

# The Effect of Multiple Role Conflict and Social Support on Organizational Commitment in Career Women in Medan

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## Abstract

*This study aims to determine the effect of multiple role conflict and social support on organizational commitment. The population of this study is a married career woman in Medan. By using purposive sampling method with a sample of 300 people. Data were collected using a questionnaire that has been tested for validity and reliability. The data analysis technique used multiple regressions. The results of this study indicate that there is a negative effect of multiple role conflict on organizational commitment with the regression coefficient having a value of -0.210, there is effect of social support on organizational commitment with a value of  $0.000 < 0.005$  and the regression coefficient has a value of 0.396 and there is an effect of multiple role conflict and support social simultaneously with the regression coefficient value has a value of 0.280 or 28%.*

## Keywords

organizational commitment; multiple role conflict; social support



## I. Introduction

The increase in female workers who compete in the world of work is an interesting phenomenon to research. From a social point of view there is a debate about working women. For those who are married, the assessment of being a housewife or a career is a dilemma. The view of women who ideally take care of various household needs, along with the times is no longer a hope for women. In the current era, women's thinking has become increasingly advanced, both in the level of education, skills and abilities at work as seen from the opening of many opportunities and opportunities for women in building careers. The rapid economic development in Indonesia has also contributed to increasing household needs. This also resulted in many women participating in the world of work to make ends meet. The chances of women getting higher education also influence women's decisions to work and improve their careers. The increasing need for knowledge from high school and skills in the world of work are the reasons for women to have careers. This requires women to do two roles at once, namely the role in taking care of the family and the role as workers.

With the decision to carry out these two roles, women are required to be responsible for carrying out both roles even though there are obstacles in carrying them out. Some of the women workers admit that there are difficulties in dividing their time and energy in carrying out these two responsibilities. In general, career women have risks such as neglecting their family, draining their energy and thoughts, and having a burden on themselves. This situation raises challenges which, if not handled properly, can interfere with activities in completing home responsibilities and responsibilities as workers which later can also disrupt the integrity of the family (Sudiro, 2011).

According to data from the Central Bureau of Statistics, women working in North Sumatra were the number of workers in 2015

**Table 1.** Female workers by type of work in Medan City, 2015

No	Types	Total	percentage
1	The formal sector	208.369	36%
2	The informal sector	134.103	46%
3	Government institutions	14.627	
4	Lembaga non pemerintah	134.103	46%

Source: BPS, 2015

**Table 2.** Comparison of male and female workers in North Sumatra

No	Year	Female	Male	Total
1	2018	24,76%	15,28%	40,04%
2	2019	27,02%	14,51%	41,53% %

Source: BPS, National Labor Force Survey (Sakernas), 2018, 2019)

In carrying out these two roles, women will face many demands, both from household work and in office work. In the demands of domestic work, women are faced with the task of meeting the needs of the family, the demands of a partner and also caring for children. Meanwhile, in the demands of office work, women are faced with the obligation to increase work productivity, and establish good relationships and maintain the good name of the organization. Sarlawa (2019) stated that the work carried out is work done for generations, but there is a constraint that is classic when these women experience limited capital and constraints when marketing products. Workers have been bound by responsibilities for working time, attendance and career obligations in accordance with the agreement with the organization. In carrying out the obligation of the role of a career woman, a commitment is also needed.

Commitment can influence company development. Highly committed workers make the company more competitive with creativity and innovation (in Mifathu, 2010). The conflict between these two roles occurs when there are roles that must be carried out simultaneously but are unable to carry out both because of insufficient interest or time (in Sri, 2011). Support is a form of assistance to someone in dealing with conflicts in life. This support is social support, which is a form of assistance that directs feelings of comfort both physically and psychologically from friends, family, neighbors, coworkers and others (in Sarafino, 2008). Support from both the family environment and the work environment is important in realizing the success of women in fulfilling their obligations, both the role of being a housewife and the role of a worker. Husda (2018) stated that the developments and changes that continue to occur over time also lead to changes in every social structure that exists in society. There are those who are getting stronger, there are those that are weakening, fading even slowly forgotten by the people

From the results of an interview with one of the bank employees in Medan City, it was revealed that when you were married there were changes in the timing. When you become a housewife you have to manage your time better so that you don't have difficulties such as difficulties in preparing children's needs in the morning as well as being on time to get to the office, problems at home that are carried over to the office and so are office problems that you still think about when you are at home. This is what causes uncomfortable feelings both at home and at work.

Cohen and Kirchmeyer's research shows the results of a sex relationship and commitment which states that women are lacking (in Didit, 2013). However, Cherington's 1994 research revealed the opposite, namely that women are more committed in the

organization. This illustrates how women strive to be able to balance the role of housewives and the roles of career women who have contributed a lot to the world of work and the economy.

Based on this phenomenon, the researcher is interested in conducting research on the effect of multiple role conflicts and social support on organizational commitment to career women in Medan City.

## II. Review of Literatures

### 2.1 Organizational Commitment

Organizational commitment is a condition in which psychologically describes a relationship between workers and their organization, where this contains how the desires and decisions of workers to remain members of the organization while still implementing the rules and participating in achieving organizational goals by not leaving the organization (Robbins, Timothy, 2016)

According to Meyer and Allen (In Stephen, 2007), there are 3 models of organizational commitment, namely:

- a. Affective commitment means emotional attachment to workers, identification with workers, and involvement of workers in the organization.
- b. Sustainable Commitment is an awareness of the losses when leaving or leaving the organization.
- c. Normative commitment reflects a sense of responsibility to continue working to fulfill organizational responsibilities.

### 2.2 Multiple Role Conflict

Multiple role conflict is a situation where an individual is faced with expectations of different roles. This conflict arises when an individual finds that fulfilling one role can make it more difficult to fulfill another role.

Greenhaus and Beautell stated that there are three types of dual role conflict, namely:

- a. Time-based conflict  
The time it takes to carry out one demand can reduce the time to carry out other demands. This form of conflict is positively related to number of hours worked, overtime, attendance rate, shift irregularity, and work schedule control
- b. Stress based conflict.  
This occurs when psychological stresses arise such as tension, anxiety, fatigue, character work roles, the presence of new people, and the lack of support from family members.
- c. Behavioral based conflict.  
This happens where the forms of behavior cannot be adjusted between behavior at home and behavior in the world of work.

### 2.3 Multiple Role Conflict

Social support is interpersonal exchange where an individual provides assistance to other individuals. Social support is comfort, attention, appreciation, or assistance in other forms that individuals receive from others or from groups (Sarafino in Wahyuni, 2020). Social support is all assistance provided to be able to provide encouragement, fulfill needs, enthusiasm and advice to others who help in making decisions.

Strauss a Saylesse states that there are three sources of social support in a work context, namely:

a. Family / life partner

Life partner is the closest group of individuals and the place where a person's growth and development occurs.

b. Work colleague

Workmates are a place to interact with each other. This can be manifested by a close relationship, a feeling of mutual trust and warmth in attitude.

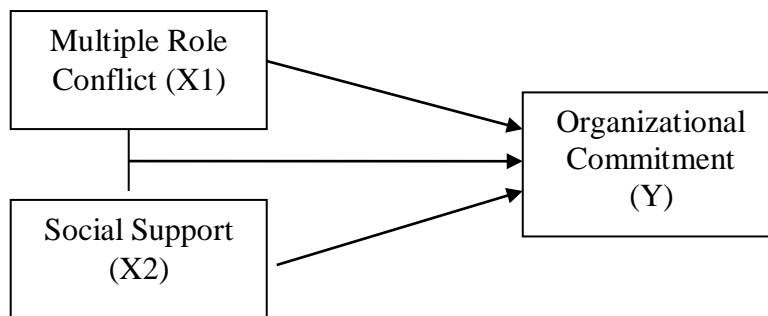
c. Boss

Bosses can provide assistance and support in order to smooth the results of the work. This can create an attachment between superiors and subordinates so that there is motivation to be better.

## 2.4 Meaning of Career Women

Career is something that is inherent in the employee once the employee starts his job in an organization. Career is a series of positions that explain the role of employee status with the responsibilities that come with it, which is deliberately created by the company to motivate employees to excel and have better productivity, so that their position can increase in the future. Thus a career woman means a woman whose activities are based on education, skills that continue to be cultivated to become a profession.

The conceptual framework in this study is presented as follows:



## III. Research Method

The research was conducted by means of a survey, namely by distributing questionnaires to a predetermined research sample which was carried out from April to July 2020 in Medan City

The variables in this study are:

### 3.1 Independent Variable

#### a. Multiple Role Conflict (X1)

Multiple role conflict is measured by a Likert scale based on aspects in Greenhaus and Beutell's (1985) theory which consists of:

- 1) Time-based conflict
- 2) Stress based conflict
- 3) Behavioral based conflict

This scale uses 12 items of answer choices Very suitable (SS), Suitable (S), Not suitable (TS) and Very Unsuitable (STS)

### b. Social Support (X2)

Social support (X2) is measured by a Likert scale which is arranged based on the aspects in Strauss and Saylesse's theory, there are three sources of social support in the work context, namely:

- a). Family / life partner
- b). Work colleague
- c). Boss

This scale uses 12 item choice answers Very suitable (SS), Suitable (S), Unsuitable (TS) and Very Unsuitable (STS)

### 3.2. Dependent Variable

Organizational Commitment (Y) is measured by adapting Allen and Mayer's Likert scale (1997), which has an aspect with 12 items. With the choice of answers Very suitable (SS), Suitable (S), not suitable (TS) and Very Unsuitable (STS)

According to Meyer and Allen, there are 3 models of organizational commitment, namely:

- a. Affective Commitment means emotional attachment to employees, identification with employees, and employee involvement in the company.
- b. Sustainable Commitment is awareness of the disadvantages of leaving the company.
- c. Normative Commitment, reflecting a sense of responsibility to continue working

### 3.3 Population and sample

The population is all career women in Medan City. The sample in this study were some career women in the city of Medan. The sampling technique is non-probability sampling with purposive sampling or sampling based on certain characteristics, namely:

1. Still actively working and married, aged 20-45 years,
2. Permanent employees and have worked for at least 2 years in their current place.

In this study, the number of respondents was 300 career women.

### 3.4 Data analysis method

1. Descriptive analysis method
2. Hypothesis testing with multiple regression analysis (multiple)

## IV. Result and Discussion

The results of the descriptive analysis are shown in the table:

**Table 1.** Based on agency

No	Organizational Agency	Number of respondents	Percent
1	Government	123	41%
2	Private	177	59%

**Table 2.** Based on age

No	Age	Number of respondents	Percent
1	24-35	172	57,3%
2	36 – 50	128	42,7%

The table above describes 123 people who work in government agencies or 41% and 177 people or 59% in private agencies, while respondents according to age 24-35 years 172 people or 57.3% and those aged 36-50 years are 128 people or 42.7%.

#### 4.1 Analisis regresi berganda

The analysis technique used in this research is multiple analysis techniques. This analysis is used to determine whether there is an effect of multiple role conflict and social support on organizational commitment partially or collectively. The results of multiple regression analysis were carried out using SPSS with the results shown in Table 3 below.

**Table 3.** The results of multiple regression analysis

Variable	Regression Coefficient	Tcount	Sig
Constant	28,020		
X1	-0,210	-4.118	0,000
X2	0.396	7,803	0.000
F. count	57.621		0.000
R Square	0.280		

From the results of the regression analysis, it can be seen that the regression equation has a negative effect of multiple role conflict on organizational commitment with a t value of -4.118 with a significance value of  $0.000 < 0.005$  and the regression coefficient having a value of -0.210, there is an effect of social support on organizational commitment with a significant value.  $0.000 < 0.005$  and the regression coefficient has a value of 0.396 and there is an effect of multiple role conflict and social support simultaneously at a significance value of  $0.000 < 0.005$ , the regression coefficient has a value of 0.210

**Table 4.** The validity test

Variable	Testing	fall items	Valid Items	Validity
Multiple role conflict	15	3	12	0,418 - 0,723
Social support	18	6	12	0,308 - 0,793
Organizational commitment	20	8	12	0,310 - 0,782

From the results of the t test shows:

1) Multiple role conflicts

The statistical results of the t test for the variable *per* double conflict obtained a significance value of 0.000 smaller than 005 ( $0.000 < 0.05$ ) and the regression coefficient has a negative value of -0.210. Then the hypothesis which states that "there is an effect of multiple role conflict on organizational commitment in career women in Medan" is accepted.

2) Social support

The statistical results of the t test for the variable *per* double conflict obtained a significance value of 0.000 smaller than 0.005 ( $0.000 < 0.05$ ) and the regression coefficient has a positive value of 0.396. Then the hypothesis which states that "there is an effect of social support on organizational commitment to career women in Medan" is accepted.

3). Simultaneous significant test / Concurrent Test (-F Test)

From the test results obtained a significance value of  $0.000 < 0.005$ , it can be concluded that the hypothesis which states "there is an effect of multiple role conflict and social support simultaneously on organizational commitment to career women in Medan" is accepted. The results of the Adjusted R2 test in this study obtained a value of 0.280. This shows that organizational commitment is influenced by the variable role conflict and social support by 28%, while the remaining 72% is influenced by other factors not included in this study.

This study aims to determine the effect of multiple role conflict variables and social support on organizational commitment to career women in Medan.

1) The effect of multiple role conflicts on organizational commitment in career women in Medan

The results showed that the multiple role conflict variable with a significant value of 0.000 was less than 0.05 ( $0.000 < 0.05$ ) and the regression coefficient had a negative value of 0.210; So this study is successful in proving the first hypothesis which states "There is a negative effect of multiple role conflict on organizational commitment to career women in Medan. This shows that the higher the dual role conflict of an employee, the lower the organizational commitment of the employee.

2) The influence of social support on organizational commitment to career women in Medan

The results showed that the multiple role conflict variable with a significant value of 0.000 was less than 0.05 ( $0.000 < 0.05$ ) and the regression coefficient had a positive value of 0.396; Therefore, this research succeeds in proving the second hypothesis which states "there is a significant effect of social support on organizational commitment to career women in Medan." The results of this study indicate that the higher the social support obtained by career women, the higher the organizational commitment they have.

3) The effect of multiple role conflicts and social support on organizational commitment to career women in Medan

The results show that the multiple role conflict variable with a significant value of 0.000 is smaller than 0.05 and a regression coefficient of 0.280; So this study succeeded in proving the third hypothesis which states "There is an influence of dual role conflict and social support on organizational commitment to career women in Medan. These results prove that dual role conflict and social support together contribute 28% of the influence on organizational commitment while 72% are contributed by other variables.

## V. Conclusion

Based on the results of research and discussion, several conclusions can be drawn as follows: there is an effect of multiple role conflict on organizational commitment in career women in Medan. This is evidenced by the significant value of 0.000 less than 0.05 ( $0.000 < 0.05$ ) and the regression coefficient having a negative value of 0.210, there is a significant effect of social support on organizational commitment to career women in Medan. This is evidenced by the significant value of 0.000 less than 0.05 ( $0.000 < 0.05$ ) and the regression coefficient has a positive value of 0.396. There is an effect of dual role conflict and social support on organizational commitment to career women in Medan. This is evidenced by a significant value of 0.000 less than 0.05 ( $0.000 < 0.05$ ) and the regression coefficient has a value of 0.280 or 28%.

Based on the research results, the relationship between multiple role conflicts and social support has an effect of 28%. This can provide information to agencies to increase organizational commitment through reducing multiple role conflicts and increasing social support.

For the next researcher, it is expected to add other variables related to organizational commitment, which is in accordance with the developing issues, in order to obtain optimal results. In addition, there is a need for a deeper theoretical study of the multiple role conflict variables and social support and organizational commitment variables.

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