

## **JOB MOTIVATION, WORK-FAMILY CONFLICT, AND JOB SATISFACTION OF FORMAL WORKING MOTHERS DURING COVID-19 PANDEMIC**

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### **Abstract**

Work from home (WFH) policies can fade the boundaries between family and work matters, reduce work motivation, and create uncertainty that impacts job satisfaction. This study aims to analyze the effect of work motivation and work-family conflict on job satisfaction of formal working mothers during the Covid-19 pandemic. This study used a cross-sectional research design. The selection of research locations was chosen purposively, namely DKI Jakarta and West Java, because these two provinces were the two provinces that contributed the most Covid-19 cases in Indonesia. Data were obtained by self-administered using a questionnaire that was distributed online. The sampling technique was done by voluntary sampling. The respondents of this study were 99 formal working mothers with intact families who have school-age children (6-12 years). Correlation test results show a relationship between intrinsic work motivation, extrinsic work motivation, and work-family conflict with job satisfaction. In addition, the regression test results showed that the husband's age and identified regulation positively and significantly affected job satisfaction. The results also showed that during the Covid-19 pandemic, most formal working mothers had job satisfaction in the moderate category.

Keywords: Covid-19, job motivation, motivation for work, work family-conflict, work from home

## **MOTIVASI KERJA, KONFLIK KERJA-KELUARGA, DAN KEPUASAN KERJA IBU PEKERJA FORMAL SELAMA PANDEMI COVID-19**

### **Abstrak**

Kebijakan bekerja dari rumah (*Work From Home*/WFH) dapat memudarnya batasan antara urusan keluarga dan pekerjaan, menurunkan motivasi kerja, serta menciptakan ketidakpastian yang berdampak pada kepuasan kerja. Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan konflik kerja-keluarga terhadap kepuasan kerja ibu pekerja formal selama pandemi Covid-19. Penelitian ini menggunakan desain penelitian *cross sectional*. Pemilihan lokasi penelitian dipilih secara *purposive*, yaitu DKI Jakarta dan Jawa Barat karena kedua provinsi tersebut secara berturut-turut merupakan dua provinsi penyumbang kasus Covid-19 terbanyak di Indonesia. Data diperoleh dengan cara *self-administered* menggunakan alat bantu kuesioner yang disebarluaskan secara *online*. Teknik pengambilan sampel dilakukan dengan *voluntary sampling*. Responden penelitian ini adalah 99 ibu pekerja formal dengan keluarga utuh yang memiliki anak usia sekolah (6-12 tahun). Hasil uji korelasi menunjukkan bahwa ada hubungan antara motivasi kerja intrinsik, motivasi kerja ekstrinsik, dan konflik kerja-keluarga dengan kepuasan kerja. Hasil uji regresi menunjukkan bahwa usia suami dan *identified regulation* berpengaruh positif dan signifikan terhadap kepuasan kerja. Hasil penelitian juga menunjukkan bahwa selama pandemi Covid-19 mayoritas ibu pekerja formal memiliki kepuasan kerja yang berada pada kategori sedang.

Kata Kunci: covid-19, kepuasan kerja, kerja dari rumah, konflik kerja-keluarga, motivasi kerja

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## INTRODUCTION

The world was shocked by the outbreak of a new type of coronavirus, namely Severe Acute Respiratory Syndrome Coronavirus-2 (SARS-COV-2), which was later named by WHO Coronavirus disease 2019 (Covid-19) (WHO, 2020). The cases recorded on September 2, 2021, were 212.554.989 confirmed cases and 4.390.884 deaths in 175 countries (covid19.go.id). A large number of Covid-19 cases caused health protocols to be implemented in various countries according to WHO recommendations, starting from washing hands, maintaining distance, not gathering, PSBB (Large-Scale Social Restrictions) to lockdown. This causes various activities such as studying, worshipping, and working from home (Tampubolon, 2020). Mr. Joko Widodo, the President of Indonesia, instructed Mr. Joko Widodo as the President of Indonesia, followed by several companies implementing the WFH policy. Company employees are formal workers who have or are currently undertaking a work from home scheme. Formal sector workers are a person's main job status, including trying to be assisted by permanent/paid workers and workers/employees/employees (BPS, 2020).

Research conducted by Maria and Nurwati (2020) states that the shortcomings of WFH are because respondents feel that not all work can be done at home (40,3%), increased home operating costs (28,7%), and loss of work motivation. on respondents (27,3%). During the pandemic, employees' performance and work motivation decreased significantly, and WFH became one of the factors that caused the decline in both (Achiel, Soffy, Eka, & Kumaya, 2020). The existence of the WFH scheme during the pandemic caused a decrease in employee motivation at work due to the absence of direct supervision from superiors (Kosakoy, 2021; Salain, Adiyadnya, & Rismawan, 2020). Work motivation is a process that uses needs as a driving force for a person to carry out a series of activities that lead to the achievement of certain goals and organizational goals (Sakiman, 2019).

Work motivation is important, so companies or workplaces need to pay attention to how to maintain and manage employee motivation so that they always focus on company goals. Therefore, motivation is something that must be considered if the company wants every employee to work well (Nurriqli & Wahyudi, 2021). According to Simarmata *et al.* (2021), there are two main sources of motivation, namely intrinsic and extrinsic motivation. Motivation is one of the factors that have the potential to shape job satisfaction and affect performance (Juniari, Riana, & Subudi, 2015). Motivated workers will feel satisfaction at work. This is evidenced by Aryanta, Sitiari, and Yasa (2019) that work motivation has a significant positive effect on job satisfaction, which means that the higher the employee's work motivation, the higher the employee's job satisfaction. Another relationship exists between work-family conflict and work motivation. Triaryyati (2003) in Adityawira and Supriyadi (2017) state that work-family conflict causes low job satisfaction increases absenteeism, and reduces employee motivation which, if left unchecked for a long period of time, will result in employee turnover.

The pattern of working from home also causes parents to have new tasks and roles, namely as teachers at home to guide their children when they get assignments from school. School-age children need parental assistance, especially mothers while doing schoolwork. Erikson said that at the school-age stage, one of the developmental tasks is industry - Inferiority (Tharir, 2018). At this time, children actively learn various things in their environment, but on the other hand, limited abilities and knowledge make children experience difficulties, obstacles, and failures which will lead to low self-esteem. Therefore, all aspects have a role, starting from teachers and parents who provide attention and encouragement, as well as friends who must accept their presence. Women workers who also act as wives and housewives are required to be able to carry out their responsibilities in terms of work and family. When wives are unable to balance work and family life, they will experience a conflict which is known as work-family conflict. A work-family conflict is a form of inter-role conflict in which the role pressures of the work and family spheres contradict each other in several ways (Greenhaus & Beutell, 1985). Work-family conflict is divided into two directions, namely work-to-family conflict, which occurs when work affects family life, and family-to-work conflict, which occurs when family matters affect the family. work life (Christine, Oktorina, & Mula, 2010).

During the Covid-19 pandemic, the level of work-family conflict experienced by female employees was in the high category (Finthariasari, Ekowati, Ranidiah, & Yuniarti, 2020). According to Retnowati, Aprianti, and Agustia (2020), during the pandemic, on average, all respondents who worked from home had work-family conflicts, which were included in the fairly high category. Work-family conflict during this pandemic arose because of the difficulty of completing work roles while other obligations such as paying attention to personal and family health, as well as the absence of free time with family outside the home which then triggers stress, thereby encouraging work-family conflicts (Finthariasari Ekowati, Ranidiah, & Yuniarti, 2020). Work-family conflict affects several things related to it, one of which is job satisfaction (Nurmayanti, Sakti, Putra, & Wardani, 2018). The possible relationship between work-family conflict and job satisfaction is that the higher the work-family conflict, the lower the job satisfaction (Salguero, Gonzales, & Maria, 2010).

This is supported by Mora, Junaida, and Fuad (2017), partially work-family conflict (WFC) and family-to-work conflict (FWC) have a negative and significant effect on the job satisfaction of female employees in East Aceh. The results of other studies also show that there is a negative relationship between work-family conflict and family-work conflict with job satisfaction (Soeharto, 2010). This means that when a person finds it difficult to balance his role at work and at home so that work-family conflict occurs within him, then this will reduce the job satisfaction he feels at work.

Job satisfaction is an employee's positive feelings about his job and work environment (Bhattarai, 2020). Employees who feel dissatisfied with their work, salary earned, co-workers and superiors, promotions, and work environment are automatically unable to focus and concentrate fully on their work. Efforts to achieve job satisfaction are very important for individuals and organizations. This is because if the employee's job satisfaction is not achieved, it will cause disruption to performance and productivity and can even lead to an increase in absenteeism and a decrease in employee loyalty (Aziri, 2011; in Akbar, 2020). Changes in the dynamics of the way of working, such as online meetings and discussions with colleagues and work partners, also have an impact due to the pattern of working from home (Jatmika & Suryadi, 2021). This change in the way of working makes workers need to make adjustments. The psychological side, namely job satisfaction, is one indicator that must be seen due to the Covid-19 pandemic (Akbar, 2020). This is in line with the statement of Nurriqli and Wahyudi (2021), which state that job satisfaction is the main concern in addition to workload and work motivation.

Job satisfaction is an attitude related to the extent to which a person likes or dislikes the work they do (Spector, 1997 in Nurmayanti, Sakti, Putra, & Wardani, 2018). Satisfaction at work has not been achieved due to the Covid-19 pandemic. This is supported by pre-research data in Roza's research (2020), that as many as 87 percent of respondents stated that they were not satisfied at work during the Covid-19 pandemic. The reasons range from lack of rest (11,5%), disturbed work range (19,2%), difficulty in doing activities (23,1%), not focusing on work (23,1%), and increasing work (3,8%). %, there is a limitation of social interaction (7,8%), and the work done becomes ineffective (11,5%). Other results are in Akbar's research (2020) which shows that the majority of respondents (66,7%) are classified as ambivalent, which is defined as doubt or contradiction that a person feels about something. The respondent's doubtful attitude reflects that they have not achieved job satisfaction but cannot expressly express their dissatisfaction. The high ambivalent number of job satisfaction will have an impact on employee loyalty and absenteeism and, most importantly, will have an impact on work performance and productivity, especially during the Covid-19 pandemic conditions (Akbar, 2020).

The importance of studies on job satisfaction has been carried out by several previous researchers. This study uses several variables that affect job satisfaction, such as motivation, teleworking, workload balance, work-family conflict, organizational culture, and organizational justice (Puspitasari, 2012; Juniari, Riana, & Subudi, 2015; Nurmayanti, Sakti, Putra, & Wardani, 2018; Novianti & Roz, 2020; and Noerchoidah, 2020). This shows that work motivation and work-family conflict are variables that can affect job satisfaction. Other studies that discuss the variables of work motivation, work-family conflict, and job satisfaction were conducted by Akbar (2013), which aims to see the effect of organizational commitment, professional commitment, work motivation, and role conflict on auditor job satisfaction; research by Hapsari (2015) which aims to look at the contribution of work-family conflict and work motivation to job satisfaction in married employees; research by Adityawira and Supriyadi (2017) which aims to see the relationship between work-family conflict on work motivation in female nurses; and research by Afrilia and Utami (2018) which aims to see the effect of work-family conflict on job satisfaction and performance in female employees of Permata Bunda Hospital.

Best on some of the studies mentioned, it can be seen that research related to work motivation, work-family conflict, and job satisfaction has been carried out by several researchers, but they still rarely use samples of working mothers in the formal sector who have school-age children and are carried out under special conditions, namely the Covid pandemic-19. The purpose of this study was to analyze the effect of work motivation and work-family conflict on the job satisfaction of formal working mothers during the Covid-19 pandemic.

## METHODS

This study uses a cross-sectional study design, namely research that studies the relationship between the independent variable and the dependent variable, which is observed only once and at the same time (Irmawartini & Nurhaedah, 2017). Respondents in this study were formal working mothers who came from intact families, had school-age children (6-12 years), and lived in DKI Jakarta or West Java. The sampling technique was carried out using the Non-Probability Sampling technique with voluntary sampling. The final

sample of this technique is selected from respondents who are willing and qualified to participate in the survey (Murairwa, 2015). Determination of the number of samples is carried out using the Lemeshow formula because it can be used in research whose population is unknown (Priyambodo, 2019). Based on the Lemeshow formula, the researcher got a result of 96,04. After collecting data and cleaning data, the number of samples obtained is 99 formal working mothers, who will then be used for data processing and analysis.

Measurement of work motivation using the Motivation at Work Scale (MAWS) instrument belonging to Gagne et al. (2010), which has been modified by researchers with Cronbach alpha (0,888). MAWS consists of four dimensions, namely intrinsic motivation, identified regulation, introjected regulation, and external regulation. Each dimension contains the same number of question items with a total of 12 instrument items using a semantic scale ranging from 1 (strongly disagree) to 7 (strongly agree), where each question item represents the respondent's reasons for working. Meanwhile, work-family conflict was measured using an instrument from Netemeyer, McMurrian, and Boles (1996), which was modified by the researcher with Cronbach alpha (0,954). The instrument consists of 10 questions which are divided into two, namely five questions measuring work conflict disturbing the family and five questions measuring family conflict interfering with work. The scale used is a semantic scale ranging from 1 (strongly disagree) to 7 (strongly agree) which means that the closer to 7, the more respondents agree with the question item. The modification made by the researcher was in the addition of the word "during the Covid-19 pandemic" to suit the conditions of the research location. Measuring job satisfaction using Macdonald and McIntyre's (1997) Generic Job Satisfaction Scale instrument, which has been modified by researchers with Cronbach alpha (0,751). The modification made by the researcher was in the addition of the word "during the Covid-19 pandemic" to suit the conditions of the research location. In addition, the researcher removed one indicator, "I feel close to people at work". This indicator is considered not to describe the respondent's condition during the pandemic. The instrument consists of 9 questions that have been modified by the researcher with answer choices strongly disagree, disagree, undecided, agree, and strongly agree. The measurement of work motivation, work-family conflict, and job satisfaction variables in this study was carried out by assigning a score according to the scale used. Each question item on the three variables is added up to produce a total score which will then be transformed into an index score. The results of the index scores obtained are categorized according to the categorization of each variable. The variables of work motivation and work-family conflict were used to cut off points: low (<60), moderate (60-79), and high ( $\geq 80$ ) (Sunarti, Tati, Atat, Noorhaisma, & Lembayung, 2005).

The type of primary data used was obtained through self-administered using an online questionnaire in the form of a google form link which was distributed online through social media such as Instagram, Facebook, Twitter, and WhatsApp. This study uses descriptive analysis, correlation, average difference test, and regression. Descriptive analysis was used to identify the number, percentage, maximum value, minimum value, average value, and standard deviation of the characteristics of the respondent (wife) and family. In addition, descriptive analysis was also used to identify the variables of work motivation, work-family conflict, and job satisfaction in determining the average, minimum, maximum, and standard deviation values. Correlation analysis was used to analyze the relationship between the characteristics of the respondent (wife) and family, work motivation, work-family conflict, and job satisfaction. Analysis of the average difference test (paired sample t-test) was used to determine whether there was an average difference between work conflict interfering with family and family conflict interfering with work. Regression analysis was used to determine the effect of the respondent's (wife) and family characteristics, work motivation, and work-family conflict on job satisfaction.

## RESULTS

### Family Characteristics

The wives in this study came from two provinces, namely DKI Jakarta (34,6%) and West Java (65,4%). The average size of the wife's family is four people. The results show that the wife's age is in the range of 27 years to 54 years, with an average age of 39,11 years. The average age of the husband is 41,97 years with an age range of 30 years to 64 years, while the average age of children is 8,31 years with an age range of 6-12 years. The length of education of the wife and husband has an average of 15,82 years or equivalent to a bachelor's/equivalent and 14,98 years or the equivalent of a diploma 3. The wife's average income is Rp. 6,249,494.95, while the average husband's income is IDR 7,852,525.34. The wife's length of work experience has an average of 13,04 years, with an average length of the marriage of 13,43 years. As many as 86,9 percent of wives stated that they had done WFH during the Covid-19 pandemic and the conditions at the time of the research, half of the wives (50,5%) worked with two work systems, namely WFH (Work From Home) and WFO (Work From Offices). Three types of wife's occupations dominate in this study, namely 38,4 percent

of teachers, 25,3 percent of private employees, and 15,2 percent of civil servants. The husband's work is very diverse, coming from two sectors, namely the formal and informal sectors. The results of this study indicate that the majority of husbands' work is dominated by one sector, namely the formal sector. More than one-third of husbands work as private employees (39,4%), and more than one-seventh of husbands work as civil servants (15,2%).

### Work Motivation

The results of the study in Table 1 show that the wife's work motivation of as much as 45,5 percent is included in the medium category with an average index of 73,63. Based on the intrinsic motivation dimension, 49,5 percent of wives are in the high category, 41,4 percent of the wives are in the medium category, and 9,1 percent are in a low category. Almost half of the wives are in the high category on the intrinsic motivation dimension, and this shows that during the pandemic, the wife has a strong motivation that comes from within the individual to do work diligently and well. The wife does work because she is happy and enjoys doing her job, and has a pleasant experience at work. In addition, more than one-third (39,4%) of wives have high identified regulations, which during the pandemic, the work done by the wife makes it possible to achieve life goals, can fulfill career plans, and be in accordance with life principles. Furthermore, almost half of the wives (47,5%) have high introjected regulation, which is shown during the Covid-19 pandemic that their wives do their job well to avoid negative consequences such as wanting to do their best, not wanting to fail, and maintaining a reputation. Finally, more than one-third (38,4%) of wives have low external regulation. This shows the low reason for wives to work because the work they do meets the standard of living, gets a salary, and makes a lot of money.

Table 1 Distribution of wives by category of work motivation

Category	Work Motivation									
	Intrinsic Motivation		Identified Regulation		Introjected Regulation		External Regulation		Total Work Motivation	
	n	%	n	%	n	%	n	%	n	%
Low (<60)	9	9,1	24	24,2	13	13,1	38	38,4	20	20,2
Medium (60-79)	41	41,4	36	36,4	39	39,4	34	34,3	45	45,5
High (≥80)	49	49,5	39	39,4	47	47,5	27	27,3	34	34,3
Min-Max	33,33-100		16,67-100		44,44-100		11,11-100		43,06-100	
Average± SD	78,68± 15,34		71,55± 18,34		76,99± 15,33		67,28± 18,59		73,63± 13,58	

Note: n= number of wives, %= wife percentage

### Work-Family Conflict

Table 2 shows that the majority of wives have a low work-family conflict (79,8%), and the rest are in the medium (17,2%) and high (3%). More than two-thirds (76,8%) of wives are in the low category on the dimension of work conflict disturbing the family, which means that work conflict interferes with the family, which is felt by the wife to be resolved properly. This relates to the demands of the realm of work to handle household tasks. In addition, based on the dimensions of family conflict that interferes with work, as many as 80,8 percent of wives are in a low category, 14,1 percent of wives are in the medium category, and 5,1 percent of wives are in the high category. It can be concluded that the majority of wives feel that family conflicts interfere with work in the low category (80,8%), which means that family conflicts interfere with work which is felt by their wives to be resolved properly. This relates to demands from the family realm to handle tasks from the work/office realm. Table 2 also shows the results of the t-test analysis (paired sample t-test), and the results show that P-Value = 0,000 < 0,05. This shows that there is a significant difference between work conflict interfering with family and family conflict interfering with work. The average score on the dimension of work conflict disrupting the family was higher than the average score on the dimension of family conflict interfering with work. This means that the wife experiences more work conflicts that interfere with the family than family conflicts that interfere with work.

Table 2 Distribution of wives by category of work-family conflict

Category	Work-family Conflict					
	Work Interfering With Family Conflict		Family Interfering With Work Conflict		Total Work-family Conflict	
	n	%	n	%	n	%
Low (<60)	76	76,8	80	80,8	79	79,8
Medium (60-79)	14	14,1	14	14,1	17	17,2
High (≥80)	9	9,1	5	5,1	3	3
Min-Max	0-96,67		0-100		0-98,33	
Average±SD	40,07± 24,15		34,81± 24,56		37,44± 23,50	
<i>P-Value</i>	0,000**					

Note: \*Significant at  $p < 0,05$ ; \*\*Significant at  $p < 0,01$

### Job Satisfaction

Based on the results of the study, wife's job satisfaction as much as 11,1 percent was included in the low category, 65,7 percent of the wives were included in the medium category, and 23,2 percent of the wives were included in the high category. Job satisfaction in this study can be seen with one dimension, namely general job satisfaction (general satisfaction). The results showed that one in four wives fell into the high category. During the Covid-19 pandemic, the wife received recognition when she did her job well, felt happy working in the company, felt safe with the work being done, believed that the office management cared for them, believed that work is good for physical health, receive a fairly good salary, feels that their talents and abilities are useful at work, maintains good communication with superiors, and still feel comfortable with the work they are doing.

Table 3 Wife distribution based on job satisfaction category

Category	Job Satisfaction	
	n	%
Low (<60)	11	11,1
Medium (60-79)	65	65,7
High (>80)	23	23,2
Total	99	100,0
Min-max	50,00-97,22	
Average ± STD	73,26± 9,78	

### Relationship of Wife Characteristics, Family Characteristics, Intrinsic Motivation, Extrinsic Motivation, Work-Family Conflict, and Job Satisfaction

Based on the analysis of the relationship test in Table 4 shows that the wife's age is significantly negatively related (-0,223) to a disruptive work conflict, while the wife's length of education is significantly positive (0,345) to identified regulation. The higher the age of the wife, the lower the work conflict that interferes with the family. The higher the education of the wife, the better the identified regulation. Then, the wife's work experience was significantly negatively related (-0,245) with work conflict disturbing the family and also negatively related to -0,200 with family conflict interfering with work. In addition, the child's age has a significant negative relationship to two dimensions of work-family conflict, namely work conflict interfering with family and family conflict interfering with work, respectively -0,202 and -0,203. This means that the smaller the child's age, the work conflict will interfere with the family or vice versa.

Table 4 also shows that one dimension of work motivation and other dimensions of work motivation has a positive and significant relationship. For example, intrinsic motivation has a significant positive relationship with other dimensions of work motivation, namely identified regulation, introjected regulation, and external regulation. The higher the intrinsic motivation, the higher the identified regulation, introjected regulation, and external regulation owned by the wife. This applies to the relationship between the dimensions of work motivation. Then intrinsic motivation has a significant negative relationship with work conflict disrupting family and family conflict disrupting work, respectively -0,462 and -0,376. Identified regulation also has a significant negative relationship (-0,252 and -0,271) with two dimensions of work-family conflict. This means that the more the wife is intrinsically motivated and has a well-identified regulation, the less work conflict interferes with family, and family conflict interferes with work. Introjected regulation has a significant negative correlation (-0,266) with family conflict interfering with work. Meanwhile, work conflict interfering with the family has a significant positive relationship with family conflict interfering with work. This means

that along with the increase in work conflict that interferes with the family, the higher the family conflict that interferes with the work experienced by the wife.

In addition, Table 4 shows the results of the test of the relationship between the dimensions of work motivation variables and the dimensions of work-family conflict variables with job satisfaction variables. Intrinsic motivation identified regulation and introjected regulation have a significant positive relationship to job satisfaction, respectively, at 0,363, 0,444, and 0,282. This means that a wife who is intrinsically motivated and also has high identified regulation and introjected regulation will further increase job satisfaction. While work conflict interferes with family and family conflict interferes with work, there is a significant negative relationship with job satisfaction, respectively, by -0,248 and -0,262. The higher the work conflict interferes with the family and the family conflict interferes with the work experienced by the wife, will reduce the wife's job satisfaction.

Table 4 Relationship of wife characteristics, family characteristics, intrinsic motivation, extrinsic motivation, work-family conflict, and job satisfaction

Variable	MI	IdR	InR	ER	KPK	KKP	KK
Wife Characteristics							
Wife Age (years)	0,037	0,055	0,105	-0,028	-0,223*	-0,148	-0,001
Wife Education Length (years)	0,072	0,345**	0,097	0,112	0,002	0,018	0,191
Wife Income (rupiah)	-0,011	0,140	-0,002	0,153	0,081	0,053	0,037
Working Hours/Week (hours)	-0,192	-0,081	-0,155	-0,045	0,175	0,106	-0,114
Work experience (years)	0,166	0,053	0,050	-0,005	-0,245*	-0,200*	0,072
Family Characteristics							
Child Age (years)	0,100	0,082	0,028	0,030	-0,202*	-0,203*	-0,038
Husband Age (years)	-0,042	-0,015	0,028	-0,126	-0,137	-0,099	0,061
Husband Education Length (years)	-0,165	0,037	-0,192	-0,187	0,056	0,100	0,058
Husband Income (rupiah)	-0,018	0,177	-0,118	0,136	0,026	0,082	0,065
Family Size (person)	-0,118	-0,028	0,012	-0,153	-0,049	-0,061	0,019
Length of Married (years)	0,010	0,044	0,065	-0,079	-0,199	-0,159	-0,021
Work Motivation							
Intrinsic Motivation (index)	1						
Identified Regulation (index)	0,615**	1					
Introjected Regulation (index)	0,506**	0,623**	1				
External Regulation (index)	0,430**	0,503**	0,484**	1			
Work-family Conflict							
Work Interfering With Family conflict (index)	-0,462**	-0,252*	-0,133	0,055	1		
Family Interfering With Work conflict (index)	-0,376**	-0,271**	-0,266**	0,058	0,862**	1	
Job Satisfaction (index)	0,363**	0,444**	0,282**	0,103	-0,248*	-0,262**	1

Notes: \*Significant at  $p < 0,05$ ; \*\*Significant at  $p < 0,01$

MI = intrinsic Motivation  
 IdR = Identified Regulation  
 InR = Introjected Regulation  
 ER = External Regulation

KPK = Work Interfering with Family Conflict  
 KKP = Family Interfering with Work Conflict  
 KK = Job Satisfaction

### The Influence of Wife and Family Characteristics, Intrinsic and Extrinsic Motivation, and Work-Family Conflict on Job Satisfaction.

Table 5 is the result of a linear regression test that shows the effect of wife characteristics, family characteristics, work motivation, and work-family conflict on job satisfaction. The test results in table 5 show the value of the adjusted coefficient of determination (Adjust R Square) is 0,165. This means that as much as 16,5 percent of the factors that affect the job satisfaction of respondents can be explained by the variables

contained in the model, and the rest is influenced by other variables. Identified regulation ( $B=0,210$ ;  $=0,394$ ;  $p=0,013$ ) has a positive and significant effect on job satisfaction. This means that every increase in one dimension unit of identified regulation will increase job satisfaction by 0,210 points. Husband's age ( $B=0,545$ ;  $=0,389$ ;  $p=0,042$ ) has a positive and significant effect on job satisfaction. This means that every increase of one unit of a husband's age will increase job satisfaction by 0,545 points.

Table 5 The influence of wife and family characteristics, intrinsic and extrinsic motivation, and work family conflict on job satisfaction

Variable	Non-standardized Coefficient (B)	Standard Error	Beta Standardized Coefficient ( $\beta$ )	Sig.
Constant	48,397	16,221		0,004
Wife Age (years)	-0,393	0,329	-0,247	0,235
Wife Education Length (years)	0,353	0,625	0,078	0,574
Wife Income (rupiah) Working Hours/Week (hours)	-5,484E-8	0,000	-0,038	0,723
	-0,070	0,162	-0,046	0,665
Work experience (years)	0,146	0,201	0,084	0,470
Husband Age (years)	0,545	0,264	0,389	0,042**
Child Age (years)	-0,261	0,607	-0,058	0,668
Husband Education Length (years)	-0,079	0,411	-0,023	0,848
Family Size (person)	1,211	1,096	0,127	0,272
Length of Married (years)	-0,407	0,352	-0,241	0,252
Intrinsic Motivation (index)	0,090	0,094	0,141	0,341
Identified Regulation (index)	0,210	0,083	0,394	0,013**
Introjected Regulation (index)	-0,001	0,091	-0,001	0,996
External Regulation (index)	-0,060	0,065	-0,113	0,365
Work Interfering With Family conflict (index)	-0,006	0,089	-0,016	0,943
Family Interfering With Work conflict (index)	-0,039	0,083	-0,098	0,641
F				2,211
Sig				0,011
Adjust R <sup>2</sup>				0,165

Note: \*Significant at  $p<0,05$ ; \*\*Significant at  $p<0,01$

## DISCUSSION

The results of the study from 99 sample families in two provinces, namely DKI Jakarta and West Java, showed that the average age of the wife was included in the category of early adulthood, while the average age of the husband was included in the category of middle adulthood. Hurlock (1996) in Putri (2019) states that early adults have resolved their growth problems and are ready to accept their position in society. Early adults are expected to carry out domestic and public roles, both as breadwinners, husbands or wives, to parents, and develop new values and attitudes according to new assignments. In general, the sample families are in the small family category with an average number of four family members. The wife has a length of education of approximately 16 years or equivalent to a bachelor's/equivalent level, while the husband has a length of education of approximately 15 years or the equivalent of a diploma 3. very high, with an average of more than IDR 3,500,000 per month (Rakasiwi & Kautsar, 2021). Furthermore, the wife's average length of the marriage is 13,43 years. The average length of working hours per week for the wife is not more than 40 hours/week. This is in accordance with the normal standard of working hours based on Chapter 77 subsection (1) and (2) UU Job Creation No.11/2020. The wife's length of work experience is in the category



of long service life, in the sense that the average length of work experience of the wife is more than ten years. This is because younger children need more attention and time from their parents.

The results also show that two out of five wives have work motivation in the medium category. Almost half of the wives are in the high category for the intrinsic dimension and the introjected regulation dimension. The high intrinsic motivation shows that the wife is happy and enjoys doing her job. Introjected regulation is an urge to do an activity to get positive feelings (calm and self-esteem) or avoid negative feelings (guilt, anxiety, failure, and worry) in oneself that requires someone to do it because there is no choice (Ryan & Deci, 2000). Job-related reputation is usually related to career level or achievement in the workplace. One aspect of job satisfaction is promotion opportunities. This aspect relates to providing opportunities for employees to get career advancement while working (Rahman, 2013). More than one-third of the number of wives have a high dimension of identified regulation and a low dimension of external regulation. In the external regulation dimension, one in three wives disagrees that the reason they work is to meet their standard of living, earn a lot of money, or for the salary they get. This statement is supported by Avent (2007) in Sunarta (2019) that a person's happiness at work is not only related to salary or wages but also when employees are satisfied involving material and non-material aspects.

Furthermore, work-family conflict in this study shows that the majority of wives are in a low category. There is a significant difference between the two dimensions of work-family conflict, which shows that work-family conflict is more experienced by wives than family conflicts that interfere with work pandemic. This is supported by Dockery & Bawa (2020), who says that working from home during the pandemic can reduce work-family conflicts experienced by wives. The reason is that someone who works from home feels they have a better ability to balance the demands of work and family. This means that the majority of wives who are formal workers have been able to achieve a balance between work and family. Work and family balance is when a person is able to share roles and feel satisfaction in his roles, even though there is minimal conflict (Handayani, 2013). In this case, if the wife continues to strive for satisfaction in the realm of work and family with minimal conflict, it will make the wife achieve work-family balance. Finally, job satisfaction in this study is based on Macdonald and McIntyre's (1997) Generic Job Satisfaction Scale, which consists of only one dimension, namely general satisfaction. More than half of the wives have job satisfaction which is in the moderate category.

This study also shows the relationship between wife and family characteristics with the dimensions of work motivation, work-family conflict, and job satisfaction. The results of the relationship test showed that the age of the wife was significantly negatively related to work conflict that interfered with the family. The older a person is, the lower the work conflict that interferes with the family. This is in line with the statement of Bellavia and Frone (2005) in Hasanah and Ni'matuzahroh (2017) that age can be associated with a person's efforts in adjusting their tasks. The higher the age of a person, it is estimated that the more able to make adjustments because they already have experience. Meanwhile, the age of the child has a significant negative correlation with the two dimensions of work-family conflict, which means that the smaller the age of the child, the conflict that occurs, the work-family conflict and family-work conflict will be higher. Kim and Ling (2001) in Susanti and Ekayati (2013) state that the role of the family can be seen from the number of children and the age of the children. Parents with children are more likely to experience work-family conflict than parents without children. In addition, children who are younger in age will ask for more time from their parents. This is because younger children need more attention and time from their parents.

A wife's length of education has a significant positive relationship with identified regulation. Identified regulation is a regulation that is more determined by oneself. Identified regulation arises consciously because of personal values and goals (Gagne et al., 2010). Munandar stated that one of the reasons for working mothers is to achieve a certain status and as an effort to develop self/career (Rizky & Santoso, 2018). The career development of an individual is a process of increasing workability carried out by individuals with the aim of increasing their status in achieving a career plan (Dewi, Bagia, & Susila, 2016). When employees improve their abilities through the addition of titles, it means that employees use them to grow in achieving employee career development. The level of education is often assumed to be the level to measure a person's ability to work in companies or organizations (Wiryawan & Rahmawati, 2020). In carrying out professional work activities, employees are often faced with the problem of dual role conflicts, especially married female employees, where employees must be able to divide roles between the family and at work (Purba, 2018). Ginting (2003) states that the period of work undertaken by an individual will definitely provide work experience, which will then affect the individual's professional level. This means that the period of work can provide work experience, and the higher the work experience, the proficiency in completing the work will also be faster (Kurniawati, 2014). In addition, based on strain-based conflict, this conflict can be resolved when individuals can change the pressure they receive into an incentive to be more successful at work and succeed in a family environment (Purba, 2018).

Furthermore, intrinsic work motivation is related to extrinsic motivation. Luthan (2006) in Suryani and John (2018) state that the most important are two types of motivation, namely intrinsic motivation and extrinsic motivation, that support each other. Intrinsic motivation has a significant positive relationship with job satisfaction, which means that the more intrinsically motivated work wives are, the more job satisfaction will be. This is supported by the results of research by Aini (2014), which states that there is a significant relationship between intrinsic motivation and employee job satisfaction. In addition, intrinsic work motivation and extrinsic work motivation (identified regulation and introjected regulation) have a significant negative relationship with family conflict that interferes with work. The better the intrinsic work motivation and extrinsic work motivation (identified regulation and introjected regulation), the lower the family conflict that interferes with work. Then, intrinsic work motivation and identified regulation have a significant negative relationship with work conflict disrupting the family. The higher the intrinsic work motivation and identified regulation, the lower the work conflict that interferes with the family. It is suspected that the high commitment and encouragement from working mothers will reduce the role conflict of working mothers in carrying out their activities in two roles every day (Wardini & Periantalo, 2019). Introjected regulation is not related to work conflict disturbing the family because the feeling of not wanting to fail and having to do the best is not the main factor that can cause work conflict. External regulation with work-family conflict and work-family conflict has no relationship. It is assumed that the salary or wages received by the wife in this study based on income classification according to BPS are in the very high category so that it does not cause conflict, either work for conflict or conflict family.

In addition, intrinsic work motivation and extrinsic work motivation (identified regulation and introjected regulation) have a significant positive relationship with job satisfaction. The better the intrinsic work motivation and extrinsic work motivation (identified regulation and introjected regulation), the higher the job satisfaction. The results of research related to a significant positive relationship between intrinsic motivation and job satisfaction are supported by Herzberg's (1960) theory in Plunkett, Attner, and Allen (2005), which states that intrinsic motivation is directly related to the real nature of work. In addition, another study conducted by Hussain, Lei, Abiddeen, and Hussain (2015) using self-determination theory showed that both intrinsic and extrinsic motivation had a significant positive relationship to job satisfaction. The results of another relationship test show that work conflict interferes with family and family conflict interferes with work significantly negatively related to job satisfaction. The higher the work conflict that interferes with the family and the family conflict that interferes with the work experienced by the wife, the lower the wife's job satisfaction. An employee who has high work-family conflict will result in decreased job satisfaction (Novitasari, 2015). The results of Afzal and Farooqi's (2014) research show that the higher the work-family conflict experienced by employees, whether work conflict interferes with family or family conflict interferes with work, job satisfaction will be lower.

The results of the relationship test also show that work conflict interferes with the family and has a significant positive relationship to family conflict interferes with work. This means that along with the increase in work conflict that interferes with the family, the higher the family conflict that interferes with the work experienced by the wife. The results of this study are consistent with previous research conducted by Parasuraman and Simmers (2001) that high levels of work roles can lead to an increased likelihood of work-family conflict. In addition, research by Susanti and Ekayati (2013) states that there is a positive relationship between family roles and work-family conflict. The relationship between parents and children reflects the role of the family. When parents, both father, and mother both work, then have children, and the situation demands more time in the family, then parents will have difficulty being able to divide their time at work.

The results of the regression test showed that the husband's age had a significant positive effect on job satisfaction. It is assumed that when a husband who is in the middle age category tries to be more productive and creative in carrying out his role, either as a parent or a husband, then he will help his wife in her domestic role so that the wife can focus on her work. This is supported by the statement that in middle adulthood, the stages of development are no longer about choosing a life partner or starting to learn to raise a family, but the main developmental task is to become a generative or stagnant individual (Erikson in Natasha & Desiningrum, 2018). Generativity is a broad concept that includes the role of parenting, where individuals try to be more productive and creative, be they parents, husbands or wife, workers, and citizens. Takdare (2009) also mentions that the husband and wife relationship is the most influential source of social support in adulthood. Research by Anindita and Bashori (2012) there are pairs of respondents who are middle-aged adults and show that there are wives who have good affiliations because when the wife works, the husband helps the wife do the housework.

Identified regulation is self-determined regulation, where a person performs an activity because he identifies it with his values and principles (Deci & Ryan 2002 in Muller, Palekcic, Beck, & Wanninger, 2006). Identified regulation is internalized and advanced in terms of extrinsic motivation compared to introjected

regulation and external regulation. The results also show that identified regulation has a positive and significant relationship and influence on job satisfaction. This is in line with the opinion of Gagne and Deci (2005) in Roche (2015) that high intrinsic motivation and extrinsic motivation are fully internalized and are likely to increase job satisfaction. Job satisfaction is perceived as the difference between what is expected and what the employee actually gets (Miner, 1992; in Arora, 2020). When what employees expect, such as work that is in accordance with principles, and work that allows achieving goals and career plans, can be fulfilled, then job satisfaction can be felt by employees.

The results of the regression test showed that work-family conflict had no significant effect on job satisfaction. This is not in line with some research results, such as those conducted by Nurmayanti Sakti, Putra, and Wardani (2018); and Paramita (2017), who show that work-family conflict has a negative and significant effect on job satisfaction. The researcher's analysis shows that there is no influence between work-family conflict on job satisfaction because the majority of wives have a low level of work-family conflict. This means that the majority of wives who are formal workers have been able to achieve a balance between work and family. Work and family balance is when a person is able to share roles and feel satisfaction in his roles, even though there is minimal conflict (Handayani, 2013). In this case, if the wife continues to strive for satisfaction in the realm of work and family with minimal conflict, it will make the respondent achieve a work-family balance. The results of this study which show that there is no contribution or influence of work-family conflict on job satisfaction, are supported by research conducted by Hapsari (2015); and Astari and Sudibya (2018). Hapsari (2015) states that this can occur because feelings of satisfaction and dissatisfaction at work are more felt by individuals related to the work itself, such as the situation at work, the climate of the workplace, or whether the individual likes or dislikes his job. There are several limitations in this study, including this study using a non-probability sampling method where the weakness of this method is that the results of the study cannot be generalized, then data collection is only done online, causing researchers not to be able to supervise directly when filling out the questionnaire and not can obtain more in-depth information beyond the questions on the distributed questionnaire.

## CONCLUSION AND SUGGESTION

Almost half of the wives have work motivation that is in the moderate category, more than two-thirds of the wives have low work-family conflict, and more than half of the wives are in the moderate category of job satisfaction. Intrinsic motivation and identified regulation are significantly negatively related to the two dimensions of work-family conflict. Introjected regulation is significantly negatively related to family conflict interfering with work. Identified regulation, introjected regulation, and external regulation have a significant positive relationship to job satisfaction. In addition, two dimensions of work-family conflict are significantly negatively related to job satisfaction. The results of the influence test show that identified regulation and husband's age have a positive and significant effect on job satisfaction. This means that a wife who has a high identified regulation and also has a husband with older age can increase the job satisfaction felt by the wife. Work-family conflict has no effect on job satisfaction. This is presumably because the majority of wives have a low level of work-family conflict. The low work-family conflict experienced by the wife is thought to be because the wife has been able to adjust between the role of the family and the role of the worker during the pandemic. This means that the majority of wives who are formal workers have been able to achieve a balance between work and family. In this case, if the wife continues to strive for satisfaction in the realm of work and family with minimal conflict, it will make the wife achieve work and family balance.

Future researchers are expected to add several other variables to see the effect on job satisfaction, such as stress levels, social support, and work environment. It is advisable for the company to measure the motivation of employees at work regularly to find out how the level of employee motivation is. Companies and the government can also conduct training in order to increase work motivation. In addition, families, companies, and the government together can create a family-friendly working atmosphere during this pandemic. The elements of environmentally friendly workplace policies and practices, namely: (1) the existence of quality and affordable child care, make working mothers more focused on work because they feel safe that their children are in a safe, quality, and affordable place. ; (2) flexible work arrangements. This is to provide flexible working time to mothers in case of an emergency regarding the family. A family-friendly working atmosphere provides welfare for not only mothers but also welfare for family members. In addition, a family-friendly work atmosphere can help mothers balance between family roles and work roles. This will have an impact on the mother's performance, productivity, and job satisfaction which will also have an impact on the business or company.

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