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## The Influence of Family Friendly Policies and Technostress on Job Satisfaction in Mediation of Work Family Conflict and Work Family Benefits

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**Abstract:** This research was conducted to analyze the influence of family friendly policies and technostress on job satisfaction. This research also aims to determine whether work family conflict and work family benefits mediate family friendly policies, technostress, and job satisfaction. Two factor theory as a framework in this research. The sampling technique method uses census sampling where the entire population is sampled, and the research subjects are employees at CV Rahmat Aulia. Sampling used a questionnaire from 122 respondents. Data analysis used inferential Partial Least Square (PLS), namely variance-based SEM, with SmartPLS software version 3.0. The research results show that family friendly policies and technostress have no effect on job satisfaction. Family friendly policies do not have a positive effect on job satisfaction, and technostress also does not have a negative effect on job satisfaction. The mediation results show that work family conflict and work family benefits mediate between family friendly policies and technostress on job satisfaction. Suggestions for further research are to expand the reach of research on similar companies in a particular area.

**Keyword:** Family Friendly Policies; Tecnostress; Job Satisfaction; Work Family Conflict; Work Family Benefit.

## INTRODUCTION

Job satisfaction is the main focus in the context of human resource management in various organizations. This phenomenon is driven by the understanding that employee job satisfaction not only has an impact on individual productivity levels, but also affects the balance of the organization as a whole. Studies on job satisfaction identify that factors such as a conducive work environment, recognition of contributions, clear career development, and effective managerial support play an important role in creating high levels of satisfaction.

Apart from that, healthy relationships between employees and superiors, as well as an organizational culture that supports growth and innovation, are also important points in creating a work environment that promotes sustainable job satisfaction. Therefore, research and efforts to increase job satisfaction become an integral part of a successful and sustainable human resource management strategy.

The phenomenon in the field between work and personal life balance still often influences employee job satisfaction and this has become the main focus in the modern work environment which often causes dissatisfaction with organizational policies and also stress in carrying out work. Increasing job satisfaction is a very interesting thing, where employees who feel satisfied will be more productive and stay in the company longer, while employees who are dissatisfied will be less productive and their intention to change companies tends to be high. So, increasing job satisfaction needs to be done by providing stress management and improving quality of life to balance work life and personal life. While much research on job satisfaction tends to be general in nature and does not consider differences that may occur, in-depth and specific research on certain industries can identify unique factors and policies that influence job satisfaction in each industry. So, it is important to re-examine job satisfaction by looking at how family friendly policies and technostress influence job satisfaction in creating a balance between work and personal life.

Family friendly policies are family-friendly policies from organizations which in this research have an important role in influencing employee job satisfaction in work life and personal life. Many previous studies state that the implementation of family-friendly policies, such as flexible family leave, child care facilities, contributes positively to employee job satisfaction (Gutiérrez Vargas et al., 2022). Then, family friendly policies are also a form of the company or organization's intention to provide support to employees in the work environment so that they contribute positively to increasing job satisfaction and also adding value to the company (Yadav & Sharma, 2023). If a company or organization does not have or implement family friendly policies, it will affect the balance of work life and personal life of employees, thereby giving rise to work and family conflicts. Relevant field phenomena regarding the influence of family friendly policies on job satisfaction can be seen in the implementation of companies in various industries. For example, an increasing number of companies are adopting family friendly policies as part of their efforts to improve employee welfare and retain the best talent. This phenomenon also includes changes in organizational culture that is more inclusive of the needs of employee families. The impact of this phenomenon can be observed through job satisfaction surveys in companies that have implemented family friendly policies and have produced data regarding the level of job satisfaction before and after policy implementation.

Technostress is a manifestation of the excessive use of technological devices in the world of work. Technostress has the potential to harm work engagement due to increased job demands. The presence of continuously changing information and communication technology in hybrid and virtual work environments tends to have a risk that employees will experience technostress which will ultimately have a negative impact on job satisfaction (Harunavamwe & Kanengoni, 2023). Other research that has examined the relationship between technostress and work engagement directly is still rare and unclear. Other evidence also shows that technostress triggers such as technological excess or techno overload can disrupt innovation and productivity and reduce employee job satisfaction. Technostress has the aim of directing individuals to try to complete a large amount of work in a short time and simultaneously, so that individuals will face pressure and nervousness which causes stress (Harunavamwe & Kanengoni, 2023). The phenomenon in the field regarding the influence of technostress on job satisfaction can be seen by the increasing prevalence of technostress in the workplace caused by the increasing use of information and communication technology. This phenomenon often occurs in organizations that adopt advanced technologies such as digital

collaboration, online project management tools, or complex information management systems. This phenomenon can be observed through the increased use of training programs or psychological support in the workplace aimed at managing technostress and increasing employee job satisfaction.

From the explanation regarding the influence of job satisfaction which is influenced by family friendly policies and technostress, there are still inconsistencies or divergences in the results of researchers and the results of previous research. From several empirical studies that have been carried out regarding the influence of family friendly policies on job satisfaction by several previous researchers, such as those conducted by Aboobaker & Edward (2017) Yadav and Sharma Yadav & Sharma (2023), Anaya and Desiana (2023), the research results confirm that family friendly policies have a positive relationship with employee job satisfaction. However, the results of research from Vyas et al. (2022) shows that family friendly policies have a negative influence on job satisfaction in companies with a highly competitive work culture. Research from Harunawamwe and Kanengoni (2023)), Haria (2020), Aktan & Toraman (2022) results confirm that technostress has a negative effect on job satisfaction. However, research from Suhardiman and Saragih (2022) shows that technostress has a positive effect on job satisfaction in the context of online job searches if it is linked to work life balance.

To end this empirical gap, apart from examining the influence of family friendly policies and technostress on job satisfaction, researchers added mediating variables, namely work family conflict and work family benefits, as in the latest findings from Christine W.S. et al., (2010) who found that family friendly policies have an effect. positive impact on employee job satisfaction, partly explained by reducing work family conflict and increasing work family benefits. Then, there are also empirical studies that have been carried out regarding the effect of technostress on job satisfaction by several previous researchers, such as those conducted by Kurniawan (2017) showing that technostress has a negative impact on the mental and physical health of workers who telework, thereby reducing job satisfaction. as the results of research from Li et al in Stefhany & Sibarani (2022) which shows that work family conflict mediates the relationship between technostress and job satisfaction, showing a negative impact through the mediating variable work family conflict, but this research also shows that the perception of an organization that supports the family can moderate this relationship. Thus, the negative impacts can be softened or if managed better can lead to more positive results.

Work Family Conflict, is a stress variable that occurs when an individual devotes a lot of time to work, which creates conflict with family demands. This stress arises when employees spend a lot of time working because there is no flexibility in working hours from the company, resulting in less time left for family. Work family conflict can arise when it is difficult to fulfill the needs of two different roles due to lack of time, it becomes difficult to fulfill the needs of one role. This is caused by the tension and involvement of other roles, as well as the attitudes required at work making it difficult to fulfill the needs of family roles. Work family conflict consumes most of the energy and time in carrying out other life roles constructively (Puspitasari, 2012). Then, there are also contradictory findings, namely that people who receive more flexible family friendly policies such as flexitime and telecommunicating have higher work family conflict compared to employees who work in standard or traditional ways (Saleem & Malik, 2023). The findings above can be related to technostress, because this occurs due to excessive use of technology in virtual and hybrid work environments. To minimize work family conflict, reducing employee job satisfaction, companies need to implement family friendly policies and manage stress caused by technostress which is then able to create work family benefits in increasing employee job satisfaction.

Work Family Benefits, in general, are often associated with positive organizational outcomes as a form of reconciling work family conflict and increasing job satisfaction, although it is still not very clear how this can happen. Work family benefits are seen as a contextual characteristic that provides resources for the enrichment of the company. Work family benefits are also often considered as a positive result of family friendly policies in a company in increasing employee job satisfaction. In managing the demands of family, work and life, the company offers flexible working conditions to employees through a series of policies such as family friendly policies so that they can provide work family benefits and flexible work arrangements. Flexibility is widely seen as a formal flexibility policy or one of the results of family friendly policies set by human resources (Tran et al., 2023).

From the discussion above, this research specifically discusses the mediating influence of work family conflict and work family benefits in mediating the relationship between family friendly policies and technostress on job satisfaction. Based on the recommendations from the latest findings regarding family friendly policies and technostress, Yadav and Sharma (2023) stated that for further research to examine the employee welfare section, namely regarding superior support which directly influences employee job satisfaction. Thus, researchers will conduct research at a company engaged in the livestock industry, namely CV Rahmat Aulia in South Aceh. CV Rahmat Aulia attracted the attention of researchers to carry out research because it is one of the industries that collaborates with PT Chareon Pokphand which operates in the field of animal husbandry and the well-known animal feed industry in Indonesia. So it is interesting to research policy management, especially working hours which are considered unreasonable than they should be. From the mini interviews that researchers conducted, there were some employees who felt dissatisfied with working hours, even though the company provides accommodation for employees, some employees, especially those with families, still felt dissatisfied with working time regulations so they only had very little time to spend with their families.

So for these reasons, the researcher decided to conduct research with the title: The Influence of Family Friendly Policies and Technostress on Job Satisfaction in Mediation of Work Family Conflict and Work Family Benefits for CV Rahmat Aulia Employees.

## **METHOD**

### **Types of Research Data**

The research was conducted using primary data with an ordinal scale originating from the research subjects, namely CV Rahmat Aulia employees located on Jl. Medan-Banda Aceh, Kutatrieng, district. West Labuhan Haji, South Aceh, Aceh 23757. Primary data was obtained from the source who provided the data, namely (respondents), whose confidentiality was guaranteed by the researcher through distributing questionnaires based on the variables studied.

### **Method of collecting data**

The data collection method in this research uses a questionnaire. This means the author gives respondents a list of statements. In this study the author has provided alternative answers for respondents. Apart from that, in this study researchers used census sampling techniques in data collection. This is because the entire population is sampled. In this research, in compiling the questionnaire, researchers used a scaling technique with a Likert scale of 1 to 5. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena Sugiyono in Asya Anaya & Putri Mega Desiana (2023).

## RESULTS AND DISCUSSION

### Results

#### Two Factor Theory

This theory explains that job satisfaction is always associated with the content of the job and job dissatisfaction is caused by work relationships with people who have relationships. According to Herzberg, satisfaction is called a motivator, while work dissatisfaction is called hygiene. The following is an explanation of these two factors:

1. Motivation factors, factors that are related to psychological needs related to work and are a source of satisfaction. These factors include the job itself, job performance, promotion, recognition, and responsibility.
2. Hygiene factor, is a maintenance factor related to job dissatisfaction and an extrinsic factor related to work conditions. These factors include coworkers, leadership style, work environment conditions, and job security.

Then, apart from the two-factor theory, this research can also use conflicting process theory, where this theory will put pressure on employees who want to maintain emotional balance. Conflicting process provides very extreme emotional conditions and does not provide benefits. Satisfaction or dissatisfaction in work will trigger physiological mechanisms in the nervous center that activate opposing emotions.

#### Job Satisfaction

Employee attitudes towards work are related to work situations, cooperation between employees, rewards received at work, and matters involving physical and psychological factors (Akinwale & George, 2020). The literature has a number of theories that demonstrate the importance of the concept of job satisfaction (Puspitasari, 2012). Job satisfaction is also something that plays the most important role for employees, because the job satisfaction index is an indicator that employees know to determine whether employees feel satisfied at work or not (Gutiérrez Vargas et al., 2022). According to Brayfield and Rothe in Yadav & Sharma (2023) job satisfaction has several indicators, including:

1. Response to the job itself, includes how much someone feels involved and enthusiastic in carrying out their work tasks.
2. Attitude towards co-workers, this indicator highlights interpersonal relationships in the workplace.
3. Attitude towards organizational policies and arrangements, this indicator includes how a person assesses the policies, procedures and organizational structure where they work.
4. Attitude towards the work environment, includes a person's evaluation of the physical and psychological conditions of their workplace.

As explained above, job satisfaction indicators include response to the job itself, attitude towards co-workers, attitude towards organizational policies and arrangements, and attitude towards the work environment. This is done as a clear effort to describe job satisfaction.

#### Family Friendly Policies

In family friendly policies, according to Cropanzano in Yadav and Sharma (2023), it explains that obligations are created through exchange between two or more parties who are in a state of reciprocity. Likewise, when employees believe in receiving additional benefits such as superior support and family-friendly policies, they may feel the need to make extra efforts to compensate for them. This way, they will be able to reciprocate through higher job satisfaction. Family friendly policies are also in job satisfaction theory policies that can create tremendous benefits by influencing employee attitudes such as satisfaction. Family friendly policies can be an effective management tool in balancing work and family policies by allowing them to focus more on work. According to Frye and Breaugh in Yadav and Sharma



(2023), in implementing family friendly policies in companies, several indicators can be used as follows:

1. Facility Availability, support for facilities such as child care, family leave, or flexible working hours.
2. Organizational Culture, policies, norms and values that support balance between work and personal life.
3. Work Family Balance, the ability to maintain a healthy balance between work and family responsibilities
4. Family Support, facilities or programs that help employees overcome the challenges of family life.
5. Resource Availability, resources such as information, social support, or financial assistance to help employees with family aspects.
6. Work Flexibility, the ability to adjust work schedules or work locations according to family needs.

### **Tecnostress**

Technostress can arise if individuals tend to have cognitive limitations and an inability to adapt to technological changes, so this results in research using social cognitive theory. According to Shu and Wang in Harunavamwe & Kanengoni (2023), the fact is that behavior will emerge from various situations and a stimulus can cause different reactions or responses. Confidence, self-assessment, or a person's ability to organize and carry out work is very much needed to achieve the desired results. Apart from that, self-efficacy is also the main determinant of individual performance in carrying out tasks and has various psychological and behavioral effects in the area of human psychosocial functioning. Then, self-efficacy is related to cognitive assessment where individuals evaluate themselves when facing problems and how the individual can prevent danger. It is a mediator that connects individuals with stressful environments. According to Tarafdar and Stich (Roboth, 2015), in assessing and minimizing technostress in companies, you can pay attention to several indicators as follows:

1. Techno-overload, the use of technology at work so that you can work faster and take longer.
2. Tecno-invasion, the feeling of being connected to technology all the time.
3. Tecno-complexity, technological complexity which is increasing due to continuous updates.
4. Tecno-insecurity, feelings of insecurity about the technology used.
5. Tecno-uncertainty, uncertainty about the technology used.

### **Work Family Conflict**

According to Kahn in Yadav & Sharma (2023), work family conflict arises from roles that represent work and family in a role arrangement and the interference of work and family roles gives rise to work-family conflict. Then this is also supported by the dual role theory, where the desired roles for work and family will influence each other and have two dimensions or dual roles, namely work interfering with family, namely fulfilling roles at work can trigger difficulties fulfilling roles in the family and secondly, namely family Interfering with work, namely fulfilling roles in the family, can cause difficulties when fulfilling roles at work. So overall it can be concluded that work-family conflict is a form of role conflict problem caused in individuals due to incompatibility with role demands at work and role demands in the family so that these roles interfere with other roles. Such as disrupting home life, demands, time and tension in the family caused by expectations of two different roles.

According to Netemeyer in Yadav & Sharma (2023), in minimizing work family conflict among employees in companies, it is necessary to pay attention to several indicators as follows:

1. Work pressure, a condition that creates physical and psychological tension and imbalance, which affects emotions, thought processes and conditions in individuals.
2. Task demands, conditions related to a person's work such as working conditions and physical work layout.
3. Lack of family togetherness, where the quality of life together with other family members diminishes.
4. Busy work, a situation where you spend more time completing work as a responsibility to your work.
5. Conflict of commitment and responsibility, an imbalance in roles in prioritizing work or family.

### **Work Family Benefit**

Work family benefits in role enhancement state that several roles carried out by a person will produce positive or useful things. Based on the view that involvement in various roles will increase energy and provide enriching experiences for a person. According to Gutiérrez Vargas et al. (2022) this also still needs to be formally analyzed as well as its relationship with work-family conflict and its influence on job satisfaction. Work family benefits are a strategic and important step for companies to pay attention to the balance between work life and family life of their employees. The benefits of family work are a strategic and important effort for companies to pay attention to the balance between work life and family life of their employees. The following are several indicators that can explain the benefits of family work:

1. Improving employee welfare: Experts often emphasize that work and family benefits play an important role in improving the overall well-being of employees. By providing access to work time flexibility, child care, parental leave, and other family support services, employees can feel more valued and supported by the organization, which in turn increases their job satisfaction and motivation.
2. Increased productivity: According to experts, organizations that prioritize work-family balance tend to have more productive employees. By reducing stress caused by conflict between work and family demands, work and family benefits help create a healthier and more productive work environment.
3. Increased employee retention: Work and family benefits can also help organizations retain talented and high-performing employees. By offering benefits that address the needs of employees' families, organizations can create stronger bonds between employees and the company, which reduces turnover rates and employee replacement costs.
4. Competitive advantage: Experts highlight that organizations that offer comprehensive work and family benefits often have a competitive advantage in recruiting new talent. Potential, quality employees tend to be attracted to organizations that demonstrate a commitment to employee well-being and provide a supportive work environment.

Corporate social responsibility: Finally, expert views also emphasize that providing work and family benefits is part of a company's broader social responsibility. By supporting employees' work-life and family-life balance, organizations can contribute to the overall well-being of society.

### **Analysis**

The results of the research after conducting testing were to determine the effect of family friendly policies and technostress on job satisfaction which was mediated by work

family conflict and work family benefits. To prove the truth of the hypothesis, a hypothesis test is carried out, following are the results:

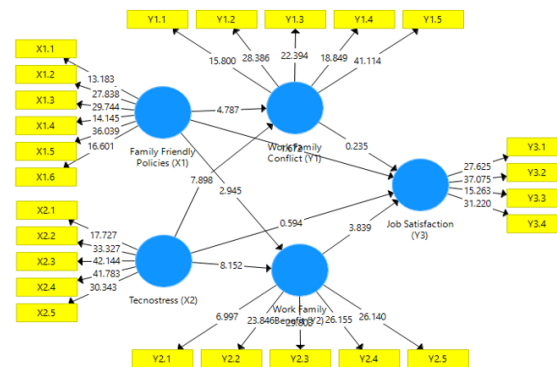


Figure 1. Inner Model Measurement

SmartPLS 3.2.9 software was used to carry out the bootstrapping method to measure the influence between variables. The bootstrapping method uses nonparametrics for precision estimation. In the PLS method, the significance value (P-value) and t-table value determine the decision to accept or reject the hypothesis. The parameter coefficient values and t-statistical significance values can be seen in the SmartPLS application to determine the significance values. According to the criteria for accepting or rejecting the hypothesis,  $H_a$  is accepted and  $H_o$  is rejected if the t-statistical significance value is  $> 1.96$  and the P-value is  $< 0.05$  at the 5% significance level ( $\alpha 5\%$ ). The results of this research hypothesis test are as follows:

Table 1. Hypothesis Testing

Hypothesis	Sign	Original Sample	t Statistics	P-Value	Status
H1 Family Friendly Policies have a positive effect On Job Satisfaction	( + )	0,157	1,557	0,060	Not proven
H2 Technostress has a negative effect on Job Satisfaction	( - )	0,124	0,648	0,259	Not proven
H3 Family Friendly Policies have a positive effect on Work Family Conflict	( + )	0,362	4,879	0,000	Proven
H4 Technostress has a negative effect on Work Family Conflict	( - )	0,603	8,094	0,000	Proven
H5 Family Friendly Policies have a positive effect on Work Family Benefits	( + )	0,261	3,037	0,001	Proven
H6 Technostress has a negative effect on Work Family Benefits	( - )	0,664	8,201	0,000	Proven
H7 Work Family Conflict has a negative effect on Job Satisfaction	( - )	0,038	0,206	0,418	Not proven
H8 Work Family Benefits have a positive effect on Job Satisfaction	( + )	0,574	4,013	0,000	Proven

Source: Output SmartPLS

1. From the results of the hypothesis test in the table above, it can be seen that the original sample coefficient for testing the influence of Family Friendly Policies (X1) on Job Satisfaction (Y3) shows an estimated value of 0.157, and a t-statistic value of  $1.557 < 1.96$ , with a value P-value  $0.060 > 0.05$ . Thus it can be concluded that the first hypothesis H1 is not proven.



2. The second hypothesis which tests the influence of Technostress (X2) on Job Satisfaction (Y3) shows the original sample estimate value of 0.124, and the t-statistic value of 0.648 < 1.96, with a P-value of 0.259 > 0.05. Thus it can be concluded that the second hypothesis H2 is declared not proven.
3. The third hypothesis which tests Family Friendly Policies (X1) against Work Family Conflict (Y1) shows that the original sample estimate value is 0.362, and the t-statistic value is 4.879 > 1.96, with a P-value of 0.000 < 0.05. Thus it can be concluded that the third hypothesis H3 is proven.
4. The fourth hypothesis which tests the influence of Technostress (X2) on Work Family Conflict (Y1) shows the original sample estimate value of 0.603, and the t-statistic value of 8.094 > 1.96, with a P-value of 0.000 < 0.05. Thus, it can be concluded that H4 is proven.
5. The fifth hypothesis testing the effect of Family Friendly Policies (X2) on Work Family Benefits (Y2) shows that the original sample estimate value is 0.261, and the t-statistic value is 3.037 > 1.96, with a P-value of 0.001 < 0.05. Thus it can be concluded that the fifth hypothesis H5 is proven.
6. The sixth hypothesis which tests the effect of Tecnostress (X2) on Work Family Benefits (Y2) shows the original sample estimate value of 0.664, and the t-statistic value of 8.201 > 1.96, with a P-value of 0.000 < 0.05. Thus, it can be concluded that H6 is proven.
7. The seventh hypothesis which tests the influence of Work Family Conflict (Y1) on Job Satisfaction (Y3) shows an original sample estimate value of 0.038, and a t-statistic value of 0.206 < 1.96, with a P-value of 0.418 > 0.05. Thus it can be concluded that H7 is declared not proven.
8. The eighth hypothesis which tests the effect of Work Family Benefit (Y2) on Job Satisfaction (Y3) shows an original sample estimate value of 0.574, and a t-statistic value of 4.013 > 1.96, with a P-value of 0.000 < 0.05. Thus, it can be concluded that H8 is proven.

Then a mediation analysis was also carried out because the mediating variable was used in the model above. Therefore, it is necessary to carry out analysis and explanation of these mediating variables. Based on the model above, two transmission lines can be found and analyzed, namely:

1. Family Friendly Policies (X1) → Work Family Conflict (Y1) → Job Satisfaction (Y3)
2. Family Friendly Policies (X1) → Work Family Benefit (Y2) → Job Satisfaction (Y3)
3. Tecnostress (X2) → Work Family Conflict (Y1) → Job Satisfaction (Y3)
4. Tecnostress (X2) → Work Family Benefit (Y2) → Job Satisfaction (Y3)

The results of the analysis are as follows:

**Table 2. Mediation Effect Analysis**

Table 2: Mediation Effect Analysis							
Variable	Direct Effect (DE)		Indirect Effect (IE)		Total Effect (TE)		Desc.
	X1 → Y3		X1 → Y1 → Y3		( DE + IE)		
			X1 → Y2 → Y3				
	OS	P Value	OS	P Value	OS	P Value	
X1	0,161	0,057	0,146	0,018	0,307	0,075	Mediate
	0,161	0,057	0,015	0,827	0,176	0,884	Mediate
Variable	Direct Effect (DE)		Indirect Effect (IE)		Total Effect (TE)		Desc.
	X2 → Y3		X2 → Y1 → Y3		( DE + IE)		
			X2 → Y2 → Y3				
	OS	P Value	OS	P Value	OS	P Value	
X2	0,407	0,014	0,382	0,000	0,789	0,014	Mediate
	0,407	0,014	0,025	0,815	0,432	0,829	Mediate

Source: Output SmartPLS

Table 2 above, the results of the SmartPLS Bootstrapping analysis shows a mediating relationship between Family Friendly Policies (X1) → Work Family Conflict (Y1) → Job

Satisfaction (Y3), where the research results have a direct effect (direct effect) of Family Friendly Policies (X1) on Job Satisfaction (Y3) is 0.161, smaller than the total effect, namely 0.307, this shows that Work Family Conflict (Y1) is proven to mediate between Family Friendly Policies (X1) and Job Satisfaction (Y3). The Work Family Conflict (Y1) variable as a mediation plays a role in increasing the influence of the independent variable on the dependent variable.

Meanwhile, for Family Friendly Policies (X1) → Work Family Benefits (Y2) → Job Satisfaction (Y3), where the research results of the direct effect of Family Friendly Policies (X1) on Job Satisfaction (Y3) is 0.161 smaller than the total effect namely 0.176, this shows that Work Family Benefits (Y2) are proven to mediate between Family Friendly Policies (X1) and Job Satisfaction (Y3). The Work Family Benefit (Y2) variable as a mediator plays a role in increasing the influence of the independent variable on the dependent variable.

Tecnostress (X2) → Work Family Conflict (Y1) → Job Satisfaction (Y3), where the research results of the direct effect of Tecnostress (X2) on Job Satisfaction (Y3) is 0.407 smaller than the total effect, namely 0.789, this shows that Work Family Conflict (Y1) is proven to mediate between Technostress (X2) and Job Satisfaction (Y3). The Work Family Conflict (Y1) variable as a mediation plays a role in increasing the influence of the independent variable on the dependent variable.

Meanwhile, for Tecnostress (X2) → Work Family Benefit (Y2) → Job Satisfaction (Y3), where the research results of the direct effect of Tecnostress (X2) on Job Satisfaction (Y3) is 0.407, smaller than the total effect, namely 0.432, p. This shows that Work Family Benefit (Y2) is proven to mediate between Technostress (X2) and Job Satisfaction (Y3). The Work Family Benefit (Y2) variable as a mediator plays a role in increasing the influence of the independent variable on the dependent variable.

## Discussion

The discussion of this analysis is based on the research objective to determine the influence of Family Friendly Policies and Technostress on Job Satisfaction mediated by Work Family Conflict and Work Family Benefits on CV Rahmat Aulia. Discussion is a form of analysis related to the results of previous research as described below:

### 1. The Influence Family Friendly Policies on Job Satisfaction

Family friendly policies in this research were not proven to have a positive effect on job satisfaction for CV Rahmat Aulia employees. Family friendly policies on job satisfaction show an estimated value of 0.157, and a t-statistic value of  $0.557 < 1.96$ , with a P-value of  $0.060 > 0.05$ . So this research does not support previous research conducted by Aboobaker & Edward (2017), Yadav & Sharma (2023), and Asya Anaya & Putri Mega Desiana (2023). This shows that the higher or lower family friendly policies in the workplace, there is no influence on job satisfaction. Family friendly policies describe the importance of policies that support balance between personal life and work, including flexible leave, child care, support for pregnant women, and an inclusive work environment for parents (Vyas et al., 2022). Meanwhile, job satisfaction refers to a sense of satisfaction from carrying out work or responsibilities given to individuals (Akinwale & George, 2020).

According to researchers, one of the things that influences the results is that family friendly policies are not proven to have an effect on job satisfaction at CV Rahmat Aulia because there is no introduction to the policies that apply in the company, so many employees are confused and don't know what policies exist. benefits for employees' family and work lives. This finding is supported by Vyas et al. (2022) who conducted research in Hong Kong on the subject of employees in one company using survey and interview techniques, the research findings revealed that family friendly policies were not proven to have a positive effect on job satisfaction. Apart from that, seen from the descriptive

analysis, it shows that the statement "my company provides free health check-up facilities" which states strongly disagree as much as 20.49%, and disagree as much as 31.15%, the statement "the company provides freedom to apply for leave time" which states no 40.16% agreed, and the statement "the company provides counseling services for employees" 20.49% strongly disagreed and 28.69% disagreed. These descriptive results show that the role of family friendly policies in organizations is still lacking in providing a sense of work satisfaction to employees, so this may not be related to time management and facilities for employees at work.

## 2. The Influence Tecnostress on Job Satisfaction

Tecnostress has not been proven to have a negative effect on job satisfaction among CV Rahmat Aulia employees. Where the original sample estimate value is 0.124, and the t-statistic value is  $0.648 < 1.96$ , with a P-value of  $0.0259 > 0.05$ . So this research does not support previous research conducted by Harunavamwe & Kanengoni (2023), Haria (2020), and Aktan & Toraman (2022). This shows that the higher or lower the technostress on employees, the less influence it has on job satisfaction. Technostress is a form of manifestation of excessive use of technology. Technostress will have a detrimental impact if technological work demands increase (Umair et al., 2023). Meanwhile, job satisfaction will be able to increase technostress by increasing prevalence in the workplace caused by excessive use of technology, information and communication (Saleem & Malik, 2023).

The factor that influences this is that there is no direct connection between technostress and job satisfaction, although according to Harunavamwe & Kanengoni (2023) excessive use of technology or techno overload can cause work stress and reduce job satisfaction. The results of this research are in line with research by Suhardiman & Saragih (2022) conducted on 156 employees working in banking, it turns out that technostress has not been proven to have a negative effect on job satisfaction. Apart from that, the descriptive analysis shows that in the statement "I am confident in my daily use of technology" 9.84% strongly disagree and 15.57% strongly agree, then in the statement "I am able to use technology in every my job" which stated that 8.20% strongly disagreed and 18.03% strongly agreed. These descriptive results show that employees' perceptions of technostress do not disturb employees' psychology and only a small number of employees are not yet confident in working using technology. This is directly a finding that especially CV Rahmat Aulia employees are able to adapt and avoid technological stress.

## 3. The Influence Family Friendly Policies on Work Family Conflict

Family friendly policies have been proven to have a positive effect on work family conflict. The original sample estimated value was 0.362, and the t-statistic value was  $4.879 > 1.96$ , with a P-value of  $0.000 > 0.05$ . So this research supports previous research conducted by Yadav & Sharma (2023). This shows that the better or higher the family friendly policies implemented in the company, the less negative effect it will have on work family conflict. Family friendly policies are a form of implementing policies that are friendly to the family (Gutiérrez Vargas et al., 2022). Work family conflict is known as stress that occurs when an individual devotes too much time to work which results in conflict with family demands (Tran et al., 2023). This may be because the work process flow is regular in following applicable company policies, so this research supports a dual role in reducing work-family conflict.

Then, if we look at the descriptive analysis, it shows that in the statement "I am able to maintain my psychological health even though there is work pressure" 4.96% strongly disagree and 13.22% strongly agree, the statement "I can handle work pressure so that My emotions remain stable" which stated strongly disagree as much as 6.56% and strongly agree as much as 17.21%, the statement "I prioritize maintaining my psychological health" which stated strongly disagree as much as 6.56% and strongly agree 21.31% , where employees are able to maintain their psychological health and can balance work demands

and family demands. This can continue to be maintained at CV Rahmat Aulia, that employees feel comfortable and are not burdened by the work policies that apply without realizing it, their work does not really affect their psychology and their emotional condition remains stable.

#### 4. The Influence Tecnostress on Work Family Conflict

Technostress has been proven to have a negative effect on work family conflict. The original sample estimate assessment results were 0.603, and the t-statistic value was 8.094 > 1.96, with a P-value of 0.000 < 0.05. So this research supports the results of previous research conducted by Harunavamwe & Kanengoni (2023). This shows that increasing technostress does not reduce the level of work family conflict. On the other hand, if technostress decreases, work-family conflict will decrease. Individuals who are unable to fulfill the needs of two roles at once at work will find it difficult to fulfill the needs of the roles (Harun et al., 2022). Technostress certainly has various negative impacts on improving employee performance, especially negatively affecting virtual and hybrid work, so that it will cause fatigue due to excessive technology consumption. This phenomenon often occurs in organizations that adopt advanced technology, digital collaboration, online project management tools, and complex management information systems (Haria, 2020).

Then, looking at the descriptive analysis, it shows that respondents gave answers to the statement "I believe in all the information in my work" which stated that 9.84% strongly disagreed and 17.21% strongly agreed, which means that CV Rahmat Aulia only focuses on development. employee work potential for the company in developing a career in the company. Then, with the statement "I have quality time with my family members," 9.02% of employees said they strongly disagreed and 35.25% of them disagreed. These descriptive results show employee perceptions about information doubts and loss of quality time with family. CV Rahmat Aulia needs to pay attention to this in order to increase the clarity of information for employees and build relationships that can improve the quality of employees' time with their families.

#### 5. The Influence Family Friendly Policies on Work Family Benefit

Family friendly has a positive effect on work family benefits where the original sample estimate value is 0.261, and the t-statistic value is 3.037 > 1.96, with a P-value of 0.001 < 0.05. So this research supports previous research conducted by Gutiérrez Vargas et al. (2022). This shows that the higher the family friendly policies, the higher the work family benefits will be. Family friendly policies refer to policy rules that support a balance between family and work (Yadav & Sharma, 2023). Meanwhile, work family benefits are the result of policies that support employee welfare while working for the organization (Gutiérrez Vargas et al., 2022).

Apart from that, if you look at the results of the descriptive analysis, it will show that in the statement "work benefits show the company's superiority" as many as 41.80% of employees said they agreed and 27.87% of employees said they strongly agreed and the statement "my view is positive towards organizations that care about employee welfare" 38.52% of employees agreed and 31.97% of employees strongly agreed, also the statement "I appreciate the organization's contribution to employee welfare" which 38.52% agreed and 32.79% strongly agreed and the statement "the company is responsible supports employee work balance" with 35.25% agreeing and 37.70% strongly agreeing. These descriptive results show that employees' perceptions of family friendly policies regarding work family benefits. Employees really understand the emotions of their co-workers and their own emotions so that they are able to respect company policies in providing employee welfare and supporting the balance of work and employee family relationships.

#### 6. The Influence Tecnostress on Work Family Benefit

Tecnostress is proven to have a negative effect on work family benefits where the original sample estimate value is 0.664, and the t-statistic value is 8.201 > 1.96, with a P-



value of  $0.000 < 0.05$ . These results emphasize the importance of managing technostress in the work environment. Organizations need to consider policies and programs to help employees cope with stress related to technology use, such as time management training, technology training, or employee wellness programs. Technostress is a form of individual cognitive tendency towards inability to cope with technological changes (Harunavamwe & Kanengoni, 2023).

Apart from that, if we look at the descriptive results, it will show that in the statement "I feel appreciated because my working time is very efficient" as many as 10.66% of employees stated that they strongly disagreed and 41.80% of employees stated that they disagreed with the statement "I get access to services in improving family welfare" 19.67% of employees said they strongly disagreed and 31.97% of employees said they disagreed. These descriptive results show employee perceptions that employees who feel balanced between time, work and family life tend to be more satisfied, motivated and productive.

#### 7. The Influence Work Family Conflict on Job Satisfaction

Work family conflict is not proven to have a negative effect on job satisfaction where the original sample estimate value is 0.038, and the t-statistic value is  $0.206 < 1.96$ , with a P-value of  $0.418 < 0.05$ . So this research does not support previous research conducted by Pascucci et al. (2022). This emphasizes the importance for organizations to remain attentive to these conflicts because they can affect other aspects of employee well-being. Conflict between work and family can affect stress, life balance, and overall employee work performance.

Apart from that, if we look at the descriptive results, it will show that in the statement "I am able to prioritize each of my responsibilities" as many as 45.90% of employees said they agreed and 22.95% of employees said they strongly agreed and the statement "I am interested in my work tasks" 45.90% of employees agreed and 18.03% of employees strongly agreed, with the statement "I am able to collaborate with my colleagues" 53.28% agreed and 15.57% strongly agreed and the statement "I feel comfortable with my colleagues" who agreed as much as 52.46% and strongly agreed as much as 18.03%. These descriptive results show employee perceptions where CV Rahmat Aulia employees are interested in their work tasks so that they can prioritize their responsibilities, and are able to work well with fellow colleagues so as to improve work balance and employee job satisfaction.

#### 8. The Influence Work Family Benefit on Job Satisfaction

Work family benefits are proven to have a positive effect on job satisfaction where the original sample estimate value is 0.574, and the t-statistic value is  $4.013 > 1.96$ , with a P-value of  $0.000 < 0.05$ . So this research supports the results of previous research by Gutiérrez Vargas et al. (2022). This shows that the higher the work family benefit, the higher the job satisfaction. Work family benefits are benefits for employees that arise from organizational policies that support employee welfare (Gutiérrez Vargas et al., 2022). Job satisfaction refers to employees' satisfaction or happiness with their work (Vyas et al., 2022).

Apart from that, if you look at the results of the descriptive analysis, it will show that in the statement "work benefits pay attention to my needs" as many as 44.26% of employees said they agreed and 18.03% of employees said they strongly agreed and the statement "work benefits really influenced my decision to continue working" 45.08% of employees said they agreed and 22.13% of employees said they strongly agreed. These descriptive results show the perception that employees from CV Rahmat Aulia will always work well as long as the working environment is good enough and they are considered comfortable in doing their work, and the benefits provided by the organization support employee needs.



#### 9. The Influence Family Friendly Policies and Tecnostress on Job Satisfaction through Work Family Conflict and Work Family Benefit

Mediation effect analysis shows that work family conflict and work family benefits are able to mediate the influence of family friendly policies and technostress on job satisfaction. If seen from the partial influence, it shows that family friendly policies have a positive effect on work family conflict and work family benefits so that this research supports research previously carried out by Yadav & Sharma (2023). This shows that the more family friendly policies implemented by the company, the positive influence it will have on work family conflict and work family benefits. This is different from technostress which turns out to have a negative effect on work family conflict and work family benefits and this research is supported by Harunavamwe & Kanengoni (2023). This shows that the lower a person's technostress, the lower work family conflict and increase work family benefits. However, family friendly policies have no effect on job satisfaction so this research does not support previous research conducted by Yadav & Sharma (2023). These results indicate that the higher or lower the family friendly policies in the company, the less influence it has on job satisfaction.

Family friendly policies are really needed in all organizations where this policy is able to regulate the balance between work and family for employees. This family-friendly policy is able to regulate work and family balance for employees so as to reduce conflict and stress experienced by employees (Yadav & Sharma, 2023). Apart from that, tenostress, which is stress caused by technology, has a negative impact on increasing job satisfaction in employees (Harunavamwe & Kanengoni, 2023). However, unfortunately work family conflict has not been proven to have an effect on job satisfaction, and it turns out that these results do not support research by Stefhany & Sibarani (2022). However, work family benefits have been proven to have a positive effect on job satisfaction, and this result is supported by Vargas et al.. So it can be concluded that no matter how well a company implements policies towards employees, it will not necessarily be able to provide a sense of satisfaction to employees in increasing job satisfaction if employees do not receive and do not understand the correct information regarding the applicable organizational policies.

## CONCLUSION

Based on the results of the discussion in the previous chapter, it can be concluded, family friendly policies (X1) do not have a positive influence on job satisfaction (Y3), as evidenced by the results of the SmartPLS analysis that family friendly policies (X1) on job satisfaction (Y3) show an estimated value of 0.157, and a t-statistic value of  $1.557 < 1.96$ , with a P-value of  $0.060 > 0.05$ . Thus it can be concluded that the first hypothesis H1 is not proven. Technostress (X2) does not have a negative influence on job satisfaction (Y3), as evidenced by the SmartPLS calculation results where the effect of technostress (X2) on job satisfaction (Y3) shows an original sample estimate value of 0.124, and a t-statistic value of  $0.648 < 1.96$ , with a P-value of  $0.259 > 0.05$ . Thus, it can be concluded that the second hypothesis H2 is declared not proven. Family friendly policies (X1) have a positive effect on work family conflict (Y1).

This is proven by the SmartPLS calculation results where family friendly policies (X1) against work family conflict (Y1) shows an original sample estimate value of 0.362, and a t-statistic value of  $4.879 > 1.96$ , with a P-value of  $0.000 < 0, 05$ . Thus it can be concluded that the third hypothesis H3 is proven. Technostress (X2) on work family conflict (Y1) shows an original sample estimate value of 0.603, and a t-statistic value of  $8.094 > 1.96$ , with a P-value of  $0.000 < 0.05$ . Thus it can be concluded that the first hypothesis H4 is proven. Family friendly policies (X1) on work family benefits (Y2) shows an original sample estimate value of 0.261, and a t-statistic value of  $3.037 > 1.96$ , with a P-value of  $0.001 < 0.05$ . Thus, it can

be concluded that H5 is proven. Technostress (X2) on work family benefits (Y2) shows an original sample estimate value of 0.664, and a t-statistic value of  $8.201 > 1.96$ , with a P-value of  $0.000 < 0.05$ . Thus, it can be concluded that H6 is proven.

Work family conflict (Y1) on job satisfaction (Y3) shows an original sample estimate value of 0.038, and a t-statistic value of  $0.206 < 1.96$ , with a P-value of  $0.418 > 0.05$ . Thus it can be concluded that H7 is declared not proven. Work family benefits (Y2) on job satisfaction (Y3) show an original sample estimate value of 0.574, and a t-statistic value of  $4.013 > 1.96$ , with a P-value of  $0.000 < 0.05$ . Thus, it can be concluded that H8 is proven. The research results reveal that work family conflict (Y1) mediates the relationship between family friendly policies (X1), technostress (X2) and turnover intention (Y3), work family benefits (Y2) also mediates between the variables abusive supervision (X1), technostress (X2) and turnover intention (Y3).

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