
Exploring Workplace Dynamics: The Role of Coworker Support and Work-Family Conflict on Job Satisfaction

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| ABSTRACT

This study aims to examine the effects of coworker support, work-family conflict, and the mediating role of work-family conflict on job satisfaction among female employees at the Yogyakarta Special Region Education and Training Agency. Using a quantitative approach, data were collected through questionnaires distributed via accidental sampling to 51 respondents, determined using the Slovin formula. The results of the analysis using SmartPLS show that coworker support has a significant positive effect on job satisfaction. Additionally, coworker support has a significant negative effect on work-family conflict, indicating that higher coworker support reduces the level of work-family conflict experienced by employees. Work-family conflict itself has a negative, but statistically insignificant, effect on job satisfaction. The mediation of work-family conflict in the relationship between coworker support and job satisfaction also shows an insignificant result. These findings emphasize the importance of coworker support in reducing work-family conflict while enhancing job satisfaction. The practical implications of this study highlight the need for organizations to foster a supportive work culture by strengthening relationships among employees. This study also opens opportunities for further research into work-family dynamics in the public sector.

| KEYWORDS

Keywords: coworker support, work-family conflict, job satisfaction, public sector dynamics.

1. INTRODUCTION

Some workers are faced with the challenge of a double burden, both in professional and domestic contexts. A man often performs both the role of employee and father, while a woman performs both the role of employee and mother. The responsibilities attached to each of these roles are significant and require intensive attention. In some cases, work obligations require an employee to bring duties and work home, which in turn can interfere with and affect the quality of their responsibilities in their parental role. Sometimes, household issues carry over into the workplace, which can lead to decreased focus, increased stress, and decreased productivity and employee satisfaction.

When workers are satisfied with their roles, they are more likely to put in extra effort for their employers and the company as a whole. According to Islamy (2019) satisfaction with one's job is described as an emotional reaction to one's job derived from an evaluation of its quality. How a person feels about their workplace determines their level of job satisfaction (Paparang, Areros, & Tatimu, 2021) . Employee job satisfaction is directly influenced by the atmosphere of the work environment, a positive and supportive atmosphere will increase employee comfort and happiness in carrying out activities at work (Sari & Lestari, 2024) .

Organizational success depends on resolving employee job satisfaction issues, especially those arising from work-life conflicts. According to Praptopo *et al.* (2020) Employees experience conflict between work and family because of the time, energy, and focus needed to succeed in their professional and personal lives. This is compounded by the fact that they are away from their families for long periods of time. The demands of employees as social beings with limitations can be met largely through social support. Apart from work-family conflict, there are other triggers related to job satisfaction, namely social support and coworker support. According to Rosita (2022) social support is very important in meeting the needs of employees as social beings who have limitations.

According to Ayu & Sitalaksmi (2021) The phrase "coworker support" refers to the mutual help and encouragement that employees give each other while working. According to Hamdani (2022) a survey shows that female employees at the Yogyakarta Special Region Training Agency have a level of job satisfaction that still needs to be optimized. This is largely due to the necessity for female employees to harmonize professional obligations with family commitments. Managing multiple tasks simultaneously can increase stress levels and result in decreased productivity when individuals feel overwhelmed, possibly leading to cumulative stress over time.

The Yogyakarta Special Region government oversees the Yogyakarta Special Region Training Center. In order to improve the standard of human resources in the region, this department is responsible for creating and implementing training and education programs. It is also responsible for planning education for Yogyakarta citizens and government employees, including training and competency development programs. Programs covering formal and non-formal education, skills training, and competency development for the community and educators are at the core of efforts to improve the quality of human resources. Keys to maintaining the stability and competitiveness of the Yogyakarta Special Region Training Agency office is to ensure job satisfaction.

Initial observations and interviews conducted by researchers at the Yogyakarta Special Region Education and Training Agency showed that female employees showed less than optimal job satisfaction. One of the symptoms is that cooperation between employees still needs to be improved. The conditions that occur at the Yogyakarta Special Region Education and Training Agency can result in a decrease in organizational performance which has a negative impact on employee job satisfaction. Understanding how conflict, social support, and peer support are related is important. This study examines the determinants of employee job satisfaction at the Yogyakarta Special Region Education and Training Agency, and the results are expected to be taken into consideration regarding job satisfaction.

Previous research shows inconsistencies in the relationship between work-family conflict and job satisfaction. Nurmayanti *et al.* (2018) found that conflict between work and home life has a significant negative effect on job satisfaction, while Ashary *et al.* (2021) reported a significant positive effect of work-family conflict on job satisfaction. These findings suggest that the impact of work-family conflict on job satisfaction may vary depending on individual perceptions and the situation at hand. On the other hand, coworker support also shows an inconsistent relationship with job satisfaction. Ayu and Sitalaksmi (2021) confirmed a significant positive relationship between coworker support and job satisfaction, but Muchtadin and Sundary (2023) found no significant effect in that context. To bridge this research gap, it is necessary to examine the role of work-family conflict as a mediator between coworker support and job satisfaction, in order to provide a more comprehensive understanding of the dynamics of the relationship.

The impact of social support, particularly coworker support, and work-family conflict on job satisfaction among employees of the DIY Training Agency is the main focus of this study. The inconsistency of previous research results, such as the variability of the influence of work-family

conflict and coworker support on job satisfaction, opens up opportunities for further exploration. This research proposes the role of work-family conflict as a mediating variable to examine how coworker support indirectly affects job satisfaction in different workplace contexts, providing a deeper understanding of the dynamics of this relationship.

2. LITERATURE REVIEW

Work-family Conflict

Work-family conflict arises from conflicting demands between family and work obligations (Komara & Azzahra, 2021). Conflict between work and family life arises when responsibilities at work interfere with responsibilities at home, such as family caregiving duties getting in the way of work-related tasks (Pardita & Surya, 2020). Work-family conflict occurs due to a gap between professional responsibilities and family obligations (Praptopo *et al.*, 2020). Work-family conflict is an inter-role problem that complicates a person's ability to fulfill responsibilities in family life and the workplace (Nurfauziah, Nuraina, & Styaningrum, 2021). Work-family conflict occurs because employees try to balance the demands and pressures that arise, both from family and from work (Santosa & Prayoga, 2021).

Coworker Support

Social support serves as a resource that alleviates feelings of depression; its presence can positively affect the health and well-being of people from family, friendship, and professional contexts, including bosses and coworkers (Istichomah, Andika, Khoeriyah, & Pesirahu, 2021). The term "social support" is used in this study to describe information and actions provided by supervisors, coworkers, and other individuals around a person (such as family and organizations) to help a person overcome various challenges (Susanti & Paskarini, 2022). Social assistance is very important in meeting the needs of employees as social entities that have limitations (Rosita, 2022). Social support can function, among others, to meet the need for guidance, provide a feeling of a friend who can be relied on, reassure self-esteem, the opportunity to give attention to others, affection and social integration (Pratiwi, 2023).

Coworker support refers to the assistance provided by coworkers to each other in their tasks through sharing knowledge, expertise, and emotional reinforcement (Damila & Tasri, 2022). Coworker support indicates the assistance that coworkers provide to each other. Coworker support serves as a resource in the workplace, assisting people in overcoming work-related challenges through the exchange of information, experiences, and emotional encouragement (Ayu & Sitalaksmi, 2021). Colleague support in the workplace is often conceptualized and assessed as the availability of support from work-related sources (e.g. co-workers, supervisors) (Saputra & Kurniawan, 2024). Collegial support can instill feelings of calm, care, compassion, confidence, and competence in a person (Hamdani, 2022).

Job Satisfaction

Job satisfaction is a positive feeling derived from an evaluation of job characteristics (Paparang *et al.*, 2021). Job satisfaction is an emotional condition that increases or decreases employees' self-assessment of their role or situation (Islamy, 2019). External environmental factors and internal individuals have a significant influence on job satisfaction. In this context, organizational efforts to understand the needs, desires, and expectations of employees are very crucial (Sunarta, 2019). The level of satisfaction is usually influenced by the existence of reciprocity as expected (Natali & Wolor, 2024). Employees who experience job happiness will show better performance, while employees

who do not experience this will fail to achieve psychological maturity (Mukhtar, 2019). Employee job satisfaction is strongly influenced by the work environment, because a conducive work environment will make employees feel comfortable (Sari & Lestari, 2024). So job satisfaction is one of the factors that is very important to get optimal work results (Pasien et al., 2024).

Hypothesis Development

Coworker assistance refers to actions taken by individuals to help their coworkers (Hamdani, 2022). Research that supports this is by Nasution (2019) by stating that coworker support has a positive and significant effect on job satisfaction in PDAM Tirtanadi Medan City employees. In addition, the results of research from Damila and Tasri (2022) show that coworker support has a positive and significant effect on nurse job satisfaction at Bakti Timah Pangkalpinang. It can be formulated that coworker support is important in an organization to increase job satisfaction.

H1: Coworker support has a positive effect on job satisfaction

Coworker support plays an important role in reducing work-family conflict by providing relevant emotional and instrumental support in the context of daily work (Siddiqi, Hashim, Mahmood, & Rahman, 2023). Support from coworkers can effectively reduce work-family conflict by providing practical assistance and motivation in the workplace (Mesmer-Magnus & Viswesvaran, 2008). Coworkers have the unique advantage of understanding the pressures faced by fellow employees, so they are able to offer support that is more in line with individual needs (Dolcos & Daley, 2009). With adequate support, employees can more easily find a balance between work and family demands, improving job satisfaction and overall performance. This also creates a collaborative work environment, where coworkers support each other to manage work and family responsibilities more effectively.

H2 : Coworker support has a negative influence on work-family conflict.

Work-family conflict refers to disputes between professional and family domains (Nurmayanti *et al.*, 2018). Work-family conflict is a form of role conflict that arises from an imbalance between work demands and family responsibilities. This conflict often causes stress and negatively impacts important aspects of work, including job satisfaction. According to Fikri (2019), work-family conflict has a significant negative influence on job satisfaction, especially when individuals feel unable to manage the pressures of both domains. Research by Anjani & Simarmata (2016) also shows that conflict between work and family decreases job satisfaction because constant pressure can affect employees' emotional well-being. In addition, Amanda & Mujiasih (2018) found that work-family conflict can reduce motivation and positive perceptions of work, which in turn has an impact on low levels of job satisfaction. Thus, work-family conflict is an important variable that needs to be managed effectively by organizations to minimize its impact on employee job satisfaction.

H3: Work-family conflict has a negative and significant effect on job satisfaction.

3. RESEARCH METHOD

This research was conducted at the Yogyakarta Special Region Education and Training Agency, with a total of 160 participants. This study used a sample of 115 participants who met the Slovin formula (1960). The questionnaire was distributed to employees of the Yogyakarta Special Region Education and Training Agency to collect data by *accidental sampling*. The available data were then processed using quantitative methods with SMARTPLS software. As a way to rate potential solutions, the researcher used a Likert scale, where points range from 1 (strongly disagree) to 5

(strongly agree). This study measures work-family conflict sourced from Erdamar & Demirel (2014) with 9 questions, for example "Because I have many tasks and responsibilities at work, I cannot spend time with my family". The measurement of coworker support is sourced from Clercq *et al.* (2020) with 7 questions, for example "Help is available from coworkers when I have problems". The measurement of job satisfaction is sourced from Crow & Lee (2011) with 6 questions e.g. "overall, I am satisfied with my job".

4. RESEARCH RESULT

The attributes of the participants in this study with the number of respondents were 115 employees consisting of 64 people who were female and the rest were male. Based on age, the majority of respondents are 41-50 years old as many as 42 People, with the majority of respondents having a tenure of 1-5 years as many as 50 People. Employees have the majority of the last education of S-1 as many as 57 People. The characteristic results can be seen in Table 1 which can provide a comprehensive overview of the respondents in this study.

Table 1. Respondent characteristics

		Frequency	Percent
Age	21≤Age≤30	36	31.3
	31≤Age≤40	36	31.3
	41≤Age≤50	42	36.5
	Age>51	1	0.9
Length of Service	1-5 Th	50	43.5
	6-10 Th	45	39.1
	11-15 Th	19	16.5
	above 15 Th	1	0.9
Education	High School / Equivalent	28	24.3
	Diploma (D1/D2/D3/D4)	20	17.4
	S-1	57	49.6
	Postgraduate S2 / S3	10	8.7
Gender	Female	64	55.7
	Male	51	44.3
	Total	115	100.0

Source: primary data, processed 2024

The results of testing reliability, validity, and *outer loading* in Table 2 show that the research instruments used have met the criteria set out in the research methodology. Construct reliability is measured using *Cronbach's Alpha*, *rho_A*, and *Composite Reliability*. The *Cronbach's Alpha* values for all constructs are above the minimum threshold of 0.7, which indicates high internal consistency. The coworker support construct has a Cronbach's Alpha value of 0.950, job satisfaction of 0.934, and work-family conflict of 0.903. These results are reinforced by the consistently high *rho_A* and *Composite Reliability* values, each of which is above 0.9 for all constructs. On the value of construct validity tested through *Average Variance Extracted* and *Outer Loadings*. All constructs have an AVE value above 0.5, namely DRK of 0.771, KK of 0.751, and KPK of 0.721. This shows that more than 50% of the variance can be explained by the indicators in each construct. In addition, the value of *outer loadings* on each indicator is also above the 0.7 threshold. This indicates a strong relationship between each indicator and the measured construct.

Table 2. Construct Reliability, Validity, and Outer Loadings

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>		DRK	KK	KPK_
DRK	0.950	0.951	0.959	0.771	DRK1	0.843		
					DRK2	0.876		
					DRK3	0.864		
					DRK4	0.879		
					DRK5	0.894		
					DRK6	0.878		
					DRK7	0.913		
KK	0.934	0.936	0.948	0.751	KK1		0.824	
					KK2		0.841	
					KK3		0.894	
					KK4		0.878	
					KK5		0.890	
					KK6		0.872	
KPK	0.903	0.917	0.928	0.721	KPK1			0.899
					KPK2			0.906
					KPK3			0.785
					KPK4			0.804
					KPK5			0.844

DRK= coworker support; KPK= work-family conflict; KK= job satisfaction.

Source: primary data, processed 2024.

Based on the evaluation results presented in Table 3, Model Fit shows that the tested model has a good level of fit with the empirical data. The *SRMR* value of 0.059 indicates a low residual error, meeting the model fit criteria ($SRMR < 0.08$). The d_{ULS} indicator of 0.587 and d_G of 0.420 indicate that the error rate in this model is relatively low, supporting the conclusion that the model fits. The *Chi-Square* value of 250.859, although relatively large, is considered reasonable in the context of a large sample. In addition, the *NFI* value of 0.877 indicates that the model is close to an ideal fit (≥ 0.90). Meanwhile, the *rms Theta* value of 0.155 indicates that the residual correlation in the model is at an acceptable level, suggesting that the relationships between latent variables are well represented.

Table 3. Model Fit

	<i>Saturated Model</i>	<i>Estimated Model</i>
<i>SRMR</i>	0,059	0,059
<i>d_{ULS}</i>	0,587	0,587
<i>d_G</i>	0,420	0,420
<i>Chi-Square</i>	250,859	250,859
<i>NFI</i>	0,877	0,877
<i>Theta rms</i>	0,155	<i>Theta rms</i>

Source: primary data, processed 2024.

Based on the results of the coefficient of determination analysis shown in Table 4, it is known that the job satisfaction variable has an *R Square* value of 0.623, which means that 62.3% of the variation in job satisfaction can be explained by the independent variables in the model. Once adjusted, the *Adjusted R Square* value becomes 0.617, indicating an adjustment to the complexity of the model while maintaining a high level of accuracy. Furthermore, the work-family conflict (KPK) variable showed an *R Square* value of 0.582, or 58.2% of the variation in work-family conflict could be explained by the independent variables in the model. *Adjustment* to this value results in an *Adjusted R Square* of 0.578.

Table 4. Determinant Coefficient

	<i>R Square</i>	<i>R Square Adjusted</i>
KK	0,623	0,617
KPK	0,582	0,578

DRK= coworker support; KPK= work-family conflict.

Source: primary data, processed 2024

Table 5. Path Coefficient

		<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
H1	DRK -> KK	0,542	0,571	0,196	2,767	0,006
H2	DRK -> KPK	-0,763	-0,768	0,067	11,466	0,000
H3	KPK_ -> KK	-0,294	-0,263	0,169	1,740	0,083
	DRK -> KPK_ -> KK	0,225	0,195	0,122	1,845	0,066

DRK= coworker support; KK= job satisfaction; KPK= work-family conflict.

Source: primary data, processed 2024.

Table 5 shows the results of direct and indirect analysis, on peer support has a significant positive effect on job satisfaction by having an *original sample* value of 0.542, a *T Statistics* value of 2.767, and a *P Values* value of 0.006. In addition, coworker support also has a significant negative effect on work-family conflict with an *original sample* value of -0.763, a *T Statistics* value of 11.466, and a *P Values* value of 0.000. Work-family conflict has an insignificant negative effect on job satisfaction with an original sample value of -0.294, a *T Statistics* value of 1.740, and *P Values* of 0.083. These results can also be further visualized in Figure 1.

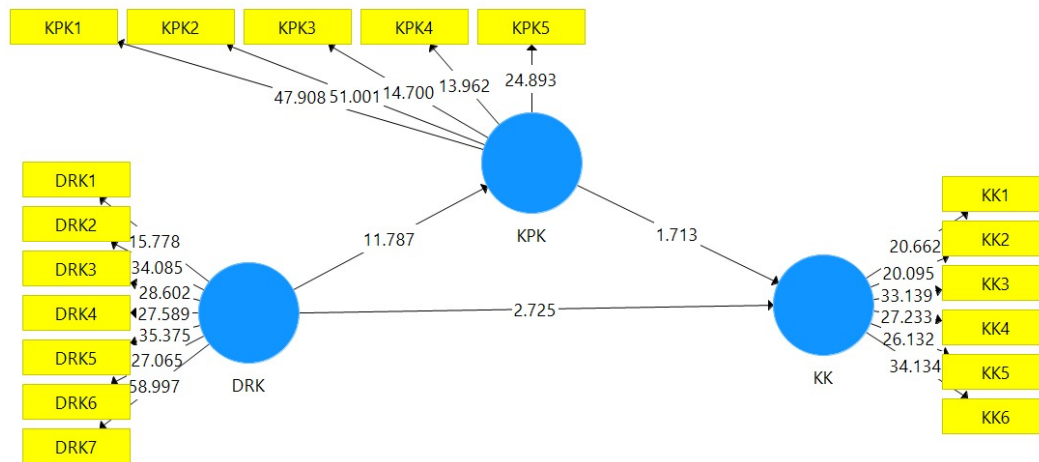


Figure 1. Path Analysis Results

Source: primary data, processed 2024

Testing H1 shows that coworker support has a significant positive effect on job satisfaction. The results of this study confirm Nasution's (2019) findings that PDAM Tirtanadi Medan City employees report higher levels of job satisfaction when they get support from their coworkers. Coworker support serves as an important social resource, which can increase the sense of connectedness and collaboration among employees. When employees feel supported by their peers, they tend to have higher motivation to contribute positively in the workplace, which in turn increases job satisfaction (Damila and Tasri, 2022). H2 testing shows if coworker support has a significant negative effect on work-family conflict. The results of this study are in accordance with Putu and Andhini (2021) which shows that work-family conflict can be significantly negatively affected by coworker support. Coworker support can play an important role in creating a positive work environment, which in turn can reduce the pressure employees face in managing demands from work and family. Testing H3 shows that work-family conflict has a negative and insignificant effect on job satisfaction. The results of this study are in accordance with previous research (Hanafi, Emilisa, Puspa, & Roretta, 2023) which is negative and insignificant. Employees who have work-family conflict can create emotional and psychological stress that has a direct impact, but not necessarily strongly reduce job satisfaction.

Discussion

Coworker assistance refers to when others in the workplace provide help to others (Hamdani, 2022). Hypothesis 1 is supported, this confirms the findings of Nasution (2019) that employees of PDAM Tirtanadi Medan City report higher levels of job satisfaction when they get support from their coworkers. The coworker support variable has the lowest mean score (4.269) on statement DRK05 which states "If I do my best work, my coworkers will notice." While the highest mean value (4.513) in statement DRK01 which states "My coworkers support my goals and values". The camaraderie that builds when workers get support from your coworkers is a great stress reliever. Employees will feel more valued, less stressed, and more happy with their work if they have the support of their coworkers.

The results of this study support the hypothesis that coworker support has a negative influence on work-family conflict. This shows that the higher the support provided by coworkers, the lower the

level of conflict between work and family felt by individuals. This finding is in line with the research of Siddiqi et al. (2023) . which shows that emotional and instrumental support from coworkers can help reduce the pressure that arises from work and family demands. In addition, research by Mesmer-Magnus & Viswesvaran (2008) also confirms that coworkers can provide practical assistance and relevant motivation to manage workload, which ultimately helps individuals achieve a balance between work and family life. In the context of the present study, these supportive results can be attributed to coworkers' unique ability to understand the specific pressures faced by fellow employees, as expressed by Dolcos & Daley (2009) . For example, coworkers can provide support that is better suited to individual needs through collaboration in completing tasks or sharing responsibilities, thereby reducing conflicts that may arise between work and family. This support not only enhances an individual's ability to meet demands in both domains, but also creates a more collaborative and conducive work environment.

The results of testing the third hypothesis which states that work-family conflict has a negative and significant effect on job satisfaction are not supported. The results of this study indicate that work-family conflict has a negative, but insignificant effect on job satisfaction. This finding indicates that although conflict between work and family can put pressure on individuals, its impact on job satisfaction is not always felt directly or significantly. The work-family conflict variable has the lowest mean value (1.687) on statement KPK05 which states "I cannot make time for homework because of my job, I always postpone homework" while the highest mean value (4.417) on statement KPK07 which states "I keep thinking about the problems I face at work." These results do not confirm previous studies by Fikri (2019) and Anjani & Simarmata (2016) , which showed that work-family conflict significantly affects job satisfaction negatively. In contrast to the findings of this study, those studies confirmed that the higher the conflict between work and family, the lower the level of perceived job satisfaction. Instead, the results of this study further support the view that the impact of work-family conflict on job satisfaction depends on various factors, including individual coping strategies and environmental support. This underscores the need for a more integrated approach to understanding how work-family conflict interacts with other elements in organizational dynamics.

The results of the mediation analysis show that work-family conflict mediates the relationship between coworker support and job satisfaction, although with a full insignificant effect. Coworker support has a direct positive influence on job satisfaction, which is in line with research by Nasution (2019) and Damila & Tasri (2022)) which shows that coworker support plays an important role in increasing job satisfaction. However, when work-family conflict is included as a mediating variable, the effect of coworker support on job satisfaction becomes more complex. These findings support the argument that coworker support can help reduce work-family conflict by providing relevant emotional and instrumental support (Siddiqi et al., 2023) as also expressed by Dolcos & Daley (2009) that coworkers are able to offer support that suits individual needs in managing conflict between work and family. Thus, coworker support not only directly increases job satisfaction but also plays an important role in managing work-family conflict, although this mediating effect is not fully significant. This indicates that the role of coworker support in reducing work-family conflict needs to be further explored to ensure optimal impact on job satisfaction. The KK variable has the lowest value (4.234) on statement KK04 which states "I feel valued in my work." While the highest mean value (4.478) is on statement KK01 which states "Overall, I am satisfied with my job."

5. CONCLUSION

This study shows that coworker support has a positive and significant effect on job satisfaction and a significant negative effect on work-family conflict. However, work-family conflict did not show

a significant effect on job satisfaction, the mediation relationship through work-family conflict was not significant. These findings underscore the importance of coworker support in creating a satisfying work environment and reducing work-family conflict. The implication is that organizations need to increase positive interactions between employees through collaboration training, mentoring programs, and flexible work policies to support work-family balance. Theoretically, this study expands the understanding of the role of peer support in the context of job satisfaction and work-family conflict. Future studies can improve the coefficient of determination by adding other variables to broaden the analysis of job satisfaction. For example, variables such as work environment, competence, and discipline proposed by Erwan and Kurniawan (2022) may provide additional insights when it comes to job satisfaction. Such research would help deepen understanding of the factors that influence work-life balance and its implications for employee performance, particularly in the public sector.

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