



# ANALYSIS THE INFLUENCE OF WORK-FAMILY SUPPORTIVE SUPERVISOR TO JOB INVOLVEMENT AND JOB SATISFACTION WITH CAREER COMPETENCIES AS AN INTERVENING VARIABLE

(Case Study of Nurse at PGI Cikini Hospital Jakarta)

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## ABSTRACT

*Intense competition is increasing nowadays among companies globally. Competition which made the employees to increase their capabilities and competencies, is confiscate their time and the need of balance between work and family. Hospital as a place where a person need of care and protection are now beginning to compete closely in the selection of employees, services provided, and the development of its employees. Nurse is an employee who must give a full attention to each condition and time, also require attention in its work. As nurse provides care to patients, he or she also require attention such as policy and regulatory support for any problems that occur both in work and family.*

*This study was conducted to explore the relationship between work-family supportive supervisor, career competencies, job involvement, and job satisfaction. Data were collected from a sample of 162 respondents who worked as a nurse at PGI Cikini Hospital in Jakarta. This study used Structural Equation Modeling (SEM) to examine and estimate the relationship between the constructs. The results of this study indicate that work-family supportive supervisor has a positive and significant impact on the career competencies. Career competencies has a positive and significant impact on job involvement. Career competencies has a positive and significant impact on job satisfaction. Work-family supportive supervisor has a positive and significant impact on job involvement. Work-family supportive supervisor has a positive and significant impact on job satisfaction.*

*A total of 162 respondents with a percentage of 96.30% women showed that women need the support and policies conducive to achieving a balance between work and family. Finally, this study highlights the importance of work-family supportive supervisor and career competencies in improving job involvement and job satisfaction. This study provides insights into how the human resources department can retain qualified staff and improving employee satisfaction.*

*Keywords: work-family supportive supervisor, career competencies, job involvement, and job satisfaction.*

## INTRODUCTION

Problem of balance between life and work receives considerable attention from the human resources department, because the current workforce is owned by Gen-Y generation. Gen-Y's generation is the generation that considers quality of life as their top priority. The generation born in the 1970s until the early 1990s, Josiam et al, (2010) in Kong (2013). Research conducted by Haiyan Kong in 2013 in China showed employees with 30 years of age suffered from extreme stress, where the survey shows more than 64% of employees under 35 years get three main pressures, namely the conflict with the balance of life and work, study pressure, and the pressure of

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competition. In the western countries, approach the balance between life and work is used as a management tool of strategic human resources to maintain quality staff (Wong and Ko, 2009). In addition, most employees at the age of 30 years, which is the only child in their family, have an obligation to take care of their parents, especially when their parents get sick. As a result of marriage, work (job), and family, it become a source of considerable pressure at the age of 30 years. These people need a work-family friendly policies and support.

Lu et al (2009) found that work-family supportive supervisor has a strong relationship with the career competencies and job involvement. Past research has revealed that when the manager is able to identify the policy that supports with employee, it can produce common ground on the needs of employees. Organizational family-friendly policies positively related to the balance between work-family. Therefore, this study aimed to explore the effect of work-family supportive supervisor at the career competencies and its influence on job involvement and job satisfaction.

Research conducted by Kong showed that work-family supportive supervisor has a positive contribution to the career competencies, job involvement and job satisfaction. Moreover this discovery indicates that work-family supportive supervisor not only help to retain qualified staff but also increase employee's job involvement and job satisfaction. In the end the manager is obliged to listen to employees and appreciate the differences and needs of employees.

Research conducted by Akkermans (2013) concluded that the role of career competencies role as mediator. Results showed that career competencies positive associated with job resources and job involvement, but not (negatively) to the demands of work and emotional exhaustion. In addition, career competencies has mediating effect on the relationship between job demands and job involvement, and job resources has the effect of partially mediator in relations between career competencies and job involvement.

Research also done supported by Zhao and Matilla (2010) "*Such an organizational climate interferences would help employees balance between work and family domains, have high job satisfaction and well-being, and ultimately serve customers happy.*" The outline research above explained how a good climate organization can help frontline employees to resolve problems that occur in the balance of family and work, with its impact on job satisfaction as well as satisfaction of service perceived by the customer to the frontline employees.

Job satisfaction is a matter that can be said as the level of happiness or the extent to which employees feel satisfied with what he/she has resolved in his/her work. It depends on key factors in job satisfaction itself. One of the factors most often discussed is the supervisor. When employee work, employee work not only for himself, but for the company, and his supervisor. Employees are required to take full responsibility to supervisor. In this relation, the relationship between the employee and the supervisor will be established stronger. It means, the relationship shows a positive/strong inclination on the side or even to strain that occurs due to the lack of effective communication. Employees who are married, and have children of course also became a problem itself, well it needs the support of supervisors as motivation in the work.

This study was conducted to analyze the effect of work-family supportive supervisors to job involvement and job satisfaction with career competencies as an intervening variable in the case study of nurses at PGI Cikini Hospital in Jakarta. In this case, the nurse PGI Cikini Hospital in Jakarta became an research object because the nurse who must give full attention in the form of health care to patients every day also requires attention from the surrounding environment. In fact, nurses were mostly preoccupied with service activities would further burdened when at home they have to provide more services to their family. Based on previous research, it will do further research with the title "Analysis The Influence of Work-Family Supportive Supervisor To Job Involvement and Job Satisfaction with Career Competencies as an intervening variable (A Case Study of Nurse at PGI Cikini Hospital Jakarta)".

## **THEORETICAL FRAMEWORK AND FORMULATION HYPOTHESIS**

### **The relationship between Work-Family Supportive Supervisor and Career Competencies**

Kong (2012) revealed that the relationship supported by the supervisor can maximize the success of career and career networking. Individuals who are devoted to the career management, finally reach the highest career competencies, because they have a high-quality family, and

supportive management. Work-family supportive supervisor has a positive influence on the career competencies.

In addition, research from Clifton and Shepard (2004) found that work-family supportive supervisor has an influence on the career competencies. The presence of supervisors who support a family and work (work-family supportive supervisor) is the organization's efforts to maintain their job responsibilities and families. Activities that support organizations reduce employee's stress experience of work-family conflicts, and contribute to the highest productivity of the employees.

Research conducted by Wulandari (2012) found that work-family supportive supervisor has a positive influence on the career self-efficacy. Career self-efficacy is a person's belief in his ability in the process of managing, developing and completing a career, to achieve the goal of his career. There are several factors that influence the career self-efficacy, which one is the condition of the family, and personality. If an employee who has a dual role as workers and housewives, and she is not able to meet the demands of both roles, there will be conflict-called work-family conflict.

Research conducted by Wicaksono, Bieantri, and Nugroho (2011) revealed that work-family supportive supervisor has a shape that is supportive policies (policy support). This policy needs to be applied with the basis of any form of appreciation and concern the company/organization to its employees. Mathis and Jackson (2003) revealed that support work-life policies are a form of policy and the attention given by the company to its employees to provide convenience and comfort within the scope of private life that have an impact on working life. So that, it reduce the various clashes and supports of all aspects on the work and as a result it will increase the career competencies and work commitments.

Thomas and Ganster (1995) found that work-family supportive supervisor has a positive and significant impact on the career competencies. Supervisory support has a positive relation to job satisfaction of employees and families, with the help of a supervisor who supports the employees, it can balance the life and work, and concentrate on the competence and career management.

*H1. There is a positive relationship between work-family supportive supervisor with career competencies.*

### **The relationship between Career Competencies and Job Involvement**

Kong (2012) explained that individuals with high competencies career tend to achieve a high level of job involvement, because "knowing why" career competency can inspire the internal motivation of employees. Employees with a high enough internal motivation tend to be involved in their work, because they have the inner desire to devote more effort to their work. Result of this study showed career competencies has a positive influence on job involvement.

In addition, individuals with high career competencies can rise to higher levels of performance work by proposing creative suggestions, develop additional skills, and introducing new practices. Employees with high scores in performance usually obtain a relatively higher level of assessment performance compared with colleagues from supervisors/managers of them. In turn, high appraisal can encouraging employees to involved more in their job, Kong (2012).

Xanthopoulou (2007) in Akkermans et al, (2013) found that career competencies have a positive influence on job involvement. Where an employee who knows what their value and strength, and better in making action plans and goals settings, is able to develop themselves and consequently suffered in job involvement. They actively communicate with others and creates opportunities associated with career where it creates a positive and energetic working environment that make employees engaged in their work.

Brown (1996) stated that when employees feel that their jobs can meet the need to acquire competence, it can encourage them a sense of satisfaction to exert more effort, and thereby it increase the involvement of their work (job involvement).

*H2. There is a positive relationship between career competencies and job involvement.*

### **The relationship between Career Competencies and Job Satisfaction**

Research of Kong et al, (2011) found that career competencies have influence on job satisfaction. Employees with high scores on the career competencies reached a high level of career satisfaction and job satisfaction. Employees who are satisfied with their careers can psychologically identify their career with their current job.

Robbins and Coulter (1996) had similar results where career competencies have a positive influence on job satisfaction. People with high career competencies "know why, "know who", and "know how" can set their career goals, and develop skills associated with the job. For example, people who get a high score on the " know why " competence, usually have realistic career expectations, knowledge of their strengths and weaknesses, and specific career goals. People who know themselves well showing a very strong career identity.

According to Cheung (2009) people who have a strong career identity and career competencies tend to seek regular training, acquiring portable skills, and building a network. Besides knowing how performance improves confidence and identity work, it can allow an individual to remodel his career. Given the unstable employment situation and the need to be always aware, is a way to develop new skills to set up. It is estimated that the "knowing how" competence is an important predictor of job satisfaction and career satisfaction.

*H3. There is a positive relationship between career competencies and job satisfaction*

### **The relationship between Work-Family Supportive Supervisor and Job Involvement and Job Satisfaction**

According to Karatepe and Kilic (2006) job satisfaction can be defined as a state affective resulting from the evaluation of a person from his job. When the hotel's employee found that their supervisor give attention to their problems and provide sufficient support for the resolution of these problems, they become more satisfied with their work. These results found that there is a positive influence on work-family supportive supervisor on job satisfaction.

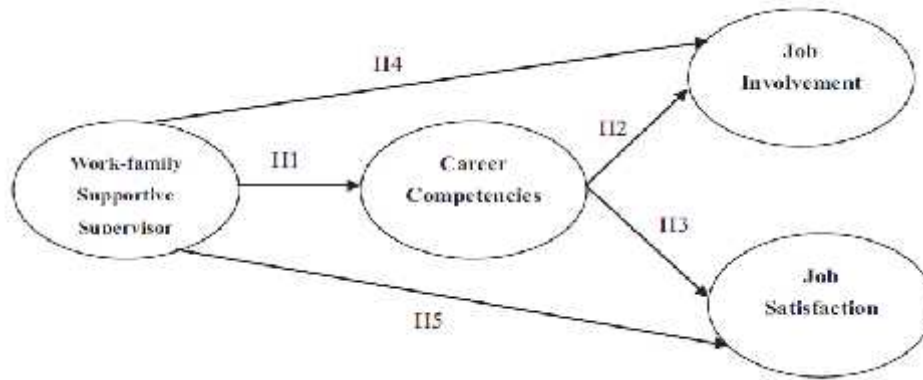
Moreover, this research is also supported by research Ross and Boles (1994) where supportive supervisor has a positive and significant impact on job satisfaction of server/ food waiter. Sergeant and Frenkel (2000) found evidence in his research on call centers that work-family supportive supervisor has a positive and significant effect to job satisfaction frontline officer. Yoon, Seo, and Yoon (2004) found that support of supervision has a significant and positive impact on job satisfaction frontline officer of the bank.

Kong (2012) found that work-family supportive supervisor has influence on the job involvement. When employees feel their supervisor supports their family, they tend to feel more comfortable psychologically, and devote themselves to their work. Psychological climate, such as management support became a positive contribution to job involvement and job satisfaction.

Based on the results of data analysis in research Siahaan (2011) obtained the value of  $r_{xy} = 0.395$ ,  $R\text{-square} = 0.156$  ( $p < 0.05$ ), which means that the quality of work life is proven to have a significant positive relationship to job involvement and accounted for 15, 6% of the increase in job involvement on the subject of research. The results also showed that the majority of research subjects have high levels of quality of work life and job involvement is classified in the category of medium. This proves that the strong support of the supervisor and the policies of the pro-work-family issues is needed.

*H4. There is a positive relationship between work-family supportive supervisor with job involvement.*

*H5. There is a positive relationship between work-family supportive supervisor with job satisfaction.*



Source: Past research for development studies  
Figure 1.0  
Theoretical Framework

## RESEARCH METHODS

### Samples

Samples are a part of the number and characteristics owned by population (Sugiyono, 2001). There are some guidelines for determining the number of samples according to Ferdinand (2006). One of them in the analysis of SEM (Structural Equation Modeling) requires a sample of at least 5 times the number of indicators used. This study uses 17 indicators. The sample selection was done because researchers have understood that the required information can be obtained from a specific target group that is able to provide the desired information because they have the information like that and they meet the criteria set by the researchers (Ferdinand, 2007). Type of purposive sampling is judgment sampling. These samples were selected by using certain considerations that are tailored to the purpose of research or research issues developed (Ferdinand, 2007). Nurses are being sampled in this study were nurses PGI Cikini Hospital in Jakarta who still have family, this means that nurses still have relatives/parents /husband/wife and children.

Nurses who still have family are believed to still have a problem between work and family balance. In this study, nurses who still have family are believed to be able to support the research into work-family supportive supervisor and career competencies as variables that affect job involvement and job satisfaction.

Ferdinand (2006) explained if the research results want to be trusted and accurate, ideally a researcher must examine in detail of all members of the population. The next stage is to determine the number of samples of the population. The study population consisted of all nurses PGI Cikini Hospital in Jakarta. After known the population, the next is statistics determining (traditional statistical model), based on a statistical formula approach formula Yamane (1973) on Ferdinand (2006). This study uses a slovin formula:

$$n = \frac{N}{1 + N.d^2}$$

Specification:

N = Number of samples

N = Population size

D = Precision expected or percentage of leeway inaccuracy due to sampling error can be tolerated or desirable.

Amount of population is 272, and the desired error rate is 5%, then the number of samples used are:

$$N = 272/272 (0.05^2) + 1 = 161 \text{ employees/nurses}$$

**Method Of Collecting Data**

Methods of collecting primary data in this study was conducted using questionnaires. Questionnaires are a number of written questions to be answered by the survey respondents, so that researchers obtain empirical data to solve the problem of research and testing hypotheses that have been established. There are two types of questionnaires, which assists people and self-administered.

**Analysis Method**

Data analysis is the process of simplification of data into a form that is easier to read and implement. Data analysis was performed with the aim to present empirical findings in the form of descriptive statistics that describe the characteristics of respondents and inferential statistical analysis that used to test the hypothesis proposed research (Ferdinand, 2006).

**Confirmatory Factor Analysis (CFA)**

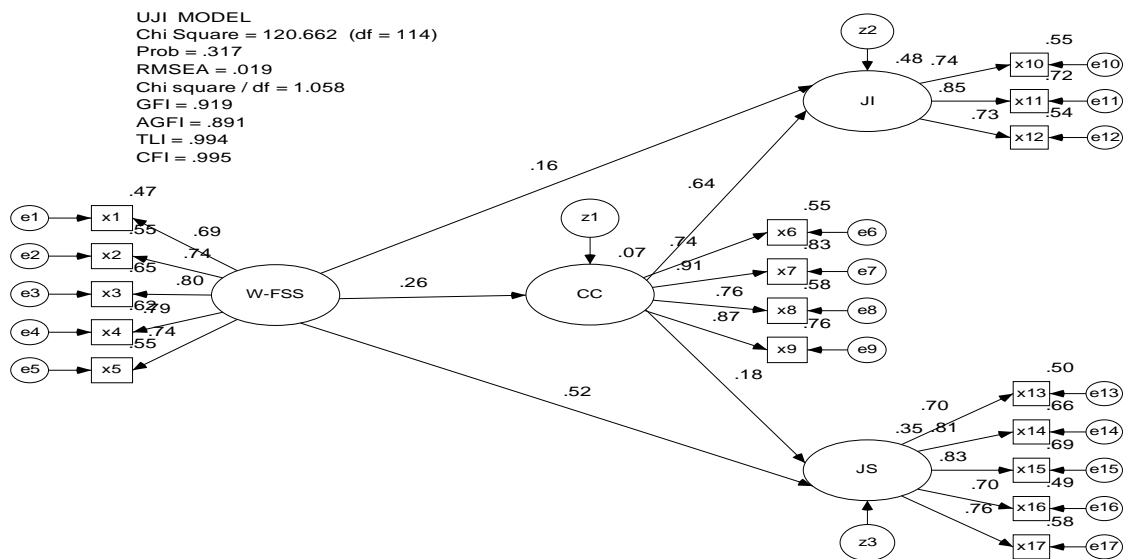
Confirmatory factor analysis was conducted to test the validity of a theoretical construct, or in other words, whether the indicators used are unidimensionalitas size of a latent constructs (Ghozali, 2013).

**SEM analysis**

In accordance with the model developed in this study, the data analysis technique used is SEM (Structural Equation Modeling) which is operated by AMOS program 20. Researchers used SEM analysis tool because it can directly analyze the relationship between the dependen variables with several independen variables, so that it help to take a decision which will be applied in the future.

**RESULTS AND DISCUSSION**

Analysis of Structural Equation Modeling (SEM) with a full model at l akukan to test the model and hypothesis. SEM analysis results are as follows:



**Figure 2 .0**  
**Results of Testing Structural Equation Modelling (SEM) Full Model**

To see the strength/weaknesses of the indicators which forms latent variable can be analyzed using t-test against Regression Weights with see the value of Critical Ratio (CR). The results of testing against Regression Weights are as follows:

**Table 1.0**  
**Weights Regression Analysis of Structural Equation Modeling (SEM)**

|    |      |       | Estimate | SE   | CR    | P     |
|----|------|-------|----------|------|-------|-------|
| CC | <--- | W-FSS | 0262     | 0089 | 2,913 | 0.004 |
| JI | <--- | CC    | 0637     | 0086 | 6404  | ***   |
| JS | <--- | CC    | 0181     | 0071 | 2247  | 0.025 |
| JI | <--- | W-FSS | 0155     | 0067 | 1983  | 0047  |
| JS | <--- | W-FSS | 0519     | 0085 | 5,302 | ***   |

Source: Primary data are processed, 2015

Test for the feasibility of SEM full model is tested using Chi-square, CFI, TLI, CMIN/DF and RMSEA which are within the expected range of values, although GFI and AGFI marginally acceptable, as described in following table:

**Table 2.0**  
**Test Results Goodness-of-Fit Analysis SEM**

| Goodness of Fit Index | Cut-off Value | Result  | Evaluation Model |
|-----------------------|---------------|---------|------------------|
| Chi - Square          | Little        | 120 662 | Good             |
| Probability           | ≥ 0.05        | 0317    | Good             |
| RMSEA                 | ≤ 0.08        | 0019    | Good             |
| Chi-square / df       | ≤ 2.00        | 1.0558  | Good             |
| GFI                   | ≥ 0.90        | 0919    | Good             |
| AGFI                  | ≥ 0.90        | 0891    | Marginal         |
| TLI                   | ≥ 0.95        | 0994    | Good             |
| CFI                   | ≥ 0.95        | 0995    | Good             |

Source: Primary data are processed, 2015.

### Effect of Work Family Supportive Supervisor To Career Competencies

Parameter estimation of influence Work Family Supportive Supervisor for Career Competencies showed coefficient values with the positive direction. Tests of significance influence values obtained CR = 2,913 with probability = 0.004 <0.05. Significance value less than 0.05 indicates, that the Work Family Supportive Supervisor has a significant influence on Career competencies. Thus the results of this statistical test successfully received the hypothesis 1.

### Effect of Career Competencies To Job Involvement

Parameter estimation of the influence of career competencies to job involvement showed coefficient values with the positive direction. Tests of significance influence values obtained CR = 6,404 with probability = 0.000 <0.05. Significance value less than 0.05 indicates that the career competencies have a significant effect on job involvement. Thus the results of this statistical test successfully received hypothesis 2.

### Effect of Career Competencies To Job Satisfaction

Parameter estimation of the influence of career competencies to job satisfaction showed coefficient values with the positive direction. Tests of significance influence values obtained CR =

2,247 with probability = 0.025 < 0.05. Significance value less than 0.05 indicates that the career competencies have a significant effect on job satisfaction. Thus the statistical test is successfully received hypothesis 3.

#### **Effect of Work Family Supportive Supervisor To Job Involvement**

Parameter estimation of the influence of the Work Family Supportive Supervisor to Job Involvement showed coefficient values with the positive direction. Tests of significance influence values obtained CR = 1,983 with probability = 0.047 < 0.05. Significance value less than 0.05 indicates that the work family supportive supervisor has a significant impact on job involvement. Thus the results of this statistical test successfully received hypothesis 4.

#### **Effect of Work Family Supportive Supervisor To Job Satisfaction**

Parameter estimation of the influence of work-family supportive supervisor to job satisfaction showed coefficient values with the positive direction. Tests of significance influence values obtained CR = 5,302 with probability = 0.000 < 0.05. Significance value less than 0.05 indicates that the work-family supportive supervisor has a significant impact on job satisfaction. Thus the results of this statistical test successfully received hypothesis 5.

#### **Conclusions and Hypothesis Testing Results**

Work-Family Supportive Supervisor has a positive and significant impact on the career competencies nurses PGI Cikini Hospital in Jakarta. The better work-family supportive supervisor is given it will increase the career competencies of nurse at PGI Cikini Hospital Jakarta. Career competencies have a positive and significant impact on job involvement nurse PGI Cikini Hospital in Jakarta. The better career competencies that employees have the greater job involvement will conducted by nurses at PGI Cikini Hospital Jakarta. Career competencies has a positive and significant impact on job satisfaction of nurses PGI Cikini Hospital in Jakarta. The better career competencies that employees have the greater job satisfaction of nurses obtained at PGI Cikini Hospital Jakarta.

Work-Family Supportive Supervisor has a positive and significant impact on job involvement nurse PGI Cikini Hospital in Jakarta. The better Work-Family Supportive Supervisor given to nurses the greater job involvement will conducted by nurses at PGI Cikini Hospital in Jakarta. Work-Family Supportive Supervisor has a positive and significant impact on job satisfaction nurses PGI Cikini Hospital in Jakarta. The better Work-Family Supportive Supervisor given to the employee, the greater job satisfaction obtained by nurses at PGI Cikini Hospital Jakarta.

#### **Limitations and Suggestions**

This study has limitations, there are 38 questionnaires from a total of 200 questionnaires revealed no back and handicapped. It happened because due to lack of response from the respondents to the questionnaire research and the importance of the overall seriousness in answering the questions in the questionnaire. So that proper questionnaire used for further analysis in order to produce results that fit is 162 questionnaires.

This quantitative research will be deeper, if it is done with a qualitative approach. Which is, it still need to dig how much enthusiastic respondents about every aspects in the variable, so that it will show more accurate results. The use of open-ended questions are better need to be used to explore the indicators of each variable in depth needs to be done.

In some studies found an answer questionnaire / scale that is almost equal to the value of one indicator on all questionnaires. This can actually be said to be legitimate only. But when it was discovered that the practice in the field do not match, then there is a possibility that respondents did not give an honest answer. In the future, studies that discuss work-family supportive supervisors should conduct in-depth study with the results of the matching the questionnaire with supervisors, members (employees), and their family members.





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