (2008) stated, that WFC occurs when responsibilities in one domain (work) limit individuals to fulfill other obligations (family). WFC refers to the situation between responsibilities, and expectations of the individual's role in his work, interfering with responsibilities and role expectations in the family (Grzywacz, 2009).

According to Bagger and Andrew (2012), WFC is a conflict that comes from work that interferes with family responsibilities. WFC means that one's work role interferes with roles and responsibilities in the family (Karimi, et al. 2012). WFC is a consequence of conflicts that occur especially at work (Li, et al. 2013). From this understanding, it can be concluded that work-family conflict is a conflict experienced by a person because of demands in work that interfere with the family.

The results of this study are in line with research Karimi, et al. (2012) which shows that work-family conflict has a significant and negative effect on teacher job satisfaction Rathi and Barath (2013) The results of his research also show Work-Family Conflict significant effect on teacher job satisfaction.

#### **Influence Family-Work Conflict on Job Satisfaction of Teachers and Employees of SDN Koto Baru, Kota Sungai Penuh District**

The results of this study indicate that work-family conflict has a significant negative effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district. This indicates that the work-family conflict of teachers determines the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district. This means that the lower the work-family conflict, the higher the job satisfaction of teachers.

From the results of this study, it appears that the work-family conflict variable has a coefficient of -0.365 which means work-family conflict has a great influence. This indicates that work-family conflict can play a role in increasing teacher job satisfaction. If at SDN Koto Baru, Kota Sungai Penuh sub-district, you want to increase teacher job satisfaction, then you must reduce teacher-family conflict in the agency.

This is in line with the opinion According to Bagger and Andrew, (2012), FWC is a conflict that comes from the family that interferes with work responsibilities. For example, a worker is late for work because he has to take his child to daycare first. From this understanding, it can be concluded that work-family conflict is a conflict that comes from the family and is brought to work and interferes with responsibilities at work.

The results of this study are in line with research Karimi, et al. (2012) which shows that work-family conflict affects teacher job satisfaction. Zhao and Haulin (2019) the results of their research also show that family-work conflict has a significant effect on teacher job satisfaction.

#### **Influence Work Environment on Job Satisfaction of Teachers and Employees of SDN Koto Baru, Kota Sungai Penuh District.**

The results of this study indicate that the work environment has a significant positive effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District. This indicates that the work environment determines the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District. This means that the better the work environment of an agency, the higher the job satisfaction of teachers.

From the results of this study, it appears that the work environment variable has a coefficient of 0.651 which means that the work environment has the greatest influence. This indicates that the work environment can play a role in increasing teacher job satisfaction. If at SDN Koto Baru, Kota Sungai Penuh sub-district, you want to increase teacher job satisfaction, then you must improve and create a good work environment for teachers in better institutions.

The results of this study are in line with Asti's research (2017) which shows that There is a significant positive effect between the work environment on teacher job satisfaction.

#### **Effects of Work-Family Conflict, Family-Work Conflict, Work Environment on Job Satisfaction of Teachers and Employees of SDN Koto Baru, Kota Sungai Penuh District.**

The results of this study indicate that work-family conflict, family-work conflict, and work environment together have a significant influence on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District. This indicates that work-family conflict, family-work conflict, and work environment determine the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district. This means work-family conflict, family-work conflict, work environment, it will increase teacher job satisfaction.

This is in line with research Karimi et al (2012), Rathi and Barath (2013), Asti (2017) which shows that The results show that there is a significant influence between organizational work-family conflict, work-family conflict, and work environment on teacher job satisfaction.

## **Conclusions**

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Work-family conflict has a negative effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district. This means that teacher job satisfaction will increase

- if work-family conflict in the agency decreases for teachers and leaders, so as to be able to provide encouragement to teachers in increasing job satisfaction, thus the first hypothesis (H1) is accepted.
2. Family-work conflict has a negative effect on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district. This means that teacher job satisfaction will increase if the work-family conflict decreases so as to be able to provide morale to teachers in carrying out their work. The higher the work-family conflict of the teacher in the institution, the lower the job satisfaction of the teacher in doing his job in the institution, so the second hypothesis (H2) is accepted.
  3. The work environment has a positive influence on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District. This means that teacher job satisfaction will increase if the work environment in a good institution will encourage teacher job satisfaction at work, thus making teachers enthusiastic and able to carry out their work well. And a good work environment will encourage high job satisfaction, so the third hypothesis (H3) is accepted.
  4. Work-family conflict, family-work conflict, work environment together have an influence on the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh sub-district. From the ANOVA test, the significance probability value was 0.003. The probability of significance is less than 0.05, with a significance level of 0.003 or 0.05 as a result  $H_0$  is rejected and  $H_a$  is accepted. The variables of work-family conflict, work-family conflict and work environment together affect the job satisfaction of teachers and employees of SDN Koto Baru, Kota Sungai Penuh District..

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