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The Impact Of Double Role Conflict and Job Satisfaction to Work Performance of The Woman Employees in PT Bio Farma (PERSERO)

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Abstract. Employees are the fixed asset for the company, that is why their work performance must be held out due to competition in this globalization era. Work performance of the employee can be influenced by many factors, specifically for woman employees. Woman as an employee take a double role, they are being an employee and also being a wife and a mother at the same time. So, their performance will depend on their ability to balancing both roles. Job satisfaction also affects their work performance. Due to this phenomena, the purpose of this research is to discover the effect of double role conflict and job satisfaction to work performance of woman employees at PT. Bio Farma (Persero). This research using purposive sampling technique with 70 woman employees. The instruments of double role conflict, job satisfaction, and work performance are conducted by the author itself. The validity range of double role conflict instrument in between 0,343 – 0,815 with 12 items and the reliability is 0,896. The validity of job satisfaction instrument in between 0,461 – 0,696 with 9 items and the reliability is 0,775. The validity of Work performance instrument is in between 0,345 – 0,803 with 10 items and the reliability is 0,714. The conclusion of this research proves that both double role conflict and job satisfaction have a contribution to the quality of work performance of woman employees partially and simultaneously, with R square is 0,395. This research suggestion for the next researcher is to try doing research not only for woman employees in the manufacturing industry, but also for teachers, bankers, and hospital worker that need shifting working hour.

Keywords: Double role, job satisfaction, work performance

1. Introduction

Business development growing more and bigger each day. In Indonesia, business competition is very tight, especially in the field of manufacture industry. Therefore, it takes a good management strategy to be able to become a leading manufacturer company. One of the most important things to do is good human capital management. Good human capital management can help the company to be able to survive in every condition. Also, A qualified employee is one of the requirements for creating a globally competitive kind of company[1], [2].

Ideally, a balanced composition of the employee in terms of gender, age and ability can well support the operational process of the company. In fact, Indonesia currently has about 30 percent of woman employees of all total employees are 53 million [3]. This fact shows two indications, first, the positive development of the economic state of Indonesia; second, women nowadays are more active involving into their career development itself or how to earn money

to improve the economic state of their family. This conditions increasing the number of women with multiple roles [4]. The positive impact is that they can help her husband to support financial income, earn money to fulfill their own necessity, increase her self-esteem, and also as a chance to increase their life satisfaction [5]. In addition to these positive impacts, there are also negative effects such as woman employees will not have enough energy to taking care of all their family member. In addition, long working hours make the working mothers not always be there when she is needed by her child or husband.

This phenomenon creates a variety of conflicts between problems as employees and problems as a wife or mother [6] Work and family conflicts are generally a reality that a married female employee would have, even they have a child as well. The denseness of task with limited time and the amount of energy that must be spent while working will bring this conflict. There are two conflicts, first, the demand of work interfere your responsibility of family demand, for example when a mother who has a lot of work in the office forget to celebrate her child's birthday. Second, it occurs when the demand for serving their family at home impact the demand for work at the office [7]. The more a person feels that her working demand consistently takes his chances to take care of their family or vice-versa, then they will feel less satisfied with their work [6].

In one of the BUMN in Bandung named PT. Bio Farma (Persero), the number of woman employees is third of the total population of the employees in Biofarma. The demographics of these female employees are unmarried but most are married and have children and some have no children. Here are the results of a preliminary survey of 15 employees on the picture of their performance.

Table 1. Results of a Preliminary Survey

No	Dimension	appropriate	Not appropriate	total
1	I completed all the work given completely in accordance with my boss's orders	73,3 %	26,7 %	100 %
2	The number of jobs completed according to the demands of the targets given to me	73,3 %	26,7 %	100%
3	I use the time to work effectively and efficiently	66,6 %	33,4 %	100 %
4	I have never asked for permission not to be present beside the leave allowance given by the office	53,3 %	46,7 %	100 %
5	I am able to work together in teams	53,3 %	46,7 %	100 %

Source: Early Survey

In the table above can be obtained information that there is a considerable gap in terms of attendance and ability to work together in teams.

The problems faced by the respondents may be different but there is a similar pattern of work and family conflicts and vice-versa. This kind of conflict also knows as double role conflict. These conflicts have an impact on the appreciation of each of them to the satisfaction of their work and also the quality of their daily performance in the office. Therefore, this study aims to determine how role conflict and job satisfaction can influence the performance of employee PT. Bio Farma (Persero).

2. Method

2.1 Population

According to Sugiyono [8], the population is a generalization region consisting of the object/subject that has certain qualities and characteristics set by the researchers to then be drawn conclusions. Population in this research is all woman employee of PT. Bio Farma (Persero) that meets the criteria of the research subject that have been determined that there are as many as 152 people.

2.2 Sampling Technique

The sample is part of the number and characteristics possessed by a population [9][9]. In this study, of the entire population with appropriate criteria will be narrowed again to obtain a number of samples. How to calculate the sample using the Solvin formula as follows:

$$n = \frac{N}{N(e)^2 + 1} \quad (1)$$

Explanation:

n : Sample Size

N : Population Size

e : The tolerable level of error

To use the above Solvin formula, the researcher uses a tolerable error rate of 10% with a 90% confidence level. In this study, the number of female employees who have been married amounted to 152 people and in the sampling conducted on the representatives of the six directorates of the Directorate of Human Resources, Finance, Marketing, Planning and Development, Production, and Internal Control Systems. After doing the calculation with the above formula Solvin then obtained result 61 (result rounding 60.31). So a minimum sample of 61 people and allowed if exceeded.

2.3 Object of The Research

PT. Bio Farma (Persero) is a state-owned company whose shares are wholly owned by the government. Bio Farma is the only vaccine producer for a human being in Indonesia and largest in Southeast Asia which has dedicated itself in the production of international quality vaccine and anti-sera. In line with the development of the era, PT Bio Farma (Persero) which was originally named Parc-vaccinogene en Institut Pasteur. In this study, the subject of research is an employee with a total of 70 people from six directorates.

2.4 Research Methods

This study aims to test and analyze the influence of dual role conflict and job satisfaction on performance, then this research is explanatory research because according to Ghazali [10] explanatory research aims to explain a relationship between variables through hypothesis testing. The data used are primary data directly obtained from the respondents. Primary data include answers from respondents on questions of family conflict and work variables, job satisfaction variables and employee performance variables from all sample of employee according to research criteria.

2.5 Data Collection Techniques

Data collection techniques are systematic and standardized procedures for obtaining necessary data [11]. Umar [12] added that data is one component of research, meaning without data there will be no research. The following data collection techniques to be performed by researchers:

1) Questionnaire

The questionnaire technique is a data collection by giving or distributing a list of questions/statements to the respondent in the hope of responding to the list of questions/statements [12]. In this study, researchers will provide a number of statements to workers who have a characteristic that has been determined.

2) Study Literature

The study of this literature comes from theories or concepts commonly done by detailing or analyzing through deductive reasoning, while from the results of research conducted integration or synthesis and generalization through inductive reasoning [13]. In this study, researchers conducted a review of the literature through books, previous research, and journals.

3. Analysis Technique

3.1 Classic Assumption Test

Kurniawan [14] explained that the assumption test data is a requirement that must be met on the analysis of linear regression-based ordinary least square.

3.3.1 Normality Test

Normality test is a test to see whether the residual value is normally distributed or not. A normal distributed residual value is required for the regression model to be good. The result of this normality test was done by Kolmogorov Smirnov test with SPSS and obtained the result of Sig value. The above table is greater than 0.05. Sig. That is $0.077 > 0.05$. Thus, it can be said that the questionnaire of double role conflict, job satisfaction and employee's work performance tested in this study are normally distributed.

3.3.2 Multicollinearity Test

Sees a perfect linear relationship between some or all of the independent variables in a regression test, so it will be difficult to identify the explanatory variable (independent variable) and the variable described (the dependent variable). A good regression relationship is avoided by multicollinearity. The result of this multicollinearity test is done with SPSS and obtained the VIF Conflict Role Multiple and Job satisfaction is 8,009. This shows that $8,009 < 10$. Thus, it can be said that the two independent variables in this study are dual role conflict and job satisfaction free from multicollinearity.

3.3.3 Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variant of the dependent variable increased as a result of the increase of the independent variable. A good

regression data is a power free from heteroscedasticity test. In this research note that the value of significance for the variable of dual role conflict is equal to 0,498 and for job satisfaction variable equal to 0,318. Both values above 5% or 0.05, it can be concluded that the model of this study free of heterokedastisitas.

3.3.4 Hypothesis Test

Hypothesis test used in this research is multiple linear regression test. The dependent variable is employee performance and the independent variable is double role conflict and job satisfaction of employee of PT. Bio Farma (Persero). Regression test result, simultaneous influence test, partial influence test, and coefficient determination test presented below.

3.2 Multiple Linear Regression Test

Table 2. Multiple linear regression test

	<i>B</i>	<i>Sig.</i>
<i>a</i>	.506	.146
Job Satisfaction	1.753	.000
Double Role Conflict	-.553	.000

Sumber: SPSS result

Based on the table above, it can be formed the equation of predictive model of double role conflict variable (X1) and job satisfaction (X2) to job satisfaction (Y) as follows:

$$\tilde{Y} = 0,506 + (-0,553) X_1 + 1,753 X_2 + e \quad (2)$$

Based on the equation of the prediction model, it can be interpreted regression coefficients and variables as follows:

$\alpha = 0,506$, means that when variable X1 (dual role conflict) and variable X2 (job satisfaction) 0, then Y (employee performance) is 0,506. $b_1 = -0,553$ means that when variable X1 (dual role conflict) increase, then Y decrease. $b_2 = 1.753$ means that when the variable X2 (job satisfaction) has increased, then Y will increase.

3.3 Simultaneous Test Results (F Test)

Table 3. Simultaneous Test Results (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
2 Regression	7781,255	2	3890,627	11.337	.000 ^c
Residual	22,992	67	.343		
Total	7804,246	69			

Source : SPSS Test

Given the value of F Table = F (K: N - K) = F (2: 68) = 3.13

Based on the table above, shows that F arithmetic > F table or $11.337 > 3.07$, where F table is obtained from table F test with the above calculation and F significance $0.000 < 0.05$. Based on that data, H_0 is rejected and H_a accepted which means double role conflict and job

satisfaction simultaneously have an effect on the performance of the employee of PT. Bio Farma (Persero).

3.4 Partial Test Results (T-Test)

Table 4. Partial Test Results (T Test)

Variabel	T	Sig.
Job Satisfaction	59.174	.000
Double role conflict	-6.427	.000

Source: SPSS Test

The hypotheses to be tested in this study are as follows:

- a. Double role conflict has a negative effect on the performance of employee PT. Bio Farma (Persero). The test criteria are:

- 1) If the value of sig <0,05 or T arithmetic > T table then Ho rejected and Ha accepted mean double role conflict have a negative effect on the performance of the employee of PT. Bio Farma (Persero)
- 2) If the value is sig. > 0,05 or T count <T table then Ho accepted and Ha rejected means double role conflict does not have a negative effect on the performance of employee PT. Bio Farma (Persero).

$$\text{Given t table} = t(a / 2; n - k - 1) = t(0.025; 70 - 2 - 1) = 1.996 \quad (3)$$

- b. Job satisfaction has an effect on the performance of employee PT. Bio Farma (Persero). The test criteria are:

- 1) If the value of sig <0,05 or T arithmetic > T table then Ho is rejected and Ha accepted means job satisfaction has an influence on the performance of employees of PT. Bio Farma (Persero)
- 2) If the value is sig. > 0,05 or T arithmetic <T table then Ho accepted and Ha rejected means job satisfaction has no effect on employee performance PT. Bio Farma (Persero).

$$\begin{aligned} \text{Given t table} &= t(a / 2; n - k - 1) \\ &= t(0.025; 70-2-1) \\ &= 1.996 \end{aligned}$$

Based on table T-test above, shows that job satisfaction variable, t value > t table is 59.174 > 1.996, and the value of sig. ie 0.000 < 0.05. Then Ho is rejected and Ha accepted which means job satisfaction has an influence on the performance of employee PT. Bio Farma (Persero).

3.5 Coefficient of Determination

Table 5. Coefficient of Determination (R Square)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.545 ^a	.395	.368	5.858

Source: SPSS Test

Coefficient of Determination:

R Square ($0,395 \times 100\%$) = 39.5%

Table 6. Coefficient of Determination

Variabel	T	Sig.	Zero-order	Partial	Part
Job Satisfaction	59.174	.000	.112	.378	.250
Double role conflict	-6.427	.000	-2.231	-.372	-.268

Sumber : Hasil Uji SPSS

Based on the calculation in the table above, it can be seen that the value of the determination coefficient of 39.5%. That is, there is the influence of double role conflict and job satisfaction on the performance of employee PT. Bio Farma (Persero) of 39.5%, while the remaining 60.5% influenced by other factors not discussed in this study.

From the influence of 39.5 percent simultaneously, job satisfaction has an influence of 12.5 percent ($0.112 \times 1.110 \times 100\%$) and double role conflict has an influence of 27.0 percent ($2.231 \times 0.121 \times 100\%$) and contributes negatively.

4. Conclusion

From this study obtained some conclusions include:

1. Double role conflict and job satisfaction have an effect on the performance of the employee of PT. Bio Farma (Persero) simultaneously. That is, double role conflict and job satisfaction together can affect the quality of employee performance.
2. Double role conflict partially has a negative effect on the performance of employee PT. Bio Farma (Persero), it means the increased double role conflict then the employee performance will be decreased, on the contrary, the decrease of double role conflict hence increasing employee performance.
3. Partial job satisfaction has a positive influence on the performance of employee PT. Bio Farma (Persero), it means that the increased of the job satisfaction of the employee, the quality of performance will be increased as well, on the contrary, the decreased job satisfaction of the employee then the employee's performance will be decreased as well.

5. Research suggestion

Based on the conclusions obtained, the researcher suggests the company take steps to evaluate double role conflict, job satisfaction and employee performance by:

1. In order to minimize double role conflict that is still in enough category, required efforts of PT. Bio Farma (Persero) to minimize conflicts, especially on the issue of employee time. Efforts to minimize this problem can be done by providing training on time management in the hope that employees are able to balance the time management in managing the household business and managing the work business in the office.
2. In order to improve employee job satisfaction which is still in enough category, therefore it should be suggested for a company to try facility which able to increase job satisfaction index especially on three things that are work, promotion, and co-worker.

3. For attendance problems, it can be done with the effort of giving the school shuttle facility for the worker's children so that the burden for them in the morning is reduced and able to attend to the office on time. For the problem of the ability to cooperate should be given training on teamwork, thus expected to be able to realize their main tasks respectively, and to raise awareness to complete the personal work and team according to the portion.
4. In addition, other studies that also affect performance, such as motivation, organizational culture, leadership, and compensation are necessary. In addition, the research can also be done not only on the employee in the field of the industry but on teachers, bank employees, and hospital employees who need shifting working hours.

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